

# OFFICIAL MINUTES

## NOTE TO READER:

SBHA publishes the minutes of its Board of Management meetings, unless it considers, at the time of publication, that the minutes or part of the minute are exempt from disclosure under the Freedom of Information (Scotland) Act 2002. Where minutes or part of the minutes are not published, this is noted in these minutes.

## MEETING: SBHA BOARD OF MANAGEMENT

<b>DATE:</b> 20.03.25	<b>TIME:</b> 5.00pm	<b>VENUE:</b> Head Office, Selkirk and via Teams
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### PRESENT: In Person

Robin Hill - Chair (RH)  
Philippa Brosnan – Board Member (PB)  
Ian McDonald - Board Member (IMcD)  
Michael Levack – Board Member (ML)  
Michael Grieve – Board Member (MG)  
Ray Licence – Board Member (RL)  
Robin Dodyk – Board Member (RD)

### Virtually via Teams

Matt Foreman – Board Member (MF)

### IN ATTENDANCE:

Julia Mulloy, Chief Executive (CE)  
Maria Lyle - Chief Operating Officer (CO)  
Caroline Purcell – Director of Property Services (DPS)  
Emma Garry – Director of Development (DoD)  
Rachel Dickson – Head of People (HoP)  
Catriona Notman - Governance Officer (GO)  
**Via teams:** Carly Stewart - Director of Finance (DoF)  
Susan McDonald – Director of Customer Services (DCS)

*The Chair opened the meeting at 5.34pm and welcomed all in attendance.*

## 1.0 Apologies for absence

Apologies were received in advance of the meeting from Board Members, Tracey Glover and David Bell.

## 2.0 Declarations of Interest

Declarations of Interest were received from RD for Item 3.6 (i) and RH for Item 6.0, Chairs Group Minutes.

## 3.0 Board Operational Report

### 3.1 SBHA Strategic & Business Plan 2020-25 Progress Update

The CE delivered an update to members on the status of the 2020-25 plan, confirming the completion of 17 out of 28 projects. Remaining projects continue to progress and will form part of the new Strategic Business Plan outputs.

It was advised that a review of Property Services Business Plan project is progressing and connected to the reports to be presented to the Board meeting in May 2025.

Members welcomed the progress to date.

**RECOMMENDATION:** Board Members noted the progress on the delivery of 2020 to 2025 Strategic Plan.

### **3.2 General Governance Update**

#### **(i) Governance Appraisal Outcomes**

The Chair and CE thanked Members for their participation in the review process, which had been facilitated by Altair and was now complete.

*5.40pm – MF joined the meeting online via Teams*

The outcomes will support recruitment and succession planning in line with new guidance on Governing Body Member's Succession Planning and Recruitment, published by SFHA. The Altair report includes a profile and skills assessment of the Board and gave assurance that the current Board Members carry a strong set of skills.

Members discussed a number of topics for future learning and development sessions and the best route to deliver these sessions. The 2025-26 Board Member Development Plan will be developed by the Head of People and circulated for approval.

*5.52pm ML joined the meeting*

Discussion continued into the potential of not holding a Stock Tour in 2025 and utilising this time with targeted development workshops with guest presenters covering topics such as energy efficiency.

*5.53-5.54pm ML left the meeting*

It was recognised that bespoke training for individual members would be resource intensive and it was agreed full Board Member sessions were preferred to focus on key themes linked to the new 2025-30 Strategic Business Plan.

It was confirmed that the Stock Tour would not take place this year and options for a residential Board Awayday would be explored – built around the appraisal outcomes.

The process highlighted feedback in relation to the format and length of Board Reports, and it was agreed that whilst this will vary according to the audience, a concise overview will continue to be provided in the Board Operational and Finance reports to facilitate discussion at meetings.

It was agreed that the list of Scottish Housing Regulator publications would be provided to members directly in a more accessible format and SBHA email addresses would be issued to members.

**RECOMMENDATIONS:** Board Members:

- a) Noted the findings of the Board Members skills review and noted they will be used to inform future succession planning and recruitment decisions.
- b) Noted the robust development review process adopted and the themes arising in paragraphs 2.1 & 2.2 of the report.
- c) Agreed that the individual and collective Learning & Development programmes will be progressed by SBHA.

#### **(ii) Recruitment to the position of Chair**

The CE introduced the report highlighting the recruitment options based on the new SFHA Guidance on Succession Planning for the Chair's role to be adopted. After discussion, Members agreed to progress with an internal process, moving externally if required at a later stage.

It was agreed to engage independent advice from Altair to support the Remuneration and Nominations Sub-Committee (R&N) in the process for appointment. An interview panel of three Board Members and the CE as an observer will be convened. A proposed timeline was agreed, alongside the arrangements for receiving applications and interviews being held. Following interview, a recommendation from the interview panel will be made to the May Board of Management meeting. To ensure a clear audit trail, Altair will assist by providing an independent assessment of candidates.

Arrangements were agreed to manage conflicts of interest should any members of the R&N Committee wish to apply.

#### **RECOMMENDATIONS:**

- a) Board Members commented on and agreed the approach to recruitment of the Chair and
- b) authorised the Convenor of Remuneration & Nominations Sub Committee to call the Sub-Committee and arrange substitute members if required.

#### **(iii) Recruitment of Board Members**

The CE advised members that expressions of interest have been received from individuals who may be suitable for the Board of Management, Customer Board or SBHA Plus. Further details will be advised in due course and the process will be led by the R&M Sub Committee.

#### **(iv) Proposed Entitlements, Payments and Benefits (*Private & Confidential*)**

The CO presented three offers of tenancy that had been approved in principle by Chair since the last Board meeting.

**RECOMMENDATION:** Board Members ratified the Chair's decision to approve the offer of the 3 tenancies detailed in the report.

#### **(v) Applications for Shareholding Membership (*Private & Confidential*)**

The CO presented two shareholding memberships and cancellation of shares which were proposed for cancellation in accordance with SBHA's Rules 10.0, 11.1.2 and 17.1.

**RECOMMENDATION:** Board Members agreed the ending of membership and cancellation of shares as noted.

#### **(vi) Notifiable Events**

*Minute of discussion on this Agenda Item redacted*

#### **(vii) Links to Governance, Regulation and Policy Publications**

There were no discussions on this item.

#### **3.3 *Minute of discussion on this Agenda Item redacted***

*Minute of discussion on this Agenda Item redacted*

**RECOMMENDATION:** *Minute of discussion on this Agenda Item redacted*

#### **3.4 Croft Street Area Refurbishment Project – Implementation**

*Minute of discussion on this Agenda Item redacted*

**RECOMMENDATION:** *Minute of discussion on this Agenda Item redacted*

### **3.5 Legal Claims Update (Private & Confidential)**

*Minute of discussion on this Agenda Item redacted*

**RECOMMENDATION:** The Board considered and discussed the contents of the report and will receive updates on these cases as these progress.

### **3.6 Tender Outcome Report (Private & Confidential)**

#### **(i) Supply and Fit of External Doors**

*Minute of discussion on this Agenda Item redacted*

**RECOMMENDATION:** The Board of Management approved the award of contracts as follows:

*Minute of discussion on this Agenda Item redacted.*

#### **(ii) IT Security – Licence Renewal**

*Minute of discussion on this Agenda Item redacted*

**RECOMMENDATION:**

*Minute of discussion on this Agenda Item redacted*

### **3.7 Former Tenant Rent Arrears Write Off (Private & Confidential)**

*Minute of discussion on this Agenda Item redacted*

**RECOMMENDATION:** *Minute of discussion on this Agenda Item redacted*

### **3.8 Policies – Mixed Tenure Recharge Recovery Policy**

The DPS presented this new policy for review and approval. The policy uses the principles agreed by Members in December 2023 for recharging owners for roof replacements. It was proposed that the policy is reviewed after a year when there will have been more learning.

Clarification was provided around Scottish Borders Council's approach to its 'Missing Share' powers, where an application can be made to SBC to fund an owner's share of a communal repair if the owner is unable or refuses to pay it. It was confirmed to Members that the approach is in its infancy and SBC are working through their policy on it.

The Board advocated a reasonable yet robust approach to working with non-resident owners, given the commercial nature of ownership.

**RECOMMENDATION:** The Board of Management discussed and approved the Mixed Tenure – Recharge Recovery Policy.

### **3.9 Key Performance Indicators Q3 2024-25**

The CO presented this report summarising the key achievements. The headline outcomes from the recent Tenant Satisfaction Survey (TSS) were also presented which showed positive shifts in satisfaction and the Board welcomed this progress.

Clarity was obtained on the KPI in relation to Stock Condition Surveys and Members were assured that an average of 100 surveys are conducted per month enabling all stock to be surveyed over a 5-year cycle and over time the KPI will smooth over the year. It was advised that it is in the procurement pipeline to carry out external validation. It was confirmed that any damp and mould issues identified through stock surveys are reported at the time and acted on.

Members obtained increased focus on complaint handling with the target of 90% of stage 1 complaints and 100% of stage 2 complaints are dealt with in the required timescales. A new centralised approach is being introduced to track and ensure proactive resolution of complaints. It was agreed that ownership and accountability of the complaint process is key and the policy has been updated to reflect this.

**RECOMMENDATION:** The Board commented on the Key Performance Indicator outcomes for Quarter 3 2024-25.

### **3.10 Key Performance Indicators Targets 2025-26**

The CO presented this report, explaining that the KPI targets proposed reflected past performance and were aligned to the goals within the new Strategic Plan, with expected progress in measurable steps to ensure these were challenging yet achievable. Benchmarking against the sector average and peer group was also considered when setting the proposed targets.

Discussion was then held on some indicator targets in light of the positive outcomes from the Tenant Satisfaction Survey and the following revisions were agreed: -,

- Net Promoter Score – increase to 24
- Tenant satisfaction with the Management of Neighbourhood - increase to 80%
- Tenant satisfaction with the Repairs and maintenance service - increase to 82%
- Tenants who feel Rent is Value for Money – increase to 78%

**RECOMMENDATION:** The Board of Management:

- a) Considered and agreed the proposed performance indicators targets for 2025-26 as set out in **Appendix 9** and **approved the changes proposed at the meeting**; and
- b) Agreed there were no further indicators to be included in the attached that would support the Board in monitoring performance.

*7.30pm The Chair advised that the meeting had reached two hours, and the Board of Management agreed to continue.*

### **4.0 Board of Management Objectives 2025-26**

Five objectives were proposed objectives for the Board for 2025-26. Members agreed that the objectives would be taken forward as Board priorities:

- Confirm and embed the 2025-30 Strategic & Business Plan
- Plan for Succession in Board Roles and appoint to structure vacancies
- PMP Delivery – improve outcomes to ensure full programme spend in 2025-6
- Review governance arrangements and implement associated rule changes
- Expand learning opportunities around appraisal outcomes

### **5.0 Minutes of the Board of Management meeting 20 February 2025**

The minutes of the Board of Management meeting held on the 20 February 2025 were approved as a true and accurate record, proposed by RH and seconded by IMcD.

**(i) Matters Arising from the Minutes**

**Item 4 Financial Performance**

*Minute of discussion on this Agenda Item redacted*

**Item 3.0 SBHA Strategic Plan 2025-30**

The CE advised Board Members that following feedback at the meeting, edits are currently being finalised. The amended draft will then be circulated to Chairs Group prior to the next Board of Management meeting in May 2025. The Scottish Housing Regulator business plan guidance will be circulated for context.

**6.0 Minutes of the Chairs Group on 5 March 2025**

The minutes for this meeting were noted. The Chair noted he had absented from all discussion.

**7.0 Draft Minutes of the Audit & Compliance Sub-Committee on 5 March 2025**

The draft minutes for this meeting were noted.

**8.0 Draft Minutes of the Customer Board Sub-Committee on 12 February 2025**

The draft minutes for this meeting were noted.

**9.0 Draft Minutes of SBHA Plus on 5 March 2025**

The draft minutes for this meeting were noted.

**10.0 Board Reflection**

There were no items discussed.

*7.37pm GO left the meeting*

**11.0 Any Other Competent Business**

**11.1 Attendance at SFHA Governing Body Member Forum**

It was agreed that IMcD would attend the Forum on behalf of the Board.

*7.38pm GO rejoined the meeting*

**11.2 Minute of discussion on this Agenda Item redacted**

*Minute of discussion on this Agenda Item redacted*

**11.3 August Board Meeting Date**

Members agreed to meet on 21<sup>st</sup> August 2025

**12.0 Date of the next meeting: 29 May 2025**

*The Chair thanked all Members for their attendance and contribution, closing the meeting at 7.45pm.*

