

HARBOUR

HOMES



ANNUAL REPORT

2023-24

Our communities are brilliant



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We are pleased to publish our Annual Report 2023-24.

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THANK YOU

Big thanks to all who have come along this journey with us every day.

HELLO ALL

A few words from the Chair of our Board, David Welsh, and our Chief Executive, Heather Kiteley.



DAVID WELSH
Chairperson

I am proud to be introducing our Annual Report in my first year as Chairperson of Harbour Homes.

As you will read in this report, 2023-24 brought us many memorable highlights as well as new challenges to be negotiated. We had to make some big decisions, including pausing our development programme and reducing costs where possible.

Our new development opening in Granton was the last in the programme to be completed and will bring much needed quality affordable housing to the area.

A notable achievement of the past year has been improved customer satisfaction feedback. Our customer satisfaction survey highlighted positive changes in several key areas, including recognition of our Harbour Multi-Trades colleagues who play an important role in delivering our reactive repairs service.

Next year will mark 50 years of Harbour Homes making impactful contributions to the communities of Leith and north Edinburgh. Alongside my fellow voluntary Board Members, we are very much looking forward to celebrating this milestone with staff and customers in 2025.



HEATHER KITELEY
Chief Executive

Thanks for taking the time to read all about what Harbour Homes has been doing in 2023-24.

There have been lots of highlights, including seeing happy tenants move into their fantastic new homes at Ramage Square and Telford Drive, securing funding to help tenants reduce their energy bills and welcoming David as our new Chairperson.

Like many other housing associations, we've had a sharp focus on how we can manage our costs to keep rents as affordable as possible for tenants. Unfortunately, during the year it became clear that it's not

currently financially viable to build more new homes, so we had to make the very difficult decision to pause our development programme and to make talented staff members in our development team redundant. They are greatly missed by all their colleagues.

Over the next 12 months we will continue our drive to deliver excellent services to our existing tenants, including embracing all the ways digital tools can enhance the customer experience we provide, and to assist tenants with the cost of living crisis.

OUR YEAR IN NUMBERS

Annual report stats 01/04/23 to 31/03/24

Income

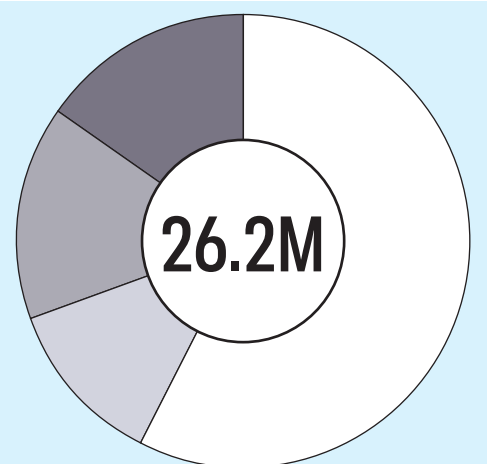
We received income of £26.2m from providing affordable high-quality homes and services. This income is made up of £15.1m from lettings, income from grants of £3.2m, gains from planned property disposals of £3.9m, and management services/other income of £4m.

The income from lettings of £15.1m includes £0.4m from shared ownership properties. Grants of £3.2m include housing grant income recognised for the year and £0.1m of wider role grants to fund community initiatives.

Sales of 27 social housing generated £3.9m in line with

the planned property disposals programme.

Income of £4m from other activities includes £2.9m of management and lease fees from subsidiaries Harbour Lettings and Harbour Connections. It also includes £82k from factored income, £73k from commercial rent receivable, £59k from adaptations income, £126k from rechargeable repairs, miscellaneous income from £218k, insurance recoveries from £41k and £53k gift aid received from Harbour Lettings. Interest receivable contributed £457k of interest earned from cash in the bank in various deposit accounts.



Rent and service charges (58%)
 Grants (12%)
 Gain on sale of properties (15%)
 Interest received and other (15%)

Expenditure

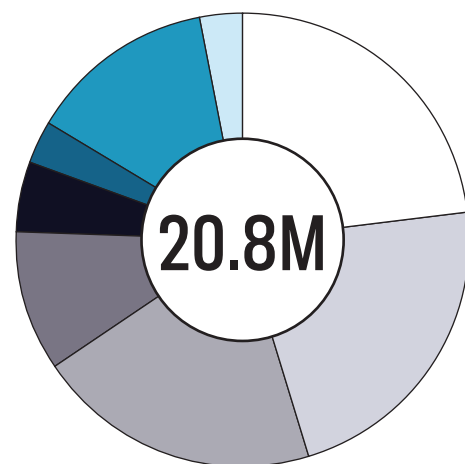
Total expenditure of £20.8m includes housing depreciation of £4.9m, housing management and service fees of £4.5m, property maintenance costs of £4.3m, interest payable on loans of £2.8m, property development of existing properties of £1m, expenses relating to community initiatives of £0.5m, and other expenditure of £2.2m.

Other expenditure of £2.1m includes fees relating to factored repairs, agency and management services, mid

market rent depreciation, and adaptations and salaries.

In addition, there was a £0.6m pension liability remeasurement, representing an increase in the pension liability for the defined benefit pension plan.

Community initiatives expenditure amounted to £0.5m, including £57k towards wider role contract payments, £11k in community initiatives payments, £5k other costs and £469k of overheads.



Housing depreciation (23%)
 Housing management and services (22%)
 Maintenance (21%)
 Other (10%)
 Property development (5%)
 Community initiatives (3%)
 Interest on loans (13%)
 Pension liability remeasurement (3%)

Net Surplus

It's important that we make a surplus to meet all our ongoing and future commitments such as maintaining our existing properties and meeting loan conditions.

5.4M

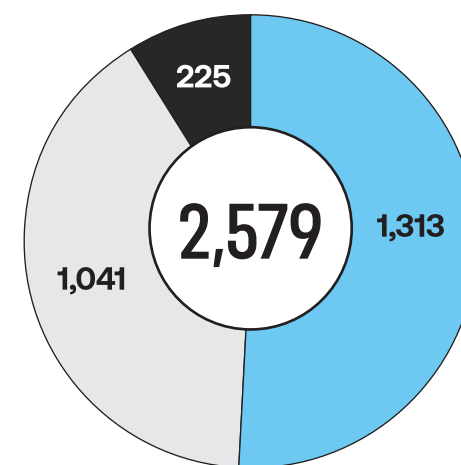
Net Surplus

3,224

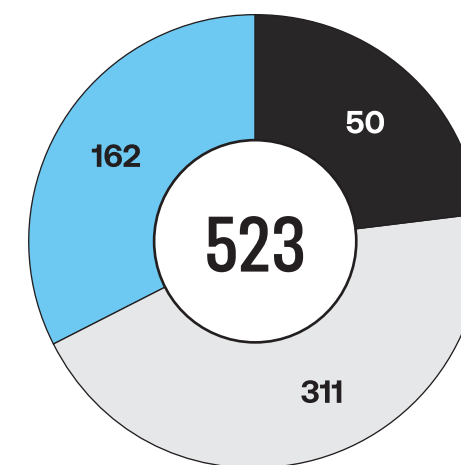
properties overall
(including 122 shared ownership properties)

Our properties (as of 31/03/2024)

Social rent properties

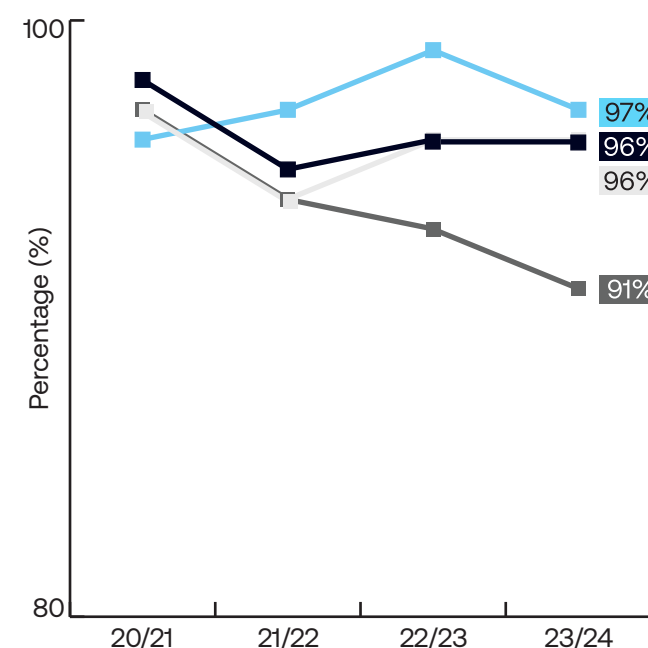


Mid market rent properties



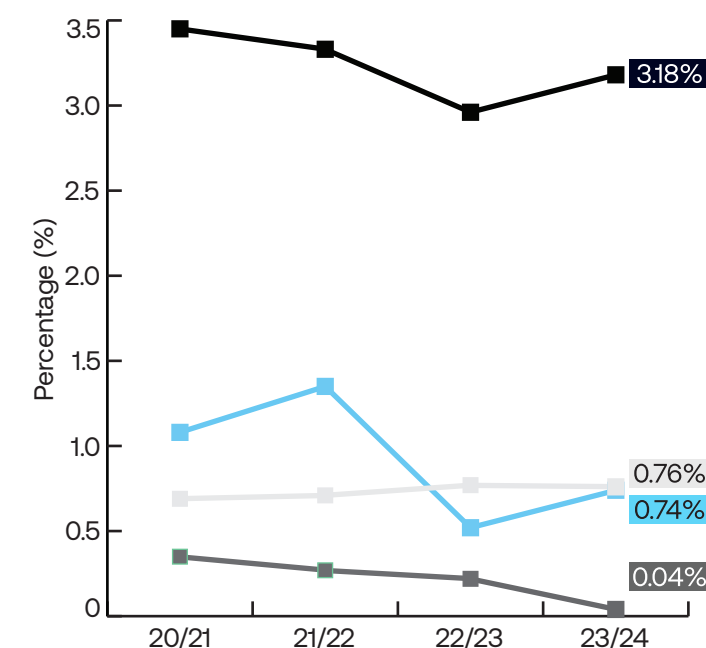
One beds
 Two beds
 Three + beds

Repairs completed on time (%)



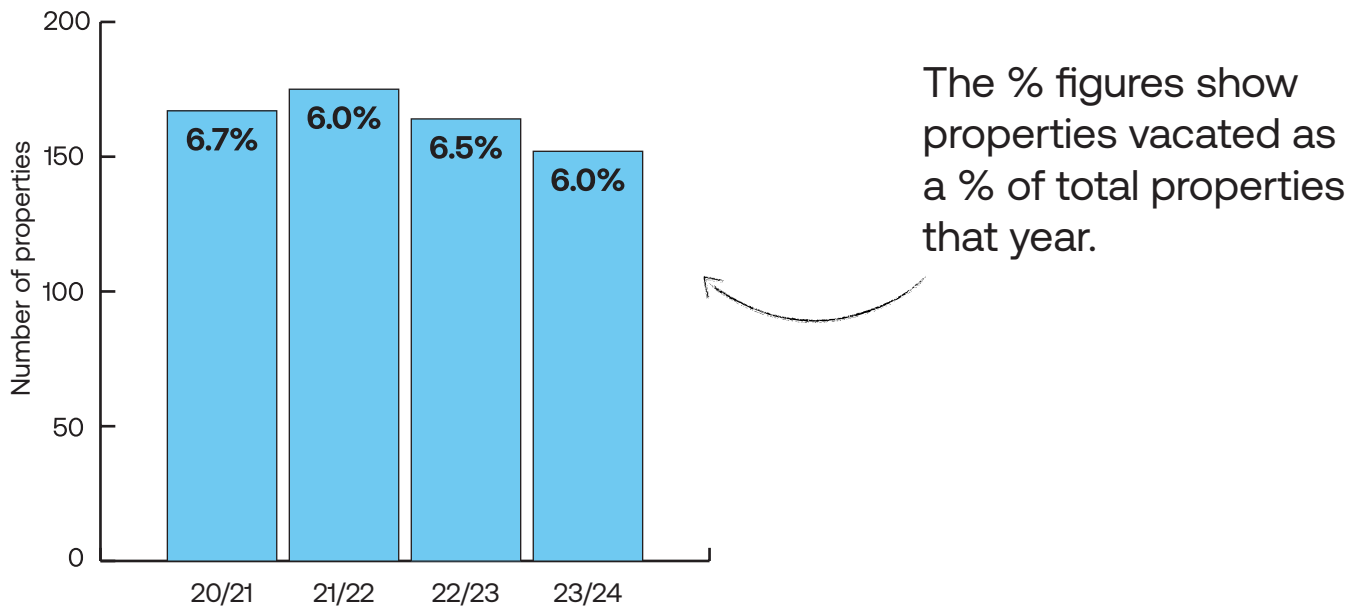
Emergency
 Urgent
 Routine
 Immediate

Rent loss (%)

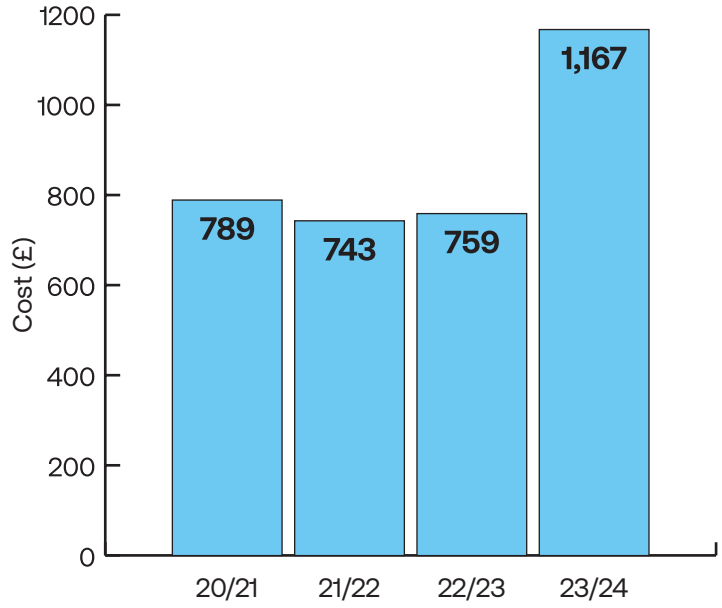


Rent arrears
 Void loss
 Former tenancy arrears
 Former tenancy arrears written off

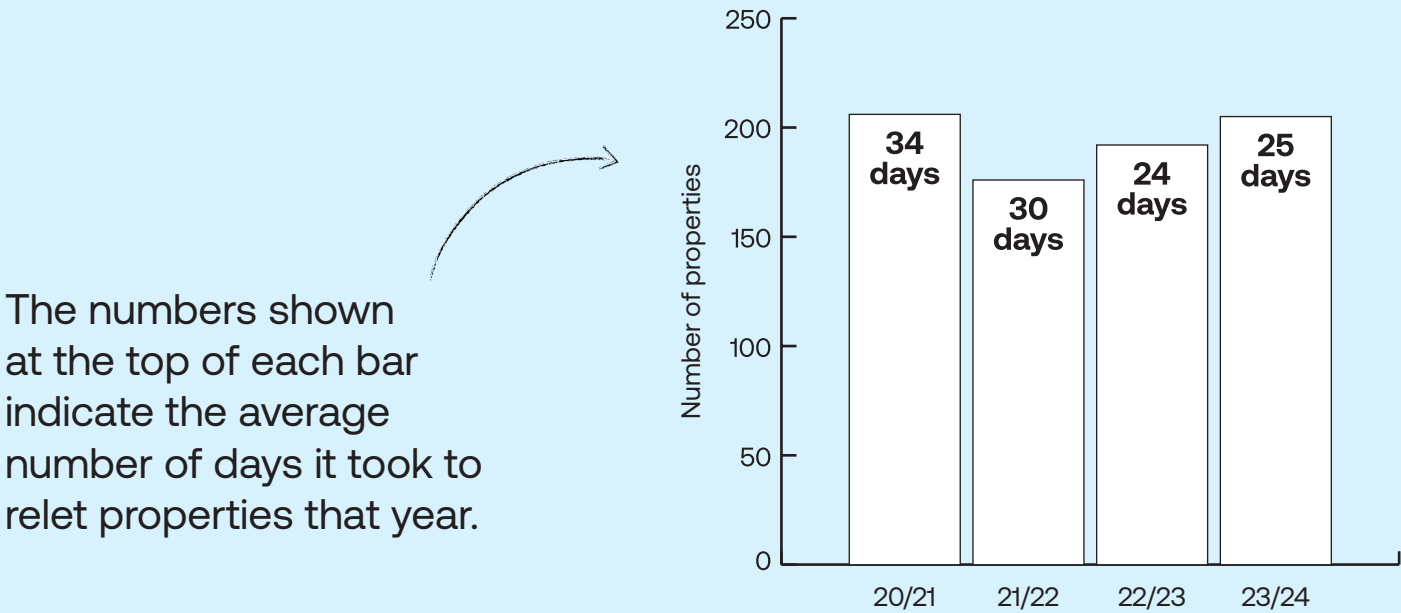
Total properties vacated (and properties vacated as a % of total)



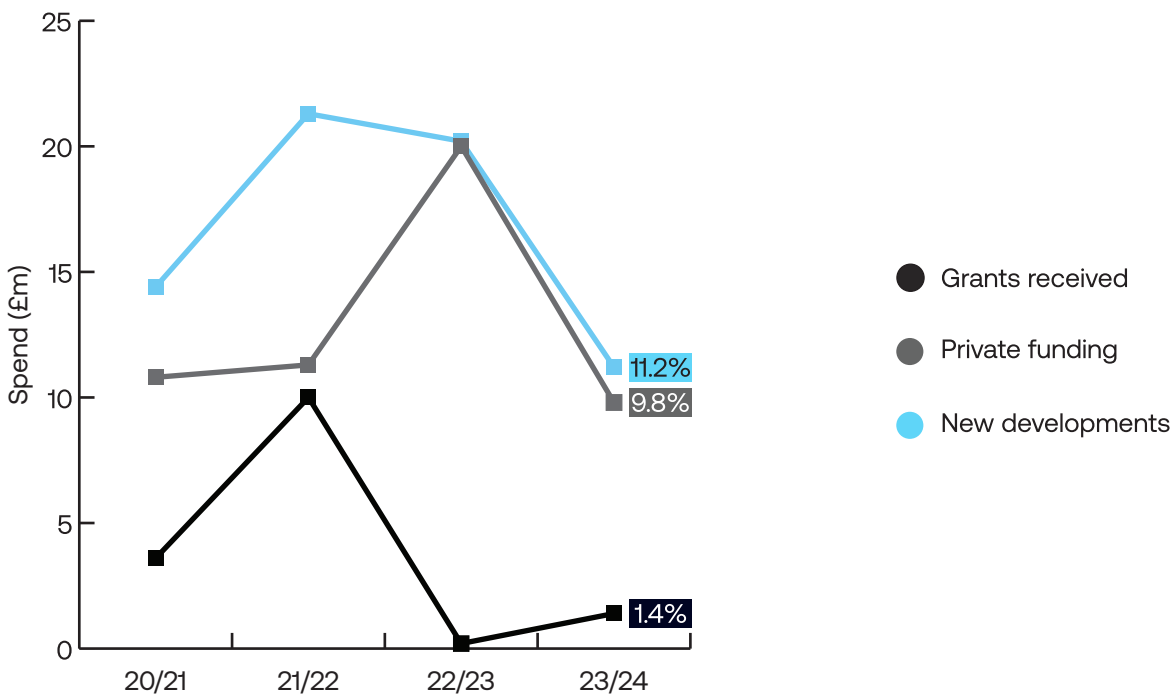
Management costs per unit (£)



Number of properties let to new tenants (and time taken to relet)



Total spend on building new properties (£m)





TELFORD DRIVE

SPRING 2023

New affordable homes for north Edinburgh

Ramage Square

We were pleased to bring 82 new affordable homes to Ramage Square in Leith.

With 41 social rent and 41 mid market rent homes right beside Ocean Terminal, our tenants were among the first to benefit from the Trams to Newhaven project.

We delivered this project in partnership with the

City of Edinburgh Council as part of the Scottish Government's goal to deliver 100,000 new affordable homes over the next decade.

Telford Drive

Further west, we worked with Culross Ltd on a smaller project close to Western General Hospital.

We brought eleven new mid market rent flats to

an already established residential street, Telford Drive. These homes are conveniently placed near public transport links, green spaces and shops at a nearby retail park.

The homes, delivered ahead of schedule, offered a modern, affordable living option for the local community, including those working at the hospital.



SUMMER 2023

Leith Gala Day fun

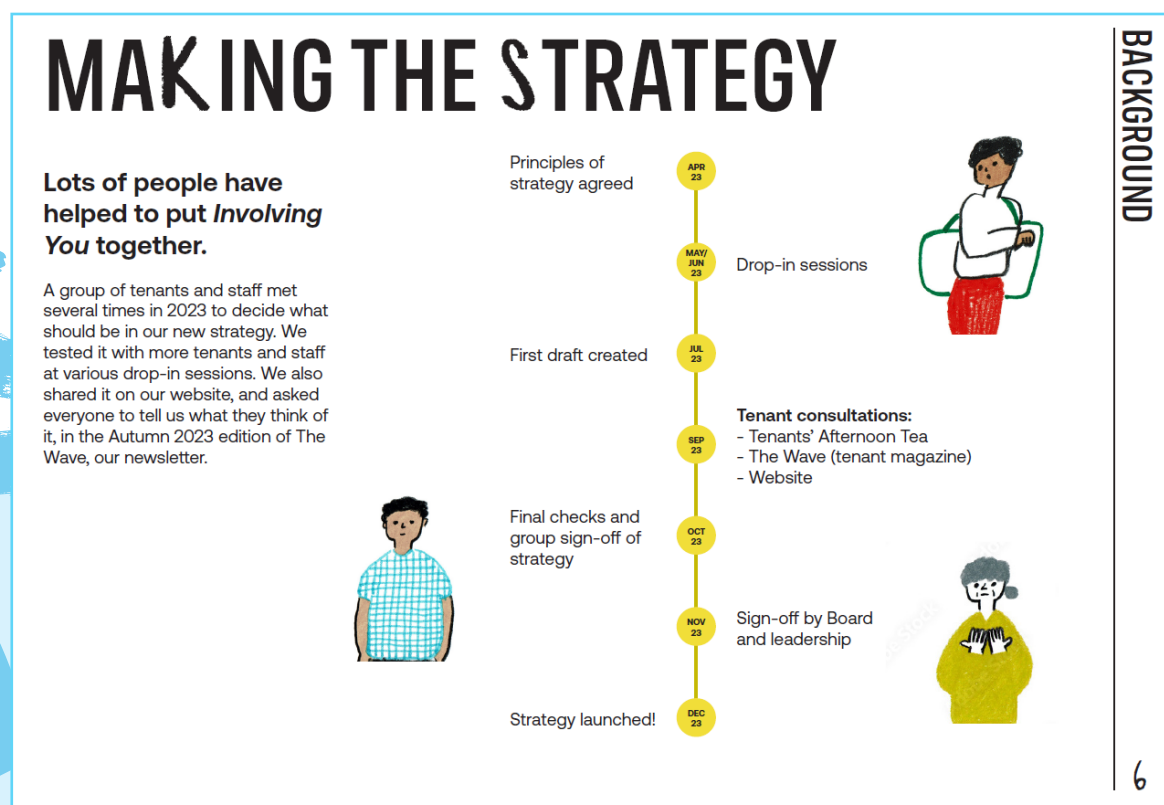
Come rain or shine we love setting up our stall at Leith Gala Day! This year we had glorious sunshine and enjoyed making artwork with the community.

We asked: 'What makes Leith special to you?' and Gala Day goes filled the page with drawings including: houses, trees, statues, parks, sports and more.

COMMUNITY ART

We also asked the community what they felt needed to be prioritised in Leith and north Edinburgh generally. Building more homes was a big priority for many, closely followed by making improvements to existing homes. Sustainability and having more green spaces in the area came up in our discussions plenty too.

Tenant Participation Strategy



A big piece of work for us this year was working with a group of tenants and colleagues to create *Involving You*, our new tenant participation strategy.

We talked about how important it is to involve tenants in decisions about things that matter, how to do that, and what we wanted *Involving You* to look and 'sound' like.

We also ate a fair number of sandwiches (it was hungry work!)

and got to know each other a bit better.

The strategy aims to explain what we'll do over the next three years to ask tenants about their homes and neighbourhood, listen to their feedback, change how we do things and keep everyone updated about those changes.

We're excited about this strategy's potential, and our next step will be to create the action plan to accompany it.

AUTUMN 2023



New chairperson for Harbour Homes

After four years in the role of Chairperson of Harbour Homes, Caitlin McCorry stepped down in 2023. David Welsh, an experienced management consultant and Leith resident, was appointed to the position bringing a wealth of knowledge and expertise to the organisation.

Tenant census

Between September and November 2023, 1,267 tenants took part in telephone or face-to-face surveys to provide us with information that will help us to improve.

We are greatly appreciative of the feedback received and will use this to inform future decisions around how we provide our services.

Employability project

We made a successful funding application to AdviceUK earlier in 2023 to deliver employability and advice services to locals with pre-school age children, single-parents, and families with three or more dependent children. We are pleased to have been able to assist numerous individuals with this project over the course of the year.



Services for older people award

Harbour Homes' Sheltered Housing Team received a five-star certificate of nomination from Age Scotland's Services for Older People Awards.

The awards recognise the hard work and dedication of individuals, groups and organisations who make a positive difference to the lives of older people in communities across the country.

SPRING 2024

Leith Network

MCR Pathways became the 100th member to join The Leith Network, an informal 'think-tank' providing space for community groups in Leith to meet, share and collaborate.

Harbour Connections, the social enterprise subsidiary of Harbour Homes, set up the network in 2020 and continues to facilitate the group. Its goals are to make a positive difference to the communities it serves and to share knowledge, skills, ideas and opportunities.

Shrubhill greening

A group of tenants got involved with planting and building benches and raised beds to grow produce in their shared garden. They decorated some communal balconies with potted plants.

We contributed a rainwater system as an environmentally friendly solution to watering the plants. The project brought tenants together in a productive and social setting and has helped to foster a small community at Shrubhill.



Utility fund

Funding secured from the Scottish Federation of Housing Associations (SFHA) allowed us to help tenants struggling with energy debt.

Our Energy Advice Officers were able to provide tenants assistance with bills and we succeeded in reducing or clearing utility debt for numerous tenants who accessed our service.

While the funding provided by the SFHA was limited, our Energy Advice Officers continue to provide a service to tenants in other areas of energy advice.

Ripple Refillery

We were pleased to be able to offer £2k funding to help set up Restalrig's first community refillery. The Ripple Refillery, created by The Ripple Project, is a sustainability initiative which aims to give people access to good quality and low-cost food with minimal waste. It is the first community run refillery to open in north-east Edinburgh.



Reminiscence volunteers

Sheltered housing tenants spent time with reminiscence volunteers from the Heart of Newhaven as part of a project called *Sharing the Past*.

The volunteers brought along memorabilia including old records, magazines, photos, gadgets and scents like 4711 and Old Spice. It was lovely to hear tenants sharing their happy memories.



THANK YOU

Thanks to our volunteer Board Members.



David Welsh
Chair



Campbell Whyte
Vice Chair



Caitlin McCorry
(Outgoing Chair)



Anthony Gillespie



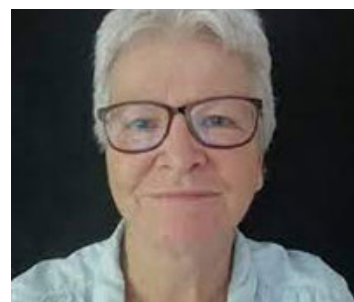
Jim Sherval



Iain MacPhail



Brian Reilly



Liz McLean



Kevin Anderson



Leigh Eardley

Changes to the Board

In October 2023, Caitlin McCorry stepped down as Chair and was succeeded by David Welsh (previously Vice Chair). Campbell Whyte took up the position of Vice Chair.



And a huge thank you to our colleagues!

The highlights of 2023-24 would not have been possible without our dedicated colleagues.

They show up to continue making a positive impact on the lives of people in Leith and north Edinburgh. Our team is led by our Chief Executive with support from our Group Leadership Team:

- Harbour Chief Executive: Heather Kiteley
- Director of Group Operations: Gordon Cameron
- Director of Group Finance and Business Support: Ngeme Ntuli

Last but not least... thank you!

We appreciate you taking the time to read about our work and for continuing to support us and our brilliant communities.



GET IN TOUCH

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Harbour Homes Scotland



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HAPPY TO TRANSLATE