

**Minutes of Joint Board Away Day
Held on Friday 10 October 2025
at Hibernian Football Club**

Present:

Pauline Carter-Lee	Heather Kiteley (Group CEO & Subsidiaries Board Member)
Zoe Curry	
Leigh Eardley	Gordon Cameron (Director of Group Operations & Subsidiaries Board Member)
Caitlin McCorry	
Liz McLean	
Jim Sherval	Ngeme Ntuli (Director of Group Finance, Business Support & Subsidiaries Board Member)
Chris Stone	

Staff in attendance:

Chris Thomson, Lynnmarie McAllister, Lynda Hanna, Angela Morgan, John Murray, Alan Ross, Mark Hastie and Alison Petretti

Apologies

- 1.
- 1.1 Kevin Anderson, Ben Jones, Iain MacPhail, Vendula Tomisova (attended part of the session) Campbell Whyte

2. Introduction

- 2.1 The Chief Executive welcomed everyone and provided an overview of the day.

3. Icebreaker

- 3.1 The group interacted in an icebreaker on creating a message for the future Board in 50 years "A Time Capsule to 2075".
- 3.2 Some ideas discussed are listed below:
 - No housing crisis/homelessness
 - Affordable homes for all
 - Everyone having a safe affordable place to live
 - Accessible Housing
 - Cheaper cleaner energy
 - Affordable homes for all

4. 3 Year Group Priorities

- 4.1 The Board was provided with an update on the below:
 - Organisational Structure
 - Digital Transformation
 - Sustainability/ESG

5. Company Business Plans

- 5.1 The Board was provided with an overview of the business and Harbour's strategic objectives for the 2025–2028 period.

6. Harbour 50th Celebration

- 6.1 The Chief Executive welcomed former Port of Leith Chief Executives, previous Chairs of the Board, Members of the Scottish Parliament, and representatives from local community groups.