BOARD AGENDA –

26 MAY 2026

ITEM	AGENDA ITEM	ACTION	PRESENTED BY	PAGE NO
1	**Attendance & Apologies**	Noting	Chair	2
2	**Declaration of Interest**	Noting	Chair	-
3	**Minutes**	Approval		-
3.1.1	Minute of Meeting 24 March 2026	Approval	Chair	3
3.2	Action Sheet	Noting	Chief Executive	8
4	**Date of Next Meeting** 23 June 2026	Approval	Chair	-
5	**Health & Safety**	Noting	Director of Operations	-

ITEM	AGENDA ITEM	ACTION	PRESENTED BY	
6	**Items For Decision**			
6.1	Annual Return on the Charter	Approval	Chief Executive	9
6.2	SHR Five Year Financial Plan	Approval	Director of F&CS	71

ITEM	AGENDA ITEM	ACTION	PRESENTED BY	
7	**Monitoring Reports**			
7.1	SHR Engagement Plan 2026/27	Noting	Chief Executive	82
7.2	Annual Assurance Statement Review	Noting	Chief Executive	85
	MEETING GOES INTO PRIVATE SESSION			

Board Meeting Attendance 2025/26

Board Members	Notes	03-Sep-25	18-Nov-25	10-Feb-26	24-Mar-26	26-Mar-26	26-May-26	23-Jun-25	25-Aug-26
Helen Mackenzie									
Iain M Macleod									
Christina Macneil	1								
Fiona Macleod	2								
Alison MacCorquodale									
Calum Mackay									
Norman Macdonald									
Duncan Macinnes									
Valerie Russell									
Colin Gilmour									

1 Appointed as Tenant Member 3 September 2025

2 Tendered resignation on 17 November 2025

Member present at meeting

Member not present at meeting

Cancellation of travel due to weather

Unable to attend remote meeting due to technical difficulties

Leave — Special Leave Granted

ITEM NO 3.1

HEBRIDEAN HOUSING PARTNERSHIP

Board

Minutes of Meeting held remotely via Microsoft Teams on Tuesday, 24 March 2026 at 5.30pm

PRELIMINARY ITEM	
ATTENDANCE & APOLOGIES	
1	**Attendance & Apologies** Attendees via MS Teams Calum Mackay (Chair) Duncan Macinnes Alison Maccorquodale Iain M Macleod Valerie Russell Helen Mackenzie Colin Gilmour Norman Macdonald Apologies received Christina Macneil Staff & Consultants in Attendance Dena Macleod (Chief Executive) Donald Macleod (Director of Finance & Corporate Services) John Maciver (Director of Operations) Iona France (Governance Officer) James Morrison (Finance Manager) Michael Libby (Corporate Services Officer) Sawan Morrison (Development Manager) In attendance for Public Items Only Angus Smith (Corporate Resources Manager) Angus E MacNeil (Assets & Contracts Manager) Peter O'Donnell (Investment Manager) The Chair, on behalf of HHP, wished Mr Malcolm Burr well in his new position as he steps down from the role of Chief Executive at CNES after more than 20 years.
PRELIMINARY PROCEDURAL MATTERS	
2	**Declaration of Interest** **The Chair declared an interest in Item 6.3. It was agreed this item would be taken after Item 8.4 and the Vice Chair would preside.**
3.1.1	**Minute of Board Meeting 10 February 2026** **The minute of the Board meeting of 10 February 2026 was submitted and approved as a true and accurate record of the proceedings of the meeting subject to the additional recommendations at Item 6.2 and 6.3.** **Item 6.2 Rent Setting & Cash Planning Limits** **Approved the non-tenant administrative charges are rounded up to the nearest pound.** **Item 6.3 Management Report** **Approved the inclusion of reserves in future Management Reports**
3.1.2	**Note of Tenant Board Panel 3 March 2026** **The note of the Tenant Board Panel meeting of 3 March 2026 was noted.**
3.2	**Action Sheet** **The Action Sheet was noted.**
4	**Date of Next Meeting** **It was agreed the date of the next meeting would be an additional meeting on 26 March 2026 and the next scheduled meeting 26 May 2026.**
5	**Health & Safety** The Director of Operations highlighted 2 properties where gas leaks were found during servicing work and a safety check at change of tenancy. One involved a meter issue which was reported to SGN and the other required pipe work within the property. The risks were considered limited.

ITEMS FOR DECISION	
6.1	**Business Plan** The Chief Executive advised a summary of changes from the last Business Plan, including updates to houses and turnover, was prepared using Co-Pilot and was available for review, Following the consultation with staff and tenants no further changes were made. The feedback from tenants highlighted the importance of external works alongside internal improvements and this will be considered for future investment planning. The feedback on performance indicators from the Operations Working Group meeting held on 6 March 2026 will be taken into account during the monitoring of the Business Plan. The Chief Executive confirmed there had been no changes to the Risk Appetite Statement since it was presented to the Board at the 10 February 2026 meeting. **The Board:** **a) approved the 2026 update to the Business Plan 2024/25 to 2028/29** **b) approved the Risk Appetite Statement: and** **c) noted the consultation outcome.**
6.2	**Budgets 2026/26** The Director of Finance & Corporate Services (D of F&CS) advised budgets had been updated to reflect the 4.5% rent increase. Total expenditure had decreased from £17.17 million in February to £15.76 million in March, primarily due to our Development Programme largely covered by grants in 2026/27. There was an investment carry over of approximately £900,000 for works deferred from 2025/26. Repairs and Maintenance provision had increased, including a £321,000 increase for initial EICR testing on properties built in 2021. The Development & Finance Committee scrutinised the budgets the previous day and proposed two additional recommendations for the Board to consider. The Committee recommended the £40K budgeted for the Tenant Satisfaction Survey, which has been postponed for a year, be retained as a contingency fund due to current geopolitical uncertainties and potential fuel cost impacts. Additionally, there was a suggestion of moving the budget-setting process to earlier in the year, potentially before rent-setting, to improve understanding of service delivery costs and financial flexibility prior to consultation and the Committee be actively engaged in budgetary planning and process improvements throughout the year. **The Board:** **a) approved the 2026/27 budgets;** **b) approved the £40K savings from the deferred Tenant Satisfaction Survey be retained for contingencies in 2026/27.** **c) agreed the Development & Finance Committee review organisational costs and sustainability in 2026/27 and incorporate stress test results in financial risk planning: and** **d) noted the cash planning limits and 30 year cashflow.**
6.3	**OCS Contract Extension** **Calum Mackay left the meeting during the discussion of this item. This item was taken after Item 8.4.** The purpose of this report was to recommend extension of the current Repairs & Maintenance Contract with OCS. The Investment Manager advised a SWOT analysis, comparing re-tendering the contract with extending it to March 2029, had been carried out. Re-tendering would allow for market testing but posed financial and operational risks due to the challenges within the island context. The Investment Manager further advised OCS would assume the risk for rising fuel costs. The next indices update was not due until March 2027 so recent fuel price increases had already been addressed by the last adjustment. **The Board approved the final two-year extension options for the Repairs & Maintenance contract be exercised to 31 March 2029.**
6.4	**Board Training 2026/27** The Board Training plan for 2026/27 was prepared developed based on the Board Skills Analysis completed in January 2026. The plan is aligned with our policy, as well as legislative and regulatory requirements. It incorporates a range of training formats, including in-house external, online, and digital options. The plan LAO addressed outstanding training needs from the previous year. The Governance Officer confirmed the continued use of My1HS modules for some health and safety training throughout the year. **The Board approved the 2026/27 Training Plan.**

POLICIES & STRATEGIES	
7.1	**<u>Wellbeing Strategy</u>** The Admin Officer presented the Wellbeing Strategy which was developed in alignment with our Tenant Engagement Strategy and reflected current efforts and future plans to support the wellbeing of tenants and staff. The Strategy was developed following thorough research and benchmarking against other RSLs and structured around four pillars of wellbeing: mental, physical, social, and financial. The Strategy was discussed at the Personnel Working Group on 18 February 2026 with recommendations being incorporated into the Strategy. **The Board approved:** **a) the Wellbeing Strategy for consultation with staff and tenants; and** **b) if there are no material comments arising from the consultation the Wellbeing Strategy be approved, otherwise a revised Strategy will be presented to the next meeting of the Board.**
7.2	**<u>Annual Financing Strategy</u>** The Director of F&CS presented the Annual Financing Strategy which outlined our approach to funding operations, including borrowing plans and cash positions. Peak debt has reduced from £19.5 million to £17 million due to delays in development and successful award of additional grants, notably from the Scottish Government's Net Zero Heat Fund. The Director of F&CS cautioned the report was prepared before recent geopolitical events in the Middle East, which could affect interest rates and inflation forecasts. The current borrowing was 85% fixed, meaning most loans were protected from interest rate changes. Only a small portion (£1.5 million) remained on a variable rate, which would be influenced by future rate fluctuations. **The Board approved the Annual Financing Strategy for 2026/27.**
7.3	**<u>AI Acceptable Use Policy</u>** The Governance Officer advised this was a new policy based on the SFHA's model to ensure compliance with GDPR, equalities, and internal governance standards. Only approved AI tools should be used, and certain activities—such as handling tenant or personal data—are prohibited. Staff and Board Members had received AI training, and clear guidelines for staff will be issued alongside the full Policy. It is proposed to use AI use impact assessments for each new project, similar to data impact assessments, and review to address any misleading information. If any new use of AI required a policy amendment Board approval would be required. The Corporate Resources Manager confirmed effective controls were in place to prevent the use of unauthorised AI tools. As AI technology is relatively new and continually evolving, it was agreed that the Policy would be reviewed initially on an annual basis. **The Board:** **a) approved the AI Acceptable Use Policy at Appendix 1;** **b) approved the Policy be reviewed initially on an annual basis; and** **c) noted the AI Guidelines at Appendix 2.**
7.4	**<u>Expenses Policies</u>** The Staff Expenses and Members' Expenses Policy were presented for approval. The accommodation rates per night were increased owing to the difficulty in securing rooms at the previous rate. The Members' policy was updated to include Tenant Board Panel members. **The Board approved:** **a) the Staff Expenses Policy for consultation with staff and Union;** **b) if there are no material comments arising from the consultation the Staff Expenses Policy be approved, otherwise a revised Strategy will be presented to the next meeting of the Board; and** **c) the Members Expenses Policy.**
7.5	**<u>Procurement Policy</u>** The Corporate Resources Manager advised the Procurement Policy had been revised in line with the work undertaken with Scotland Excel's continuous improvement programme, focussing on procurement as comprehensive end to end process. The Policy defined procurement requirements, considering factors such as sustainable development and other business objectives and managing contracts effectively. **The Board approved the Procurement Policy.**

7.6	**<u>Procurement Plan & Performance</u>** This report outlined 2025/26 procurement activities and plans for the upcoming year. Procurement in 2025 was relatively quiet, with most work completed through the investment framework. Performance indicators were good and consistent with previous years. The Board congratulated the procurement team on their excellent assessment score from Scotland Excel, noting that third-party costs for repairs, construction, IT, and professional services affected our expenses and procurement. Challenges in sourcing services, e.g. roughcasting in Uist, indicated that procurement issues are as significant as budgeting ones. As noted at the Development & Finance Committee meeting the previous day, tenant engagement could help ensure meaningful Community Benefits in future contracts. **The Board** **a) approved the Procurement Plan for 2026/27;** **b) noted the Scottish Government Procurement Return;** **c) noted the Scotland Excel report** **d) noted the procurement performance for 2025; and** **e) noted the Contracts & Community Benefits Registers.**

MONITORING REPORTS	
8.1	**<u>Management Report to 28 February 2026</u>** The Finance Manager confirmed we were expected to meet our covenant requirements for year ended 31 March 2026. Delays in the Aids & Adaptations programme and contractual delays resulting in work being postponed to the next financial year, will reduce this year's investment outturn. **The Board noted:** **a) the Management Report at 28 February 2026 and revised forecast out turn at 31 March 2026; and** **b) total debt owed to HHP at 8 March 2026 as £779,800 and current legal action.**
8.2	**<u>Investment Report</u>** This report provided an update on the 2025/26 Investment Programme with some major delays due to weather and access. There were also delays to the Aids & Adaptations programme due to several requests for wet rooms which were received too late to take advantage of the grant funding available. **The Board noted the update on:** **a) the 2025/2026 Investment Programme; and** **b) Aids and Adaptations and the waiting list.**
8.3	**<u>Development Report</u>** The Development Manager provided an update on the Development Programme highlighting some changes since the report was written. **Scott Road** Work was underway to prepare the tender for groundworks. Due to substantial planning conditions for the site it was intended to allow for an extended tendering period to ensure contractors have sufficient time to submit accurate bids, **Carloway Care Unit** Two tenders were received for this project and funding from Scottish Government confirmed. Negotiations with the contractor and council were underway to secure a fully funded project. **Gravir** No tenders were received so feedback will be sought from contractors to ascertain why. The Director of Operations confirmed contractor capacity was an issue for progress on both Development and Investment programmes. The nil return for Gravir highlighted limited contractor availability with existing contractors having full order books. **The Board noted the updated Development Plan.**

8.4	**<u>Social Value Report</u>** The Director of F&CS presented our first annual Social Value Report to 31 March 2025. The report was prepared using the sustainable reporting standard for social housing. The standard comprises 12 themes including affordability and security, building safety and quality, resident voice, resident support, and placemaking. We reviewed nine indicators illustrating our contributions to tenants, communities, staff, and the broader operating environment. The report demonstrated our commitment to supporting tenants, enhancing wellbeing and investing in sustainable homes, helping to create stronger, fairer and more resilient communities. As this report covered the period from March 2024 to March 2025 an updated report will be prepared in June 2026. **The Board noted the annual Social Value Report at 31 March 2025.**

Chairperson Mr Calum Mackay

SIGNED ………………………………………………………

DATE ………………………………………………………

hebridean housing partnership

ITEM NO 3.2

BOARD ACTION SHEET

ACTION POINT	MINUTE NUMBER	ACTION TO BE TAKEN	DEADLINE/ TIMESCALE	ACTION BY	PROGRESS
1	24-Mar-26 (6.2)	Defer the Tenant Satisfaction Survey by 1 year and retain budget as a contingency for 2026/27	31 March 2027	Director of F&CS	Done
2	24-Mar-26 (6.3)	Exercise the final two-year extension of the Repairs & Maintenance contract	31 March 2027	Director of Operations	Planned
3	24-Mar-26	Present an updated Social Value Report to Board when year-end data is available	23 June 2026	Director of F&CS	

ITEM NO 6.1

Making our house your home

ANNUAL RETURN ON THE CHARTER 2025/26

Board 26 May 2026

Report by Chief Executive

Purpose of Report

1.1 To present our Annual Return on the Charter (ARC) 2025/26 to the Board for consideration and approval.

Summary

2.1 Appendix 1 shows some key variances and new indicator performances.

2.2 Of the 39 applicable indicators, 6 are contextual. Of the remaining 33 performance indicators, 10 show an improvement since the previous year, 9 are new this year or have been amended sufficiently to be unable to make a direct comparison, and 9 are neutral.

2.4 The five performance indicators showing a decline are either meeting targets (such as Repairs) or are affected by factors beyond our control, e.g., Aids & Adaptation delays caused by delayed hospital discharges and access issues.

2.3 Six of the indicators are based on the results of the Tenant Satisfaction Survey carried out in July 2024 and will not change until the next survey which is due in 2027.

2.4 The completed ARC is at Appendix 2.

Competence

3.1 The compliance issues relating to this report are at section 5.1 of the report.

Recommendations

4.1 **It is recommended that the Board review and approve the Draft Annual Return on the Charter 2025/26 at Appendix 1, subject to the reconciliation of any queries raised.**

APPENDIX 1:	Summary of Key Indicators
APPENDIX 2:	Draft Annual Return on the Charter 2025/26
Background Papers:	Scottish Social Housing Charter
Writer of Report:	Iona France Tel: 0300 123 0773

5.1 Compliance Section

COMPLIANCE CHECKLIST	
Financial	There are no financial constraints to the recommendation in this report being implemented.
Legal	There is a legal and regulatory requirement to ensure that the ARC is prepared and submitted by 31 May 2026.
Regulatory	The Regulatory Standards checklist has been completed and there is nothing in the report which would result in a breach of the standards. This report provides ongoing assurance of evidence points CH1 in relation to our Annual Assurance Statement.
Risk	Completion and submission of the ARC within timescales mitigates the risk of breaching our regulatory requirements and the potential knock-on effect of increasing our risk rating and regulatory engagement. Governance is highlighted on our Risk Register with a residual risk rating of 6 considered low.
ESG	Monitoring SHQS and EESSH performance ensure our homes meet the required standards for energy efficiency.
Equalities	There are no Equalities considerations arising directly from the consideration of this report.
Communication	The completed ARC will be submitted via the Scottish Housing Regulator's portal and SHR publish Charter information for all landlords on their website. The Tenant Engagement Office will seek views from tenants on the content of the Tenant Report. Following completion of the Report, it will be available to all tenants and on our website.

Annual Return on the Charter

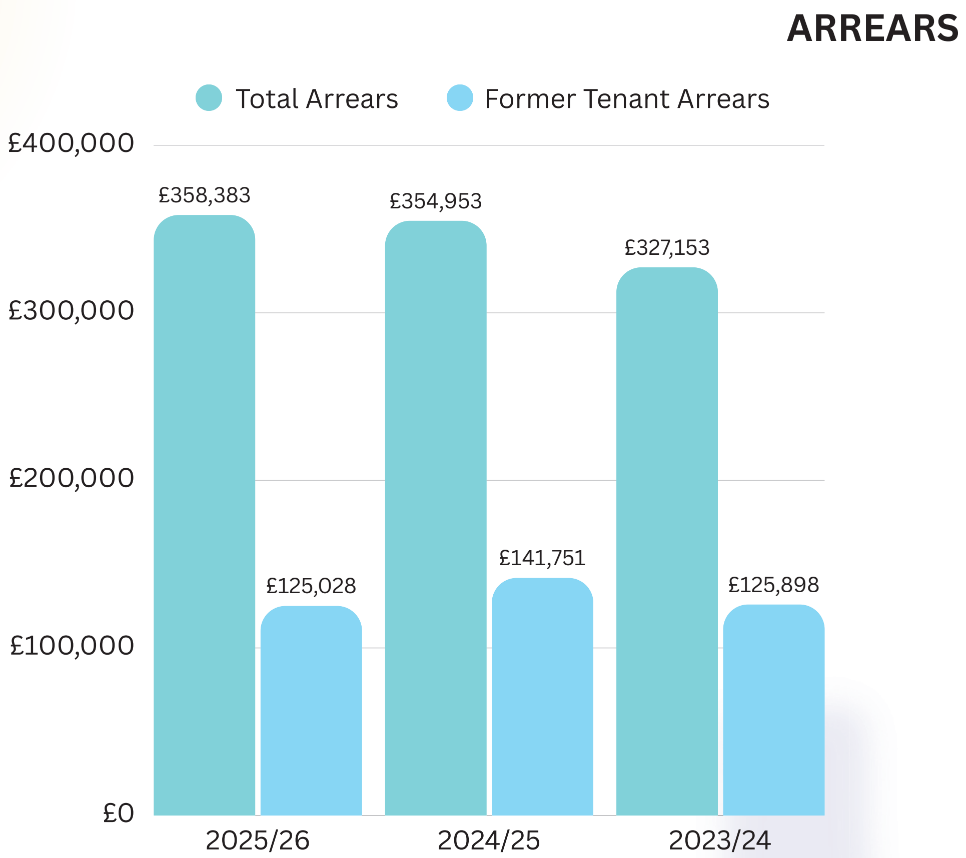
2025/2026

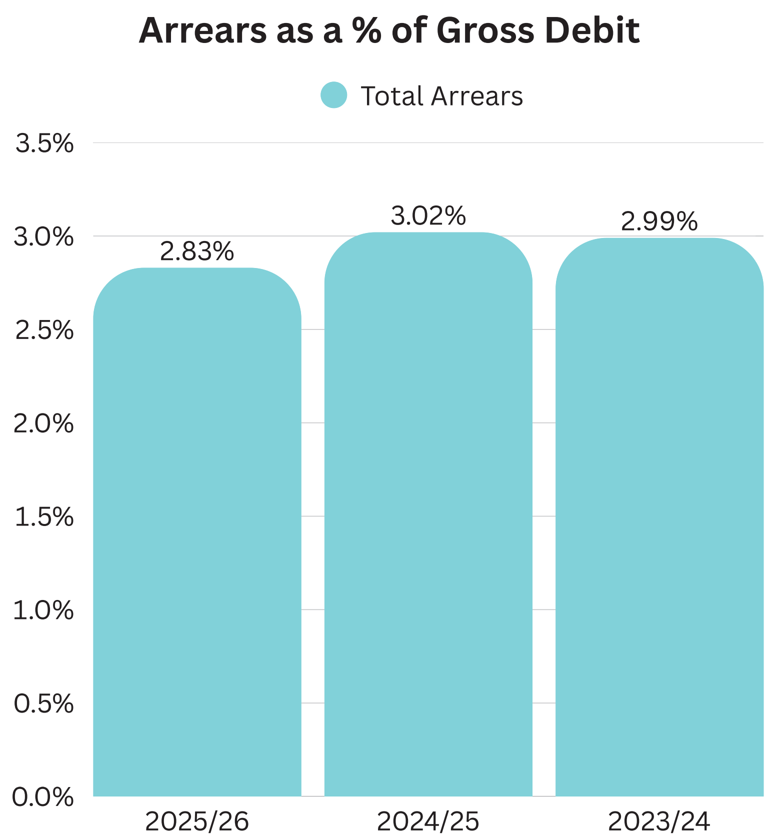
REPAIRS

The number of both emergency and non-emergency repairs completed were slightly higher than the previous year and completion times were also marginally longer in both categories although still within the 3 hour/3 day targets. The repairs satisfaction figure has increased by 6% and is based on point of service surveys. The reactive repairs indicator has changed this year therefore there are no direct year on year comparisons

Indicator	**Variance**	**2025/26**	2024/25	2023/24
Emergency Repairs Completed	2.84%	942	916	1,213
Average length of time to complete emergency repairs (hours)	0.16	2.26	2.10	2.17
Non-emergency repairs completed	11.97%	4510	4028	4,620
Average length of time to complete non-emergency repairs (days)	0.76	2.99	2.23	3.25
% of reactive repairs carried out in the last year completed first time	n/a	96.16%	n/a	n/a
Repairs Satisfaction	5.96%	91.23%	85.27%	91.00%

2023/24 data is included throughout this document to show trends.





Former tenant arrears (FTAs) have decreased by 11.8%. The gross rent arrears as a % of rent due is under 3% - a variance decrease of 6% from the previous year

LETTINGS

Lettings	Total Number of Lets	Number of self contained properties empty at year end	Average time to relet properties in last year (days)	Calendar days properties were empty	Rent Loss through voids
2025/26	214	14	22.24	3958	0.47%
2024/25	215	n/a	25.31	4379	0.49%
2023/24	216	n/a	33.04	6906	0.78%

- **Average time to relet properties has decreased by 12.13%**
- **Number of calendar days properties were empty decreased by 9.61%**
- **Although the value of rent loss through voids has increased slightly the percentage has decreased and is the lowest % recorded for this indicator since the introduction of the Charter.**

	Self Contained Stock	Stock Meeting SHQS
2025/26	2453	92.5%
2024/25	2416	91.8%
2023/24	2376	88.2%

The total stock meeting SHQS has increased by almost 1% to 92.54%. This indicator is impacted by Electrical Installation Condition Reports (EICRs) and 12 properties have unsatisfactory EICRs.

All properties have 5 yearly inspections (or earlier if investment works carried out).

6 have RCD issues so require a new consumer unit but also have ongoing heating refusals where we would normally upgrade consumer unit as part of the works, thereby resolving the unsatisfactory issue. Tenants have continued to refuse new heating.

6 have various issues which are being addressed through our 2026/27 EICR works programme

Number of anti-social behaviour cases

2025/26	**10**
2024/25	15
2023/24	14

Abandoned Properties

2025/26	**4**
2024/25	8
2023/24	7

Rent Increase

2025/26	**4.5%**
2024/25	4.4%
2023/24	5.1%

Staff Turnover

2025/26	**7%**
2024/25	10%
2023/24	9%

New Indicators for 2025/26

Damp, Mould & Condensation

Indicator	Value	Time taken to resolve (working days)	Re-opened
Number of resolved cases of damp & mould caused by condensation	26	404	3
Number of resolved cases of damp & mould caused by structural issues	4	81	1
Number of resolved cases of damp & mould caused by other issues	9	137	1

Number of Open Damp & Mould Cases at year End = 4

Electrical Installation Condition Reports (EICR)

0

The number of times within reporting year we did not meet EICR requirements

Fire Safety

0

The number of homes that do not have satisfactory equipment for detecting fire and giving warning in the event of a fire

Appendix 2

Landlord name: Hebridean Housing Partnership Ltd

RSL Reg. No.: 359

Report generated date: 06/05/2026 12:17:59

Approval

A1.1	Date approved	
A1.2	Approver	
A1.3	Approver job title	
A1.4	Comments (Approval)	

Comments (Submission)

Social landlord contextual information

Staff

Staff information, staff turnover and sickness rates (Indicator C1)

C1.1	the name of Chief Executive	Ms. Dena Macleod
	C1.2 Staff employed by the RSL:	
C1.2.1	the number of senior staff	3.00
C1.2.2	the number of office based staff	41.25
C1.2.3	the number of care / support staff	2.50
C1.2.4	the number of concierge staff	0.00
C1.2.5	the number of direct labour staff	0.00
C1.2.6	the total number of staff	46.75
	Staff turnover and sickness absence:	
C1.3.1	the percentage of senior staff turnover in the year to the end of the reporting year	0.00%
C1.3.2	the percentage of total staff turnover in the year to the end of the reporting year	7.00%
C1.3.3	the percentage of days lost through staff sickness absence in the reporting year	3.36%

Lets

The number of lets during the reporting year by source of let (Indicator C2)

C2.1	The number of lets to existing tenants	19
C2.2	The number of lets to housing list applicants	118
C2.3	The number of mutual exchanges	18
C2.4	The number of lets from other sources	0
C2.5	The number of applicants who have been assessed as statutorily homeless by the local authority	57
C2.6	The number of other nominations from local authorities	21
C2.7	The number of lets made	233
C2.8	Total number of lets excluding exchanges	215

	C2.5 Number of applicants assessed as statutorily homeless by the local authority	C2.6 Number of other nominations from local authorities	C2.8 Total number of lets excluding exchanges
Aberdeen City	0	0	0
Aberdeenshire	0	0	0
Angus	0	0	0
Argyll & Bute	0	0	0
City of Edinburgh	0	0	0
Clackmannanshire	0	0	0
Dumfries & Galloway	0	0	0
Dundee City	0	0	0
East Ayrshire	0	0	0
East Dunbartonshire	0	0	0
East Lothian	0	0	0
East Renfrewshire	0	0	0
Eilean Siar	57	21	215
Falkirk	0	0	0
Fife	0	0	0
Glasgow City	0	0	0
Highland	0	0	0
Inverclyde	0	0	0
Midlothian	0	0	0
Moray	0	0	0
North Ayrshire	0	0	0
North Lanarkshire	0	0	0
Orkney Islands	0	0	0
Perth & Kinross	0	0	0
Renfrewshire	0	0	0
Scottish Borders	0	0	0
Shetland Islands	0	0	0
South Ayrshire	0	0	0
South Lanarkshire	0	0	0
Stirling	0	0	0
West Dunbartonshire	0	0	0
West Lothian	0	0	0
Totals	57	21	215

Comments for any notable improvements or deterioration in performance regarding the figures supplied in the "Social landlord contextual information" section.

Overall satisfaction

All outcomes

Percentage of tenants satisfied with the overall service provided by their landlord (Indicator 1)

1.1.1	1.1 In relation to the overall tenant satisfaction survey carried out, please state: the number of tenants who were surveyed	683
1.1.2	the fieldwork dates of the survey	07/2024
1.1.3	The method(s) of administering the survey: Post	☐
1.1.4	Telephone	☑
1.1.5	Face-to-face	☑
1.1.6	Online	☐
1.2.1	1.2 In relation to the tenant satisfaction question on overall services, please state the number of tenants who responded: very satisfied	379
1.2.2	fairly satisfied	186
1.2.3	neither satisfied nor dissatisfied	63
1.2.4	fairly dissatisfied	39
1.2.5	very dissatisfied	16
1.2.6	no opinion	0
1.2.7	Total	683

Indicator 1	82.72%

Comments for any notable improvements or deterioration in performance regarding the figures supplied in the "Overall satisfaction" section.

The customer / landlord relationship

Communication

Percentage of tenants who feel their landlord is good at keeping them informed about their services and decisions (Indicator 2)

2.1	How many tenants answered the question "How good or poor do you feel your landlord is at keeping you informed about their services and decisions?"	683
2.2.1	2.2 Of the tenants who answered, how many said that their landlord was: very good at keeping them informed	387
2.2.2	fairly good at keeping them informed	175
2.2.3	neither good nor poor at keeping them informed	75
2.2.4	fairly poor at keeping them informed	32
2.2.5	very poor at keeping them informed	14
2.2.6	Total	683

Indicator 2	82.28%

Participation

Percentage of tenants satisfied with the opportunities given to them to participate in their landlord's decision making processes (Indicator 5)

5.1	How many tenants answered the question "How satisfied or dissatisfied are you with opportunities given to you to participate in your landlord's decision making processes?"	683
	5.2 Of the tenants who answered, how many said that they were:	
5.2.1	very satisfied	262
5.2.2	fairly satisfied	159
5.2.3	neither satisfied nor dissatisfied	188
5.2.4	fairly dissatisfied	34
5.2.5	very dissatisfied	40
5.2.6	Total	683

Indicator 5	61.64%

Comments for any notable improvements or deterioration in performance regarding the figures supplied in the "The customer / landlord relationship" section.

Housing quality and maintenance

Quality of housing

Scottish Housing Quality Standard (SHQS) – Stock condition survey information (Indicator C7)

C7.1	The date your organisation's stock was last surveyed or assessed for compliance with the SHQS	10/2023
C7.2	What percentage of stock did your organisation fully assess for compliance in the last five years?	20.00
C7.3	The date of your next scheduled stock condition survey or assessment	10/2028
C7.4	What percentage of your organisation's stock will be fully assessed in the next survey for SHQS compliance	20.00
C7.5	Comments on method of assessing SHQS compliance.	

Assets of different age, construction, type and in differing areas were developed into cells for a 20% sample. A contingency list within the cells was also prepared in readiness for cloning across the remainder of the stock. The results of the sample and the cloning will be cross referenced to known improvements carried out in recent years in order to provide an accurate model of works required across SHQS criteria

Scottish Housing Quality Standard (SHQS) – Stock summary (Indicator C8)

		End of the reporting year	End of the next reporting year
C8.1	Total self-contained stock	2,453	2,506
C8.2	Self-contained stock exempt from SHQS	114	115
C8.3	Self-contained stock in abeyance from SHQS	57	57
C8.4.1	Self-contained stock failing SHQS for one criterion	0	0
C8.4.2	Self-contained stock failing SHQS for two or more criteria	12	0
C8.4.3	Total self-contained stock failing SHQS	12	0
C8.5	Stock meeting the SHQS	2,270	2,334

C8.6	Total self-contained stock meeting the SHQS by local authority

	End of the reporting year	End of the next reporting year
Aberdeen City	0	0
Aberdeenshire	0	0
Angus	0	0
Argyll & Bute	0	0
City of Edinburgh	0	0
Clackmannanshire	0	0
Dumfries & Galloway	0	0
Dundee City	0	0
East Ayrshire	0	0
East Dunbartonshire	0	0
East Lothian	0	0
East Renfrewshire	0	0
Eilean Siar	2,270	2,334
Falkirk	0	0
Fife	0	0
Glasgow City	0	0
Highland	0	0
Inverclyde	0	0
Midlothian	0	0
Moray	0	0
North Ayrshire	0	0
North Lanarkshire	0	0
Orkney Islands	0	0
Perth & Kinross	0	0
Renfrewshire	0	0
Scottish Borders	0	0
Shetland Islands	0	0
South Ayrshire	0	0
South Lanarkshire	0	0
Stirling	0	0
West Dunbartonshire	0	0
West Lothian	0	0
Totals	2,270	2,334

Percentage of stock meeting the Scottish Housing Quality Standard (SHQS) (Indicator 6)

6.1.1	The total number of properties within scope of the SHQS: at the end of the reporting year	2,453
6.1.2	projected to the end of the next reporting year	2,506
6.2.1	The number of properties meeting the SHQS: at the end of the reporting year	2,270
6.2.2	projected to the end of the next reporting year	2,334

Indicator 6 - Percentage of stock meeting the SHQS at the end of the reporting year	92.54%
Indicator 6 - Percentage of stock meeting the SHQS projected to the end of the next reporting year	93.14%

Percentage of tenants satisfied with the quality of their home (Indicator 7)

7.1	How many tenants answered the question "Overall, how satisfied or dissatisfied are you with the quality of your home?"	683
7.2.1	7.2 Of the tenants who answered, how many said that they were: very satisfied	373
7.2.2	fairly satisfied	175
7.2.3	neither satisfied nor dissatisfied	79
7.2.4	fairly dissatisfied	31
7.2.5	very dissatisfied	25
7.3	Total	683

Indicator 7	80.23%

Repairs, maintenance & improvements

Average length of time taken to complete emergency repairs (Indicator 8)

8.1	The number of emergency repairs completed in the reporting year	942
8.2	The total number of hours taken to complete emergency repairs	2,134

Indicator 8	2.27

Average length of time taken to complete non-emergency repairs (Indicator 9)

9.1	The total number of non-emergency repairs completed in the reporting year	4,510
9.2	The total number of working days taken to complete non-emergency repairs	10,308

Indicator 9	2.29

Percentage of reactive repairs carried out in the last year completed right first time (Indicator 10)

10.1	The total number of reactive repairs completed during the reporting year	4,510
10.2	Of those, number of reactive repairs that were reported again during the reporting year	173

Indicator 10	96.16%

Percentage of tenants who have had repairs or maintenance carried out in last 12 months satisfied with the repairs and maintenance service (Indicator 12)

12.1	Of the tenants who had repairs carried out in the last year, how many answered the question "Thinking about the LAST time you had repairs carried out, how satisfied or dissatisfied were you with the repairs service provided by your landlord?"	308
	12.2 Of the tenants who answered, how many said that they were:	
12.2.1	very satisfied	252
12.2.2	fairly satisfied	29
12.2.3	neither satisfied nor dissatisfied	11
12.2.4	fairly dissatisfied	5
12.2.5	very dissatisfied	11
12.2.6	Total	308

Indicator 12	91.23%

Tenant and resident safety

Number of times in the reporting year you did not meet your statutory duty to complete a gas safety check. (Indicator 11)

11.1	The number of times you did not meet your statutory duty to complete a gas safety check.	0
11.2	Please provide the reason(s) for failing to meet compliance	
		N/A

Indicator 11	0

Number of times in the reporting year you did not meet the requirement to complete an electrical installation condition report (EICR) within five years of the last EICR? (Indicator 29)

29.1	The number of times within the reporting year that you did not meet the requirement to complete an electrical installation condition report (EICR)	
29.2	Please provide the reason(s) for failing to meet compliance	

Indicator 29	

Number of homes that do not have ‘satisfactory equipment for detecting fire and giving warning in the event of fire or suspected fire’ installed at the year end (Indicator 30)

30.1	The number of homes that do not have ‘satisfactory equipment for detecting fire and giving warning in the event of fire or suspected fire’	0
30.2	Please provide the reason(s) for failing to meet compliance	
		N/A

Indicator 30	0

Damp and/or mould

Average length of time taken to resolve cases of damp and/or mould by cause (Indicator 31)

31.1.1	The number of resolved cases of damp and/or mould caused by condensation	26
31.1.2	The number of resolved cases of damp and/or mould caused by structural issues	4
31.1.3	The number of resolved cases of damp and/or mould caused by other issues	9
31.1	Total number of resolved cases of damp and/or mould	39
31.2.1	The time taken in working days to resolve cases of damp and/or mould caused by condensation	404
31.2.2	The time taken in working days to resolve cases of damp and/or mould caused by structural issue	81
31.2.3	The time taken in working days to resolve cases of damp and/or mould caused by other issues	137
31.2	Total time taken in working days to resolve cases of damp and/or mould	622

Indicator 31 - Average length of time taken to resolve cases of damp and/or mould by cause	15.54
Indicator 31 - Average length of time taken to resolve cases of damp and/or mould caused by condensation	20.25
Indicator 31 - Average length of time taken to resolve cases of damp and/or mould caused by structural issues	15.22
Indicator 31 - Average length of time taken to resolve cases of damp and/or mould caused by other issues	15.95

Percentage of cases of damp and/or mould resolved during the reporting year that were reopened by cause (Indicator 32)		
32.1.1	The number of resolved cases of damp and/or mould caused by condensation	26
32.1.2	The number of resolved cases of damp and/or mould caused by structural issues	4
32.1.3	The number of resolved cases of damp and/or mould caused by other issues	9
32.1	Total number of resolved cases of damp and/or mould	39
32.2.1	The number of resolved cases of damp and/or mould that were reopened during the reporting year caused by condensation	3
32.2.2	The number of resolved cases of damp and/or mould that were reopened during the reporting year caused by structural issues	1
32.2.3	The number of resolved cases of damp and/or mould that were reopened during the reporting year caused by other issues	1
32.2	Total number of resolved cases of damp and/or mould that were reopened during the reporting year	5

Indicator 32 - Percentage of cases of damp and/or mould resolved during the reporting year that were reopened by cause	11.54
Indicator 32 - Percentage of cases of damp and/or mould resolved during the reporting year that were reopened caused by condensation	25.00
Indicator 32 - Percentage of cases of damp and/or mould resolved during the reporting year that were reopened caused by structural issues	11.11
Indicator 32 - Percentage of cases of damp and/or mould resolved during the reporting year that were reopened caused by other issues	12.82

Number of open cases of damp and/or mould at the year end (Indicator 33)

33.1	The number of open cases of damp and/or mould at the year end	0

Indicator 33	0

Please use the comment field below to explain to the regulator any notable improvements or deterioration in performance regarding the figures supplied in the “Housing quality and maintenance” section’.

All properties have 5 yearly inspections (or less if investment works carried out).
Indicator 12 - Point of Service Survey used for 2025/26

12 properties have an unsatisfactory DEICR.

6 have RCD issues so require a new consumer unit but also have ongoing heating refusals where we would normally upgrade consumer unit as part of the works, thereby resolving the unsatisfactory issue. Tenants have continued to refuse new heating.

6 have various issues which are being addressed through our 2026/27 DEICR works programme

Neighbourhood & community

Estate management, anti-social behaviour, neighbour nuisance and tenancy disputes

Percentage of all complaints responded to in full at Stage 1 and percentage of all complaints responded to in full at Stage 2. (Indicators 3 & 4)

	1st stage	2nd stage
Complaints received in the reporting year	73	52
Complaints carried forward from previous reporting year	4	4
All complaints received and carried forward	77	56
Number of complaints responded to in full by the landlord in the reporting year	75	56
Time taken in working days to provide a full response	264	694

Indicators 3 & 4 - The percentage of all complaints responded to in full at Stage 1	97.40%
Indicators 3 & 4 - The percentage of all complaints responded to in full at Stage 2	100.00%
Indicators 3 & 4 - The average time in working days for a full response at Stage 1	3.52
Indicators 3 & 4 - The average time in working days for a full response at Stage 2	12.39

Percentage of tenants satisfied with the landlord's contribution to the management of the neighbourhood they live in (Indicator 13)

13.1	How many tenants answered the question "'Overall, how satisfied or dissatisfied are you with your landlord's contribution to the management of the neighbourhood you live in?'"	674
	13.2 Of the tenants who answered, how many said that they were:	
13.2.1	very satisfied	217
13.2.2	fairly satisfied	278
13.2.3	neither satisfied nor dissatisfied	98
13.2.4	fairly dissatisfied	59
13.2.5	very dissatisfied	22
13.2.6	Total	674

Indicator 13	73.44%

Percentage of anti-social behaviour cases reported in the last year which were resolved (Indicator 14)

14.1	The number of cases of anti-social behaviour reported in the last year	10
14.2	The number of cases of anti-social behaviour carried over from the previous reporting year	3
14.3	Of those at 14.1 and 14.2, the number of cases resolved in the last year	9
14.4	Total self-contained units	2,453

Indicator 14 - Percentage of anti-social behaviour cases reported in the last year which were resolved	69.23%
Indicator 14 - The number of cases of anti-social behaviour per 100 properties	0.4

Abandoned homes (Indicator C3)		
C3.1	The number of properties abandoned during the reporting year	4

Percentage of the court actions initiated which resulted in eviction and the reasons for eviction (Indicator 20)

20.1	The total number of court actions initiated during the reporting year	20
20.2.1	20.2 The number of properties recovered: because rent had not been paid	0
20.2.2	because of anti-social behaviour	0
20.2.3	for other reasons	0

Indicator 20 - Percentage of the court actions initiated which resulted in eviction because rent had not been paid	0.00%
Indicator 20 - Percentage of the court actions initiated which resulted in eviction because of anti-social behaviour	0.00%
Indicator 20 - Percentage of the court actions initiated which resulted in eviction for other reasons	0.00%
Indicator 20 - Percentage of the court actions initiated which resulted in eviction	0.00%

Comments for any notable improvements or deterioration in performance regarding the figures supplied in the "Neighbourhood & community" section.

Indicator 3 & 4 for 24/25 should have been
Responded to in full Stage 1 - 56
Responded to in full Stage 2 - 43
Carried forward Stage 1 - 4
Carried forward Stage 2- 4

Access to housing and support

Housing options and access to social housing

Percentage of lettable houses that became vacant in the last year (Indicator 16)

16.1	The total number of lettable self-contained stock	2,453
16.2	The number of empty dwellings that arose during the reporting year in self-contained lettable stock	194

Indicator 16	7.91%

Number of households currently waiting for adaptations to their home (Indicator 18)

18.1	The total number of approved applications on the list for adaptations as at the start of the reporting year, plus any new approved applications during the reporting year.	111
18.2	The number of approved applications completed between the start and end of the reporting year	99
18.3	The total number of households waiting for applications to be completed at the end of the reporting year.	12
18.4	if 18(iii) does not equal 18(i) minus 18(ii) add a note in the comments field.	
		N/A

Indicator 18	12

The average time to complete adaptations (Indicator 19)		
19.1	The total number of working days taken to complete all adaptations.	7,126
19.2	The total number of adaptations completed during the reporting year.	159
	Indicator 19	44.82

Average length of time to re-let properties in the last year (Indicator 26)

26.1	The total number of properties re-let in the reporting year	178
26.2	The total number of calendar days properties were empty	3,958

Indicator 26	22.24

Tenancy sustainment

Percentage of new tenancies sustained for more than a year, by source of let (Indicator 15)

15.1.1	15.1 The number of tenancies which began in the previous reporting year by: existing tenants	30
15.1.2	applicants who were assessed as statutory homeless by the local authority	84
15.1.3	applicants from your organisation's housing list	99
15.1.4	nominations from local authority	0
15.1.5	other	0
15.1.6	Total number of tenancies which began in the previous reporting year	213
15.2.1	The number of tenants at 15.1 who remained in their tenancy for more than a year by: existing tenants	30
15.2.2	applicants who were assessed as statutory homeless by the local authority	78
15.2.3	applicants from your organisation's housing list	93
15.2.4	nominations from local authority	0
15.2.5	other	0
15.2.6	Total number of tenancies sustained for more than a year	201

Indicator 15 - Percentage of new tenancies to existing tenants sustained for more than a year	100.00%
Indicator 15 - Percentage of new tenancies to applicants who were assessed as statutory homeless by the local authority sustained for more than a year	92.86%
Indicator 15 - Percentage of new tenancies to applicants from the landlord's housing list sustained for more than a year	93.94%
Indicator 15 - Percentage of new tenancies through nominations from local authority sustained for more than a year	N/A
Indicator 15 - Percentage of new tenancies to others sustained for more than a year	N/A
Indicator 15 - Percentage of new tenancies to total sustained for more than a year	94.37%

The number of self-contained properties void at the year end and of those, the number that have been void for more than six months (Indicator C9)

C9.1	The number of self-contained properties void at the year end	
C9.1.1	Normal lettable stock	12
C9.1.2	Awaiting demolition/reconfiguration	0
C9.1.3	Subject to an insurance claim	0
C9.1.4	Undergoing major repairs/structural works	2
C9.1.5	Held for decants	0
C9.1.6	Low demand	0
C9.1.7	Other	0
C9.1.8	Total self-contained properties void at the year end	14
C9.2	The number of self-contained properties void for more than six months at the year end	
C9.2.1	Normal lettable stock	0
C9.2.2	Awaiting demolition/reconfiguration	0
C9.2.3	Subject to an insurance claim	0
C9.2.4	Undergoing major repairs/structural works	2
C9.2.5	Held for decants	0
C9.2.6	Low demand	0
C9.2.7	Other	0
C9.2.8	Total self-contained properties void for more than six months at the year end	2

Comments for any notable improvements or deterioration in performance regarding the figures supplied in the "Access to housing and support" section.

Getting good value from rents and service charges

Rents and service charges

Rent collected as percentage of total rent due in the reporting year (Indicator 22)

22.1	The total amount of rent collected in the reporting year	£12,767,213
22.2	The total amount of rent due to be collected in the reporting year (annual rent debit)	£12,588,300

Indicator 22	101.42%

Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year (Indicator 23)

23.1	The total value (£) of gross rent arrears as at the end of the reporting year	£358,383
23.2	The total rent due for the reporting year	£12,648,136

Indicator 23	2.83%

Average annual management fee per factored property (Indicator 24)

24.1	The number of residential properties factored	149
24.2	The total value of management fees invoiced to factored owners in the reporting year	£1,241

Indicator 24	£8.33

Percentage of rent due lost through properties being empty during the last year (Indicator 17)

17.1	The total amount of rent due for the reporting year	£12,648,136
17.2	The total amount of rent lost through properties being empty during the reporting year	£59,836

Indicator 17	0.47%

Rent increase (Indicator C4)

C4.1	The percentage average weekly rent increase to be applied in the next reporting year	4.50%

The number of households for which landlords are paid housing costs directly and the total value of payments received in the reporting year (Indicator C5)

C5.1	The number of households the landlord received housing costs directly for during the reporting year	1,186
C5.2	The value of direct housing cost payments received during the reporting year	£5,301,014

Amount and percentage of former tenant rent arrears written off at the year end (Indicator C6)

C6.1	The total value of former tenant arrears at year end	£125,028
C6.2	The total value of former tenant arrears written off at year end	£29,681

Indicator C6	23.74%

Value for money

Percentage of tenants who feel that the rent for their property represents good value for money (Indicator 21)

21.1	How many tenants answered the question "Taking into account the accommodation and the services your landlord provides, do you think the rent for your property represents good or poor value for money?"	674
	21.2 Of the tenants who answered, how many said that their rent represented:	
21.2.1	very good value for money	217
21.2.2	fairly good value for money	278
21.2.3	neither good nor poor value for money	98
21.2.4	fairly poor value for money	59
21.2.5	very poor value for money	22
21.3	Total	674

Indicator 21	73.44%

Percentage of factored owners satisfied with the factoring service they receive (Indicator 25)

25.1	How many factored owners answered the question "Taking everything into account, how satisfied or dissatisfied are you with the factoring services provided by your landlord?"	15
25.2.1	25.2 Of the factored owners who answered, how many said that they were: very satisfied	4
25.2.2	fairly satisfied	1
25.2.3	neither satisfied nor dissatisfied	5
25.2.4	fairly dissatisfied	0
25.2.5	very dissatisfied	5
25.3	Total	15

Indicator 25	33.33%

Comments for any notable improvements or deterioration in performance regarding the figures supplied in the "Getting good value from rents and service charges" section.

Indicator 22.2 for 2025/26 should have been £11,692,063

Other customers

Gypsy / Travellers

For those who provide Gypsy/Travellers sites - Average weekly rent per pitch (Indicator 27)

27.1	The total number of pitches	0
27.2	The total amount of rent set for all pitches during the reporting year	N/A

Indicator 27	N/A

For those who provide sites – percentage of Gypsy/Travellers satisfied with the landlord's management of the site (Indicator 28)

28.1	How many Gypsy/Travellers answered the question "How satisfied or dissatisfied are you with your landlord's management of your site?"	
	28.2 Of the Gypsy/Travellers who answered, how many said that they were:	
28.2.1	very satisfied	
28.2.2	fairly satisfied	
28.2.3	neither satisfied nor dissatisfied	
28.2.4	fairly dissatisfied	
28.2.5	very dissatisfied	
28.2.6	Total	

Indicator 28	

Comments for any notable improvements or deterioration in performance regarding the figures supplied in the "Other customers" section.

SHR FIVE YEAR FINANCIAL PLAN(FYFP) RETURN

Board 26 May 2026

Report by Director of Finance & Corporate Services

Purpose of Report

1.1 To present the Five Year Financial Plan (FYFP) (2026/2027-2030/2031) required by the Scottish Housing Regulator (SHR) for consideration and approval.

Summary

2.1 The SHR requires RSLs to submit our FYFP annually. It is based on the 30-year plans approved by the Board in March 2026 and is included at Appendix 1. The return must be submitted to the Regulator by 31 May 2026.

2.2 The other two returns (Audited Financial Statements & Loan Portfolio Statement) will be filed with the Regulator by 30 June 2026. These will be presented to Board in June 2026, following the completion of the External Audit process.

Competence

3.1 The competence issues relating to this report are at section 5.1 of the report.

Recommendations

4.1 It is recommended that the Board approve the FYFP at Appendix 1 for submission to the Scottish Housing Regulator.

APPENDIX 1:	Five Year Plan 2026/2027 – 2030/2031	
Background Papers:	None	
Writer of Report:	Donald Macleod	Tel: 0300 123 0773

5.1 Compliance Checklist

COMPLIANCE CHECKLIST	
Financial	The FYFP considers the resources the Partnership requires for 2026/2027-2030/2031 in line with the assumptions in the 30 Year Business Plan which was approved at the March 2026 Board meeting. The FYFP has been set in accordance with current accounting standards.
Legal	The Partnership's Rule 69 states that "The Partnership must keep proper books of account to cover its income, expenditure transactions and its assets, liabilities and reserves in line with sections 75 and 76 of the Co-operative and Community Benefit Societies Act 2014. It must also set up and maintain a suitable system for controlling its books of accounts, its cash and its receipts and invoices". The Board has ultimate responsibility for the Partnership's finances and in accordance with the Financial Regulations the Board has the responsibility to approve the five year plans.
Regulatory	The Regulatory Standards checklist has been completed and there is nothing in the report which would result in a breach of the standards.
Risk	The setting of realistic budgets with robust assumptions reduces the risk of financial loss and failure as highlighted in the Risk Register.
ESG	The FYFP includes provision for two electric cars and delivers on a number of ESG targets e.g., replacement of storage heaters with Air Source Heat Pumps.
Equalities	We are committed to promoting equality, diversity and inclusion. The are no equalities implications arising from the approval of this report.
Communication	Once approved, the FYFP will be uploaded to the Regulator portal.

Appendix 1

Landlord Name:	Hebridean Housing Partnership Ltd
RSL Reg No.:	359
Report generated date:	19/05/2026 13:50:07

Approval

A1.1	Date approved	
A1.2	Approver	
A1.3	Approver job title	
A1.9	General Comment	

STATEMENT OF COMPREHENSIVE INCOME						
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
	£'000	£'000	£'000	£'000	£'000	£'000
Gross rents	12,994.1	13,749.5	14,590.0	15,815.1	16,631.6	17,213.7
Service charges	208.0	228.1	237.2	244.3	250.4	256.7
Gross rents & service charges	13,202.1	13,977.6	14,827.2	16,059.4	16,882.0	17,470.4
Rent loss from voids	69.1	281.2	297.4	311.8	325.8	337.1
Net rent & service charges	13,133.0	13,696.4	14,529.8	15,747.6	16,556.2	17,133.3
Developments for sale income	0.0	0.0	0.0	0.0	0.0	0.0
Grants released from deferred income	2,155.3	1,609.3	1,674.6	2,010.1	2,226.6	2,226.6
Grants from Scottish Ministers	0.0	0.0	0.0	0.0	0.0	0.0
Other grants	704.0	465.6	120.0	120.0	120.0	120.0
Other income	96.0	0.0	0.0	0.0	0.0	0.0
TURNOVER	16,088.3	15,771.3	16,324.4	17,877.7	18,902.8	19,479.9
Less:						
Housing depreciation	5,505.3	6,804.7	7,214.8	7,422.7	7,620.1	8,000.2
Impairment written off / (back)	(13.9)	0.0	0.0	0.0	0.0	0.0
Management costs	3,095.1	3,566.8	3,631.0	3,780.4	3,899.7	4,013.2
Service costs	208.0	228.1	237.2	244.3	250.4	256.7
Planned maintenance - direct costs	1,894.9	1,939.8	1,818.8	1,794.0	1,945.3	1,975.3
Re-active & voids maintenance - direct costs	2,470.6	2,406.9	2,508.7	2,609.3	2,686.8	2,754.3
Maintenance overhead costs	0.0	0.0	0.0	0.0	0.0	0.0
Bad debts written off / (back)	80.0	276.1	292.4	306.8	321.4	332.6
Developments for sale costs	0.0	0.0	0.0	0.0	0.0	0.0
Other activity costs	0.0	0.0	0.0	0.0	0.0	0.0
Other costs	0.0	96.7	0.0	0.0	0.0	0.0
	7,748.6	8,514.4	8,488.1	8,734.8	9,103.6	9,332.1
Operating Costs	13,240.0	15,319.1	15,702.9	16,157.5	16,723.7	17,332.3
Gain/(Loss) on disposal of PPE	(1.2)	0.0	0.0	0.0	0.0	0.0
Exceptional Items - (Income) / Expense	0.0	0.0	0.0	0.0	0.0	0.0
OPERATING SURPLUS/(DEFICIT)	2,847.1	452.2	621.5	1,720.2	2,179.1	2,147.6
Interest receivable and other income	201.4	29.3	20.6	13.4	17.3	29.8
Interest payable and similar charges	717.1	733.9	733.9	733.9	733.9	733.9
Increase / (Decrease) in Negative Goodwill	0.0	0.0	0.0	0.0	0.0	0.0
Other Gains / (Losses)	0.0	0.0	0.0	0.0	0.0	0.0
SURPLUS/(DEFICIT) ON ORDINARY ACTIVITIES BEFORE TAX	2,331.4	(252.4)	(91.8)	999.7	1,462.5	1,443.5
Tax on surplus on ordinary activities	0.0	0.0	0.0	0.0	0.0	0.0
SURPLUS/(DEFICIT) FOR THE YEAR AFTER TAX	2,331.4	(252.4)	(91.8)	999.7	1,462.5	1,443.5
Actuarial (loss) / gain in respect of pension schemes	0.0	0.0	0.0	0.0	0.0	0.0
Change in Fair Value of hedged financial instruments.	0.0	0.0	0.0	0.0	0.0	0.0
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	2,331.4	(252.4)	(91.8)	999.7	1,462.5	1,443.5

STATEMENT OF FINANCIAL POSITION						
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
Non-Current Assets	£'000	£'000	£'000	£'000	£'000	£'000
Intangible Assets & Goodwill	0.0	0.0	0.0	0.0	0.0	0.0
Housing properties - Gross cost or valuation	185,312.7	212,534.3	230,303.6	247,153.6	250,922.6	256,361.5
Less:						
Housing Depreciation	46,313.5	53,118.2	60,333.0	67,755.7	75,375.8	83,376.0
Negative Goodwill	0.0	0.0	0.0	0.0	0.0	0.0
NET HOUSING ASSETS	138,999.2	159,416.1	169,970.6	179,397.9	175,546.8	172,985.5
Non-Current Investments	0.0	0.0	0.0	0.0	0.0	0.0
Other Non Current Assets	7,408.6	508.1	491.1	474.0	457.0	439.9
TOTAL NON-CURRENT ASSETS	146,407.8	159,924.2	170,461.7	179,871.9	176,003.8	173,425.4
Current Assets						
Net rental receivables	24.6	609.1	612.1	665.2	688.4	712.5
Other receivables, stock & WIP	1,718.2	717.6	717.6	717.5	717.6	717.6
Investments (non-cash)	0.0	0.0	0.0	0.0	0.0	0.0
Cash at bank and in hand	8,515.7	4,893.1	3,263.5	2,062.9	5,143.7	6,914.7
TOTAL CURRENT ASSETS	10,258.5	6,219.8	4,593.2	3,445.6	6,549.7	8,344.8
Payables : Amounts falling due within One Year						
Loans due within one year	0.0	0.0	0.0	0.0	0.0	0.0
Overdrafts due within one year	0.0	0.0	0.0	0.0	0.0	0.0
Other short-term payables	3,638.5	0.0	0.0	0.0	0.0	0.0
TOTAL CURRENT LIABILITIES	3,638.5	0.0	0.0	0.0	0.0	0.0
NET CURRENT ASSETS/(LIABILITIES)	6,620.0	6,219.8	4,593.2	3,445.6	6,549.7	8,344.8
TOTAL ASSETS LESS CURRENT LIABILITIES	153,027.8	166,144.0	175,054.9	183,317.5	182,553.5	181,770.2
Payables : Amounts falling due After One Year						
Loans due after one year	22,365.3	22,365.3	22,365.3	22,365.3	22,365.3	22,365.3
Other long-term payables	0.0	0.0	0.0	0.0	0.0	0.0
Grants to be released	80,342.0	93,449.6	102,452.2	109,715.0	107,488.5	105,261.9
TOTAL LONG TERM LIABILITIES	102,707.3	115,814.9	124,817.5	132,080.3	129,853.8	127,627.2
Provisions for liabilities & charges	0.0	0.1	0.1	0.1	0.1	0.1
Pension asset / (liability)	0.0	0.0	0.0	0.0	0.0	0.0
NET ASSETS	50,320.5	50,329.0	50,237.3	51,237.1	52,699.6	54,142.9
Capital & Reserves						
Share capital	0.1	0.0	0.0	0.0	0.0	0.0
Revaluation reserve	0.0	0.0	0.0	0.0	0.0	0.0
Restricted reserves	0.0	0.0	0.0	0.0	0.0	0.0
Revenue reserves	50,320.4	50,329.0	50,237.3	51,237.1	52,699.6	54,142.9
TOTAL CAPITAL & RESERVES	50,320.5	50,329.0	50,237.3	51,237.1	52,699.6	54,142.9
Intra Group Receivables - as included above	19.2	0.0	0.0	0.0	0.0	0.0
Intra Group Payables - as included above	0.0	0.0	0.0	0.0	0.0	0.0

STATEMENT OF CASHFLOWS						
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
Net Cash from Operating Activities	£'000	£'000	£'000	£'000	£'000	£'000
Operating Surplus/(Deficit)	2,847.1	452.2	621.5	1,720.2	2,179.1	2,147.6
Depreciation & Amortisation	5,505.3	6,857.3	7,231.8	7,439.7	7,637.1	8,017.2
Impairments / (Revaluation Enhancements)	13.9	0.0	0.0	0.0	0.0	0.0
Increase / (Decrease) in Payables	1,450.6	(1,192.6)	0.0	0.0	0.0	0.0
(Increase) / Decrease in Receivables	(456.4)	(26.2)	(3.0)	(53.0)	(23.3)	(24.1)
(Increase) / Decrease in Stock & WIP	1.7	0.0	0.0	0.0	0.0	0.0
Gain / (Loss) on sale of non-current assets	(1.2)	0.0	0.0	0.0	0.0	0.0
Other non-cash adjustments	(2,571.3)	(2,223.4)	(1,674.5)	(2,010.0)	(2,226.5)	(2,226.7)
NET CASH FROM OPERATING ACTIVITIES	6,789.7	3,867.3	6,175.8	7,096.9	7,566.4	7,914.0
Tax (Paid) / Refunded	0.0	0.0	0.0	0.0	0.0	0.0
Return on Investment and Servicing of Finance						
Interest Received	201.4	29.3	20.6	13.4	17.3	29.8
Interest (Paid)	(666.3)	(733.9)	(733.9)	(733.9)	(733.9)	(733.9)
RETURNS ON INVESTMENT AND SERVICING OF FINANCE	(464.9)	(704.6)	(713.3)	(720.5)	(716.6)	(704.1)
Capital Expenditure & Financial Investment						
Construction or acquisition of Housing properties	(6,356.3)	(15,965.7)	(13,587.5)	(11,882.9)	0.0	0.0
Improvement of Housing	(4,660.2)	(5,711.5)	(4,181.8)	(4,967.0)	(3,769.0)	(5,438.9)
Construction or acquisition of other Land & Buildings	0.0	0.0	0.0	0.0	0.0	0.0
Construction or acquisition of other Non-Current Assets	0.0	0.0	0.0	0.0	0.0	0.0
Sale of Social Housing Properties	247.6	0.0	0.0	0.0	0.0	0.0
Sale of Other Land & Buildings	0.0	0.0	0.0	0.0	0.0	0.0
Sale of Other Non-Current Assets	0.0	0.0	0.0	0.0	0.0	0.0
Grants (Repaid) / Received	3,764.4	14,891.9	10,677.2	9,272.9	0.0	0.0
CAPITAL EXPENDITURE AND FINANCIAL INVESTMENT	(7,004.5)	(6,785.3)	(7,092.1)	(7,577.0)	(3,769.0)	(5,438.9)
NET CASH BEFORE FINANCING	(679.7)	(3,622.6)	(1,629.6)	(1,200.6)	3,080.8	1,771.0
Financing						
Equity drawdown	0.0	0.0	0.0	0.0	0.0	0.0
Debt drawndown	0.0	0.0	0.0	0.0	0.0	0.0
Debt repayment	0.0	0.0	0.0	0.0	0.0	0.0
Working Capital (Cash) - Drawn / (Repaid)	0.0	0.0	0.0	0.0	0.0	0.0
NET CASH FROM FINANCING	0.0	0.0	0.0	0.0	0.0	0.0
INCREASE / (DECREASE) IN NET CASH	(679.7)	(3,622.6)	(1,629.6)	(1,200.6)	3,080.8	1,771.0
Cash Balance						
Balance Brought Forward	9,195.4	8,515.7	4,893.1	3,263.5	2,062.9	5,143.7
Increase / (Decrease) in Net Cash	(679.7)	(3,622.6)	(1,629.6)	(1,200.6)	3,080.8	1,771.0
CLOSING BALANCE	8,515.7	4,893.1	3,263.5	2,062.9	5,143.7	6,914.7

Scottish Housing Regulator

ADDITIONAL INFORMATION	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
Number of units added during year to:	£'000	£'000	£'000	£'000	£'000	£'000
New Social Rent Properties added	37	20	19	94	33	0
New MMR Properties added	0	0	0	0	0	0
New Low Costs Home Ownership Properties added	0	0	0	0	0	0
New Properties - Other Tenures added	0	0	0	0	0	0
Transfers in	0	0	0	0	0	0
Total number of new affordable housing units added during year	37	20	19	94	33	0
Units developed for sale:						
Number of units developed for sale to RSLs	0	0	0	0	0	0
Number of units developed for sale to non-RSLs	0	0	0	0	0	0
Development Assumption Indicator	No					
Number of units lost during year from:						
Sales including right to buy	1	0	0	0	0	0
Demolition	0	0	0	0	0	0
Transfers out	0	0	0	0	0	0
Other	0	0	0	0	0	0
Number of units managed at end of period (exclude factored units)	2,461	2,481	2,500	2,594	2,627	2,627
Units owned:						
Social Rent Properties	2,461	2,481	2,500	2,594	2,627	2,627
MMR Properties	0	0	0	0	0	0
Low Costs Home Ownership Properties	0	0	0	0	0	0
Properties - Other Tenures	0	0	0	0	0	0
Number of units owned at end of period	2,461	2,481	2,500	2,594	2,627	2,627
Financed by:						
Scottish Housing Grants	6,675.6	3,349.9	3,381.0	8,247.0	8,200.4	0.0
Other public subsidy	111.4	65.0	0.0	0.0	0.0	0.0
Private finance	2,358.7	1,224.6	1,271.9	2,612.9	3,615.7	0.0
Sales	0.0	0.0	0.0	0.0	0.0	0.0
Cash reserves	0.0	0.0	0.0	0.0	0.0	0.0
Other	0.0	0.0	0.0	15,133.1	0.0	0.0
Total cost of new units	9,145.7	4,639.5	4,652.9	25,993.0	11,816.1	0.0
Development cost per unit	247.2	232.0	244.9	276.5	358.1	0.0
Assumptions:						
General Inflation (%)	3.4	4.5	4.0	3.0	2.5	2.5
Rent increase - Margin above/below General Inflation (%)	1.0	0.0	1.0	1.0	1.0	1.0
Operating cost increase - Margin above/below General Inflation (%)	0.5	0.5	0.5	0.5	0.0	0.0
Direct maint cost increase-Margin above/below General Inflation (%)	0.1	0.1	0.1	0.1	0.1	0.1
Actual / Assumed average salary increase (%)	4.0	4.5	4.0	4.0	4.0	4.0
Average cost of borrowing (%)	3.9	3.7	3.7	3.7	3.7	3.7
Employers Contributions for pensions (%)	18.0	18.0	18.0	18.0	18.0	18.0
Employers Contributions for pensions (£'000)	371.0	387.7	403.2	415.3	426.6	436.3
SHAPS Pensions deficit contributions (£'000)	0.0	0.0	0.0	0.0	0.0	0.0

Min. headroom cover on tightest interest cover covenant (£'000)	5,611.8	3,060.4	3,394.6	4,034.8	433.7	4,576.6
Minimum headroom cover on tightest gearing covenant (£'000)	33,228.4	41,941.7	47,272.5	52,327.4	53,458.1	55,089.8
Minimum headroom cover on tightest asset cover covenant (£'000)	0.0	0.0	0.0	0.0	0.0	0.0
Total staff costs (including NI & pension costs) (£'000)	2,579.0	2,695.1	2,802.9	2,886.9	2,959.1	3,033.1
Full time equivalent staff	46.8	49.0	49.0	49.0	49.0	49.0
EESSH Revenue Expenditure included above (£'000)	0.0	0.0	0.0	0.0	0.0	0.0
EESSH Capital Expenditure included above (£'000)	3,056.4	2,449.8	1,935.6	1,885.9	1,548.3	2,213.2
Total capital & revenue expend on maint pre-1919 properties	0.0	0.0	0.0	0.0	0.0	0.0
Total capital & revenue expend on maint all other properties (£'000)	3,056.4	2,449.8	1,935.6	1,885.9	1,548.3	2,213.2

Estimated decarbonisation cost indicator	No	
Estimated decarbonisation cost (£'000)	-	

TRENDS & COMPARATORS

RATIOS	Year -2	Year -1	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	National Median
Financial capacity	Actual	Actual	Outturn	Forecast	Forecast	Forecast	Forecast	Forecast	
Interest cover	1,045.2%	1,395.3%	1,049.242%	530.944%	844.311%	968.838%	1,033.342%	1,082.409%	364.0%
Gearing	27.9%	27.4%	27.523%	34.716%	38.023%	39.624%	32.679%	28.537%	39.2%
Efficiency									
Voids	0.9%	0.5%	0.523%	2.012%	2.006%	1.942%	1.930%	1.930%	0.6%
Arrears	0.3%	0.4%	0.187%	4.447%	4.213%	4.224%	4.158%	4.159%	1.8%
Bad debts	1.4%	0.4%	0.609%	2.016%	2.012%	1.948%	1.941%	1.941%	0.4%
Staff costs / turnover	15.9%	16.6%	16.030%	17.089%	17.170%	16.148%	15.654%	15.570%	20.6%
Turnover per unit	£6,015	£6,100	£6,537	£6,357	£6,530	£6,892	£7,196	£7,415	£6,165
Responsive repairs to planned maintenance	2.9	2.5	2.7	3.2	2.4	2.6	2.1	2.7	1.8
Liquidity									
Current ratio	2.5	2.5	2.8	-	-	-	-	-	1.6
Profitability									
Gross surplus / (deficit)	22.4%	20.4%	17.697%	2.867%	3.807%	9.622%	11.528%	11.025%	17.7%
Net surplus / (deficit)	19.1%	17.3%	14.491%	(1.600%)	(0.562%)	5.592%	7.737%	7.410%	9.5%
EBITDA / revenue	21.6%	27.4%	22.863%	9.799%	22.387%	23.358%	31.901%	24.173%	24.8%
Financing									
Debt Burden	1.5	1.5	1.4	1.4	1.4	1.3	1.2	1.1	1.5
Net debt per unit	£5,209	£5,321	£5,628	£7,042	£7,641	£7,827	£6,556	£5,881	£6,841
Debt per unit	£9,174	£9,036	£9,088	£9,015	£8,946	£8,622	£8,514	£8,514	£9,511
Diversification									
Income from non-rental activities	21.0%	18.2%	18.369%	13.156%	10.993%	11.915%	12.414%	12.046%	16.4%
INDICATORS									
Turnover	14,664.7	15,098.2	16,088.3	15,771.3	16,324.4	17,877.7	18,902.8	19,479.9	
Operating costs	6,649.9	6,952.0	7,748.6	8,514.4	8,488.1	8,734.8	9,103.6	9,332.1	
Net housing assets	132,986.8	139,372.3	138,999.2	159,416.1	169,970.6	179,397.9	175,546.8	172,985.5	
Cash & current investments	9,666.2	9,195.4	8,515.7	4,893.1	3,263.5	2,062.9	5,143.7	6,914.7	
Debt	17,000.0	17,000.0	22,365.3	22,365.3	22,365.3	22,365.3	22,365.3	22,365.3	
Net assets / capital & reserves	45,437.0	47,989.2	50,320.5	50,329.0	50,237.3	51,237.1	52,699.6	54,142.9	

System use: Version No.: fyfp_6_1 Date created: 06/02/2026

Comments

Page	Field	Comment
SOCI	Gross rents	Movement is driven by additional new build units forecasted to complete within the year.
SOCF	Increase / (Decrease) in Payables	Model assumes no payables outstanding at year end.
SOCF	(Increase) / Decrease in Receivabes	Increase driven by net rental receivables
SOCF	Construction or acquisition of Housing properties	No development planned in year 5.
Additional Information	Development Assumption	Aligned to our development programme with some additionality in Local Authority SHIP to be delivered by other developers.
Additional Information	Other public subsidy	Other Public Subsidy is ACTISH monies granted to Local Authority key priority projects
Additional Information	Private finance	To be funded through available cash and private developer grant funding (SSEN) for 50 houses which complete in 2028/29
Additional Information	Development cost per unit	10 Housing with Extra Care units in Barra contributing to increased cost per unit.
Additional Information	Rent increase - Margin above General Inflation (%)	Plan assumes RPI plus 1% - inflation anticipated to remain high with a drop in Year 3
Additional Information	SHAPS Pensions deficit contributions (£'000)	Not a member of SHAPS
Additional Information	Minimum headroom cover on tightest asset cover covenant (£'000)	Total value of Charged properties must not exceed the following: A/1.10 Where A is the aggregate value of charged properties on an EUV-SH basis or B/1.25 Where B is on an MV-T basis. Based on the last valuation of our stock this would allow for maximum additional borrowing of £24,956.6K although the borrowing costs associated with this level of debt would not be sustainable.
Additional Information	Full time Equivalent Staff Curr Year	Increase to 49 as per Board approved established posts.
Additional	Total capital and revenue	The one property we have which is pre 1919 has had

Page	Field	Comment
Information	expenditure on maintenance of pre-1919 properties	extensive work done which involved the replacement of the Kitchen, Heating System and Windows and doors. It has an EPC score of 70 and there are no planned works over the next 5 years.
Additional Information	Estimated decarbonisation cost	None - other than the replacement of the remaining solid fuel heating systems which are included in the EESSH numbers above.

SHR ENGAGEMENT PLAN 2026/27

Board 26 May 2026

Report by Chief Executive

Purpose of Report

1.1 The purpose of this report is to inform the Board of our Engagement Plan for 2026/27 which has been prepared by the Scottish Housing Regulator (SHR).

Summary

2.1 The Engagement Plan is at Appendix 1 and shows that we continue to be classified as an RSL of systemic importance.

2.2 All Engagement Plans are available on the SHR website and are public documents.

2.3 In addition to our annual regulatory returns we must inform the Regulator of any significant changes to our Annual Assurance Statement, Notifiable Events and any tenant safety issue which has been reported to the Health & Safety Executive or reports from statutory or regulatory bodies relating to safety concerns.

Competence

3.1 There are no financial or legal issues affecting the recommendation in this report.

Recommendations

4.1 **It is recommended that the Board note the SHR Engagement Plan for 2026/27 at Appendix 1.**

APPENDIX 1:	Engagement Plan 2025/26
Background Papers:	None
Writer of Report:	Iona France

Hebridean Housing Partnership Ltd

Engagement plan

From 1 April 2026 to 31 March 2027

Regulatory status
Compliant
The RSL meets regulatory requirements, including the Standards of Governance and Financial Management.

Why we are engaging with Hebridean Housing Partnership Ltd (HHP)

We are engaging with HHP because it is a **systemically important landlord**.

We refer to a small number of RSLs as systemically important because of their stock size, turnover or level of debt or because of their significance within their area of operation. We need to maintain a comprehensive understanding of how their business models operate, and how they manage the risks they face and the impact these may have. So we seek some additional assurance each year through our engagement plans. Given HHP's significance in its area of operation we consider it to be systemically important.

What HHP must do

HHP must send us copies of its Board and audit committee minutes as they become available.

What we will do

We will:

- review the minutes of the Board and audit committee meetings and liaise as necessary;
- observe HHP's Board;
- meet with HHP's senior staff and Chair to discuss its business plan and any risks to the organisation; and
- update our published engagement plan in the light of any material change to our planned engagement with HHP.

Regulatory Returns

HHP must provide us with the following annual regulatory returns and alerts us to notifiable events as appropriate:

- Annual Assurance Statement;
- audited financial statements and external auditor's management letter;
- loan portfolio return;
- five year financial projections; and
- Annual Return on the Charter.

It should also notify us of any material changes to its Annual Assurance Statement, and any tenant and resident safety matter which has been reported to or is being investigated by the Health and Safety Executive or reports from regulatory or statutory authorities or insurance providers, relating to safety concerns.

Our lead officer for Hebridean Housing Partnership Ltd is:

Kelda McMichael
Regulation Manager

Tel: 07500066691
Email: kelda.mcmichael@shr.gov.scot

ANNUAL ASSURANCE STATEMENT REVIEW

Board 26 May 2026

Report by Chief Executive

Purpose of Report

1.1 To inform Board members of the review of the backing evidence to support our Annual Assurance Statement (AAS) for 2026.

Summary

2.1 The Board must be satisfied the Partnership is compliant with all regulatory requirements and prepare an AAS confirming this.

2.2 The completed AAS for 2026 will be presented to the Board on 25 August 2026 prior to submission to the Regulator.

2.3 The Regulator advised in a letter dated 19 March 2026 they are asking landlords to provide specific assurance on two areas:

1. Data on homes – assurance we have comprehensive data on the construction, components and condition of our homes.
2. The second area does not apply to us as it relates to gypsy/Traveller sites.

2.3 A SharePoint folder has been created to store the checklist and supporting evidence. This will enable Board Members to review the evidence and ask questions before the final statement is prepared.

2.4 The link to the SharePoint is below and will also be available to Board Members through the Resources Section of One Advanced.

Annual Assurance Statement 2026

2.5 Board Members are encouraged to ask questions on the evidence bank either through One Advanced or by emailing governance@hebrideanhousing.co.uk .

2.6 The backing information is a 'work in progress' and will be continually under review and updated until 13 August 2026.

Competence

3.1 The financial, legal and other constraints to the recommendations in this report are detailed in paragraph 5.1 of this report.

Recommendations

4.1 It is recommended that the Board note the review of the Annual Assurance Statement checklist and backing evidence.

Background Papers:	Scottish Housing Regulator's "Regulatory Framework" (revised April 2024)	
	SFHA Social Landlord Self-Assurance Toolkit (updated March 2026)	
Writer of Report:	Iona France	Tel: 0300 123 0773

5.1 Compliance Checklist

COMPLIANCE CHECKLIST	
Financial	There are no financial constraints to the recommendation in this report being implemented.
Legal	There is a regulatory requirement to ensure that the Annual Assurance Statement is prepared and submitted by 31 October each year.
Regulatory	The statutory guidance specifies that the AAS should: • Be short and succinct • Confirm compliance or otherwise with regulatory requirements • Be completed and agreed by the governing body The guidance also specifies that the AAS should confirm that the governing body has 'appropriate assurance' that the RSL complies with: • The regulatory requirements set out at section three of the Regulatory Framework • The relevant standards and outcomes of the Charter • All relevant statutory and legal requirements • Regulatory Standards of Governance and Financial Management
Risk	The risk of not submitting the Annual Assurance Statement will lead to the Partnership being in breach of regulatory requirements and have a negative effect on its risk rating and regulatory engagement. Governance is highlighted on our Risk Register with a residual risk rating of 6 considered low.
ESG	Our AAS evidence bank includes supporting documentation to demonstrate our ESG responsibilities.
Equalities	We are committed to promoting equality, diversity and inclusion. Our AAS evidence bank includes supporting documentation to demonstrate this.
Communication	Once approved the AAS will be submitted to the Regulator for publication and will be available on our website/social media.