

Harbour Homes Scotland Limited
Minutes of Harbour Homes Board Meeting held on
Thursday 12 March 2026 at 5pm via Teams

Present:

Campbell Whyte (Chair)	Vendula Tomasova
Graham Gillespie	Pauline Carter-Lee
Jim Sherval	Kevin Anderson
Caitlin McCorry	Chris Stone
Leigh Eardley	

In attendance:

Heather Kiteley, Group Chief Executive
 Gordon Cameron, Group Director of Operations
 Mike Gibson, Interim Finance Director
 Tina Bell, Group Business Support Manager

Acronym Harbour Homes (HH), Harbour Multi-Trades (HMT)
 Scottish Housing Regulator (SHR), Data Protection Officer (DPO)

Action**1. Apologies and Welcome**

1.1 Apologies received from Liz McLean and Iain MacPhail.

2. Declarations of Interest

2.1 None

3. Approval of Minutes**3a. Board Meeting – Thursday 26 February 2026**

Proposed by Kevin Anderson and seconded by Graham Gillespie.

3.1 Review Matters Arising and Outstanding Actions

3.1.1 None

4. Note - Matters Approved or Papers Issues Between Meetings - CEO

4.1 None

Group Matters**5. Approve – Updated Appendices to the Group Strategic Plan 2025-2028 - CEO**

5.1 The appendices are updated annually for submission to the Scottish Housing Regulator (SHR) and our lenders. The two appendices are stress testing scenarios and our risk register. The Finance & Risk Committee reviewed the documents in detail on Thursday 5 March and recommended them for approval.

Action

- 5.2 The Board **approved** the revised appendices. Proposed by Caitlin McCorry and Pauline Carter-Lee

6. Review – Progress Report - Group Strategic Plan 2025-2028 - CEO

- 6.1 The plan has been reviewed to ensure we are on track to meet our 3-year strategic plan objectives. Items we are not confident we will achieve are
- Saving of 10% on sustainability.
 - Gift aid of £500k by end of 3-year plan. Realistically this will be more in the region on £100k.
- 6.2 In response to a query regarding the substantial variation in the Gift Aid figure, clarification was requested on the impact this reduction will have on the overall amount received, and whether it is expected to affect the planned or intended activities.
- 6.3 It was confirmed that there will be no impact, as this income had not been relied upon in financial planning. The Gift Aid had been identified as a potential source of funding for placemaking activities; however, it was not considered guaranteed income.
- 6.4 The Board **reviewed** the report

Parent Matters

7. Review - Reports from Finance and Risk Committee, and subsidiary Boards - Chairs

7.1 Finance and Risk Committee (FRC)

- External Auditors C+T re-appointed
- Schedule of Rates (SORs) process for HMT to HH
- Internal Audit's to be actioned for HH and HMT

7.2 Harbour Multi-Trades (HMT)

- Internal Audit
- Slight increase in profit and moving in the right direction
- Restructure – Five staff members have transferred from HH, and four new staff members have been recruited.
- Cleaning team moving to HMT as of 1 April 2026

7.3 Harbour Connections (HC)

- Last meeting took place in February
- Timetable in place for communicating the dissolution of HC
- Placemaking team remain within HH

7.4 Harbour Lettings (HL)

- Recruitment for a tenant to join the Board

- 7.5 The Board **reviewed** the reports.

8. Note - Data Protection Update from Data Protection Officer – Group Business Support Manager

Action

8.1 A short presentation about how Harbour is complying with data protection legislation was provided to the Board outlining the following points:

- Regular meetings take place with our Data Protection Officer (approx 6-8 weeks)
- Action plan in place
- Regular review of our policies, procedures and privacy notices
- Data audit commenced
- Data Use and Access Act 2025 – amending piece of legislation and data has been reviewed to reflect this
- MRI modules will be Data Impact Assessments
- Breach handling in place. These are reported to Board via the Assurance report and to our Internal Auditors
- Staff and Board training
- Compliance Role review
- Timelines adhered to as per legislation
- Record of Processing Activity (ROPA) – due to the restructure, information will be checked in line with legislation for HH, HMT, Alpay etc
- Data retention checks and ensure the data is disposed of correctly
- New action plan for 2026
- Continue group consolidation for DPO activities
- Review of data sharing agreements
- Refresher training for staff and Board members
- Good GDPR culture in the organisation

8.2 Discussion took place about Trish the DPO, presenting training for Board members. A suitable date will be advised. TB

8.3 The Board **noted** the presentation.

RSL Matters

9. Review – Q3 Progress Report on Performance against the Harbour Homes Business Plan – CEO and Group Director of Operations

9.1 An update was given on the milestone objectives

- Customer satisfaction surveys will take place in 2026-2027.
- Satisfaction KPIs require improvement, and it is anticipated that the survey scheduled for the summer will reflect this.
- Customer experience project has been delayed due to MRI, restructure and operational matters. We are reviewing how to manage this project.
- Surveys have not been completed after each repair to enable us to provide this KPI information
- Disposal of Properties - unfortunately, we may not meet our target to sell 25 of our disposals by the end of the year. We are progressing these sales with the council.
- Complaints - module not fully functional due to reporting issues.
- Community benefits – unfortunately we are finding it difficult to get the information from contractors
- Internal Satisfaction Surveys – actioned now the restructure is over

Action

- Office and Operations Facilities – Admiral House in process of being purchased, and a long-term accommodation proposal will be looked at early 2027.
 - Sustainability – contact to be identified
- 9.2 In response to a question “has the restructure had an impact on the KPIs”?
- 9.3 Yes. We have experienced issues with the system being unable to produce the required reporting information. As you will recall, priority was previously given to staff supporting the installation of the new project. The subsequent restructure has also created vacancies, with staff moving into new roles across the business, which has contributed to these ongoing challenges.
- 9.4 Following the restructure, dedicated teams are now in place to support the effective delivery of this work to improve our reporting service.
- A dedicated team for Reactive Repairs and Voids
 - Contact Centre in place at 108 Constitutions Street
 - Training for staff – scheduled for end of March
- 9.5 The Board **reviewed** the report.
- 10. Review - Assurance Report on Compliance and Matters Delegated to Management - Group Director of Operations**
- 10.1 The Board were given an update on the Health & Safety report October – December.
- 10.2 **Gas/EICRs (unable to gain access)** – This is a longstanding issue involving one of our tenancies. We have been unable to gain access to the property to carry out the required EICR and Gas Safety checks. The matter is now in the hands of the court, and a hearing date has been postponed to April. This has been reported to the SHR as a notifiable event. Regulator is aware of this issues and we will not be entering property until it is vacant.
- 10.3 In response to a question regarding potential liability, ‘If there were an injury to the tenant, or worse and the property as a result of being unable to access to carry out the required safety checks, would Harbour be liable?’
- 10.4 Unfortunately, I am unable to provide a definitive answer at this time. I will discuss the matter with our Housing Services Manager and report back to the Board. I am aware that this issue is the subject of ongoing discussions with our legal advisors. We are aware this is a concern for the business. TB
- 10.5 **EICRs** – Our percentages are EICR₃ - 87.6% and EICR₅ - 99.18%
- 10.6 **Employee Safety** - A violent incident occurred in the office in December involving the same tenant associated with the ongoing Gas Safety and EICR access issues. An interim interdict has been issued by the police. This remains a very challenging situation.
- 10.7 **Stress at Work** – One employee off work in the last quarter. Assessments have taken place.

Action

- 10.8 **Health & Safety Policy** – We are currently reviewing our Health and Safety policy due to reflect the restructure. This policy will be brought to Board for approval.

Harbour Homes Assurance Report

- 10.9 **Budget Management** – An underspend against the latest forecast was reported, primarily due to timing issues within HMT and delays in cyclical maintenance work.
- 10.10 **Policies & Procedures Management** – In January, 27 policies were reported as outstanding; as of today, this has reduced to 19.
- 10.11 **SLAs** – Approved in line with budget
- 10.12 **Jamieson Place** – Our action plan is being submitted to the Regulator monthly. A review of our processes will be completed by 31 March, and we anticipate that this notifiable event can then be closed.
- 10.13 **RSL Performance** – The Chair advised that the Board needs to see improvement over the next period. The ARC is due for submission on 31 May, and it was agreed at the Finance & Risk Committee meeting on Thursday, 5 March, that our internal auditors will carry out a verification of the ARC. This work will take place during the week commencing 27 April.
- 10.14 **Data Breaches** – One reported breach in January and three reported from January 2025 to January 2026.
- 10.15 **Complaints** – Due to issues with the MRI complaints module, which MRI are currently investigating, we have been assured that the matter will be resolved by 31 March.
- 10.16 The Board **reviewed** the report.

11. Any Other Business - Chair

- 11.1 None

12. Date of Next Meeting - Chair

- 12.1 Board Meeting - Thursday 21 May 2026, 108 Constitution Street at 5pm
 Joint Board Away Day – Friday 24 April 2026, Duncan Place
 The meeting closed at 6.15pm

Signed by Chair: Campbell Whyte

Date: 21 May 2026