



SBIHA
SCOTTISH BORDERS
HOUSING ASSOCIATION

ANNUAL REPORT 2024-25

Delivering
Excellence Together



Being
Responsible



Always
Improving



Everybody
Matters



Welcome to SBHA's Annual Report

Highlighting our achievements towards our Strategic Objectives, and our performance against the Scottish Social Housing Charter.

GREAT CUSTOMER SERVICE



Supporting Tenants at home and beyond

Our work to deliver quality customer services and tackle inequalities, ensuring support for those who need it.



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GREAT PLACES



Creating safe, warm homes in thriving communities

How we invest to create quality, energy efficient homes and to ensure that the communities we serve are great places to live in.



page **10**



SMART INVESTMENT CHOICES



Our commitment to help meet housing need

How we're helping to address the housing crisis by increasing the supply of high-quality affordable homes.

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ONE TEAM



Developing and valuing our people

We are empowering the SBHA Team, equipping them with the skills to deliver for Tenants and communities, now and into the future.



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RESILIENT BUSINESS



Our key financial information

How we provide assurance as we grow the business, and ensure value for money through consultation and our procurement practices.



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SBHA
SCOTTISH BORDERS
HOUSING ASSOCIATION

**SCOTTISH BORDERS
TENANTS
ORGANISATION**
giving Tenants a voice

This combined Annual Report and Landlord Report provides information on our performance in 2024-25.

This report has been developed in consultation with Scottish Borders Tenants Organisation (SBTO), and we are keen to seek your views on the style, content and performance outcomes. Please send your feedback to our Tenant Engagement and Communications Team at communications@sbha.org.uk.

In this report, we show how we are performing against standards and outcomes set out in the **Scottish Social Housing Charter**. We include comparison data on how we performed in 2023-24 and Scottish averages (where available) to see how well we are performing compared to other Scottish social housing landlords.



Indicates improved performance

Indicates drop in performance



Julia Mulloy, Chief Executive

A message from Julia

On behalf of SBHA, I would like to sincerely thank Robin Hill, who steps down as the Chair of SBHA at the 2025 AGM.

Throughout his time as Chair, Robin has shown outstanding dedication and leadership, guiding SBHA through periods of growth and change while always keeping tenants at the heart of every decision.

Under his leadership, we have strengthened our services, invested in homes and communities, built new homes, and continued to improve the support we offer tenants.

Robin leaves SBHA stronger, more resilient, and ready for the future. We are deeply grateful for his commitment and wish him every happiness in the years ahead.



Robin Hill, Chair
SBHA's Board of Management

Our mission

Created by Tenants for Tenants, we enhance lives and communities across the Scottish Borders. We shape our homes and services to meet changing needs and expectations and we drive sustainable growth to ensure a fair, prosperous future for all.

Welcome to SBHA's Annual Report

Welcome to Scottish Borders Housing Association's Annual Report for 2024-25, in which we share the highlights of our achievements, as well as looking to the challenges and opportunities of the future.

This year marks not only the completion of another successful chapter for SBHA, but also the end of my time as Chair, as I step down after five rewarding years. It has been an immense privilege to serve tenants and communities. Together, we have faced unprecedented challenges - from the global pandemic to the rising cost of living - yet remained resilient, tenant-focused, and ambitious for the future.

Over the last five years, I have seen first-hand, the dedication of the SBHA Team, the strength of tenant voice and the impact of our investment in homes and communities. We have improved outcomes for customers and increased tenant satisfaction, strengthened our financial position, modernised services and delivered affordable new homes.

Reflecting on the past year, I am reminded of SBHA's vital role as a community anchor organisation and the positive impact we have on people's lives. Our achievements go far beyond providing good quality, affordable housing.

Our commitment to strong customer relationships was recognised in 2024 with Customer Service Excellence accreditation, reflecting our tenant-focus and our drive to deliver high standards of service.

We work closely with tenants and partners to deliver services that improve lives and help build thriving, safe and inclusive neighbourhoods. Our valued partnership with the Scottish Borders Tenants Organisation (SBTO) continues to shape and improve our services. Listening and acting on customer feedback, we revamped our website to improve access to services.

We invested £8.9m in the year to improve existing homes through our Planned Maintenance Programme, ensuring they remain fit for the future. Enhancing neighbourhoods to create great places to live remained a key focus as we delivered community initiatives, driving up satisfaction. Our Croft Street Regeneration Project in Galashiels is well underway with £3m funding secured from the UK's Community Regeneration Partnership Fund.

The demand for affordable housing in the Scottish Borders remains high and we are responding to the declared Housing Emergency with innovation and determination. In the year, we delivered a further 35 much needed new homes and are on target for delivery of 300 new homes by 2028. Our largest development to date is underway in Jedburgh, where 70 new homes are being built by 2026. Our HUSK Garages to Homes projects in Hawick and Jedburgh progressed well in the year with completion in 2025. This project demonstrates how fresh thinking can create high-quality homes and revitalise local neighbourhoods and spaces.

We also advanced smart home initiatives, such as environmental sensors and faster broadband. and together with partners and Kight Powerhub, we are excited to be piloting a pioneering energy storage system that could reduce energy costs for tenants by up to 85%. We also published our Fair Work First Statement, reaffirming our commitment to fair pay, flexible working and inclusion. We maintained Living Wage and Living Hours accreditation and continued to invest in the SBHA team, support apprenticeships and encourage youth development. This investment ensures a skilled, resilient workforce ready to meet evolving customer needs and drive SBHA's long-term success.



Looking ahead, SBHA is entering a new era of ambition and opportunity - one where we build our impact and create growth. Our new 2025–30 Strategic & Business Plan, shaped through extensive engagement with tenants and stakeholders, sets out our key priorities for delivering homes and services that meet tenants' changing needs and drive sustainable growth to continue to strengthen communities and deliver lasting social and economic benefits.

As I hand over to my successor, Ian McDonald, I do so with great pride in what we have achieved together and confidence that SBHA is well placed for the future - strong, ambitious and ready to build on its successes in the years ahead.

Thank you to my fellow Board members our Chief Executive, the SBHA team, our partners and, most importantly, tenants - your feedback and involvement have kept us focused on what matters most: safe, warm, affordable homes and reliable services.

Robin

We were delighted to welcome guests including the Scottish Housing Minister to our development at Fairhurst Drive in Burnfoot as part of events celebrating the launch of the South of Scotland Housing Action Plan.



5667

homes



152

team members

DELIVERING EXCELLENCE TOGETHER

Working together to deliver excellence and quality through teamwork; teams and individuals working within SBHA and externally with Tenants and stakeholders.

BEING RESPONSIBLE

Taking responsibility for our actions and looking after SBHA's responsibilities in an accountable way; behaviours include honesty, transparency, truthfulness, trust, and professionalism.

EVERYBODY MATTERS

Caring and respecting people in all our dealings, being inclusive, sensitive and responding to diverse needs.

ALWAYS IMPROVING

Achieving better outcomes and performance, exceeding customer expectations and being pioneering, modern, dynamic, forward looking and innovative.



GREAT CUSTOMER SERVICE {supporting tenants & communities}

Customer service excellence

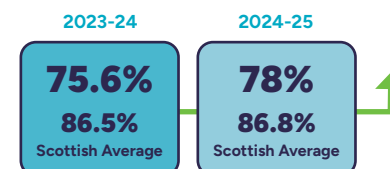
We aim to deliver excellent, responsive services for tenants and customers, ensuring satisfaction, trust and positive outcomes for all.

We are proud to have achieved Customer Service Excellence (CSE) accreditation at the first attempt, with "Compliance Plus" for customer focus and using tenant insight to drive improvement.

Over the last year, we listened to and acted on customer feedback to strengthen and improve our service offer. We drove forward improvements to our Repairs Service, improved call handling and communications to keep Tenants informed.

Tenant satisfaction with the overall service we provide rose to 78%, up from 76% last year, and satisfaction with being kept informed remained at 82%. While this remains below the sector average, more tenants than ever advised that they would recommend us as a landlord with a marked increase in the Net Promoter Score (NPS) - up from +17 to +26 in the year - and complaints received reduced down from 369 in 2023-24 to 347. In the coming year, we will continue to drive forward service improvements to increase tenant satisfaction with a focus on delivering first point of contact resolution and learning from complaints.

% tenant satisfaction with SBHA's overall service



Supporting communities

We recognise that our role as a social landlord goes far beyond our statutory responsibilities and that building connections between people and place creates social cohesion, a sense of belonging and shared purpose. In 2024-25 our focus on improving customer satisfaction with estate management made a significant impact on customer satisfaction levels which last year rose considerably from 70.6% to 79%. Our revised Neighbourhood Standard which our community teams lead on and the work of our specialist Antisocial Behaviour Team played a key role in these improvements. Additionally, Estate Walkabouts continue to be an important part of how we monitor and improve the condition of neighbourhoods.



53%

of lets were made to homeless households



688

people helped through our financial support services



£499k

extra income generated through provision of support services

Addressing homelessness

With the declared Housing Emergency and increasing homelessness, it is more important than ever that we increase the supply of affordable homes. As well as providing new homes, we seek to ensure that where existing homes become empty, we get these ready for re-letting as quickly as possible.

We improved our performance in this, reducing the average time taken to re-let empty homes (exceeding the Scottish average) and fewer homes remained empty at the end of the year. Of the 481 lets made in the year, 53% were let to homeless households, exceeding our target and the national average.

Providing targeted support services

Our Neighbourhood Team provide tenancy management support to tenants and our Support Services offer more tailored assistance to those more vulnerable, those experiencing challenging times or at risk of losing their home. These services have supported more tenants to remain living in their home with tenancy sustainment at the highest level of 92%.

Warm and Well Service

Our Warm and Well team provide home energy advice so that tenants can heat their homes more affordably. In the last year, we helped 992 SBHA tenants experiencing fuel poverty and facing significant hardship by providing fuel vouchers, winter packs, and energy advice. The team also provides services for the other RSLs across Scottish Borders and a total of 2433 tenants in the the Borders Housing Network were supported by the SBHA Warm & Well Service.

Tenancy Support Services

Our Tenancy Support Service provided tailored support to tenants where health and wellbeing factors are impacting their ability to maintain their home. Our Financial Inclusion team secured extra household income of £499,000 for 688 tenants.



“ I have to say the weight you helped lift off my shoulders has changed my life. I'm really on the road to recovery for first time in my life with the help you gave me.”

Working with partners to enhance our service offer



We supported 78 tenants through this community initiative that helps with budgeting and healthy eating.



We continue to support care leavers through the 16+ Transitions Project in partnership with Scottish Borders Council.



In 2024-25 we partnered with Lightning Reach to pilot a new service for accessing financial support linking tenants to 2,500 financial resources from charities, organisations, and councils.





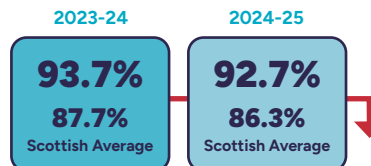
GREAT CUSTOMER SERVICE {commitment to community engagement}



**this
year...**

Our Summer Roadshow took place over three weeks in August and September when we held 15 events across 11 different towns and villages, along with two online sessions.

% tenant satisfaction with opportunities to participate



Engaging customers and communities

Tenant engagement is fundamental to our approach to customer service, and we employ a wide range of approaches to hear from tenants and ensure their views shape services. We regularly host drop-in sessions, consultation events, tenant information days, and roadshows, and we also take part in community events and initiatives.

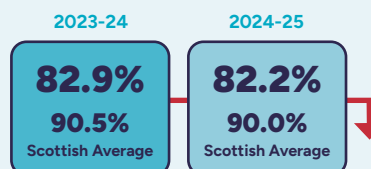
As well as twice-yearly Tenant Satisfaction Surveys, Tenants are invited to share their views following contact with our Solutions Team or use of our repairs service, allowing us to capture real-time feedback and quickly identify areas for improvement.

In all cases, SBHA aims to “give tenants a say” at their convenience and at a level comfortable to them, whether that’s one-off involvement, ongoing engagement, or taking part in scrutiny of services, and offer options to do so both in-person and online.

Digital access to services

Our 2024 Tenant Satisfaction Survey told us that more than 80% of tenants were online, but only 11% used our website. As part of our continued efforts to enhance our digital offer giving tenants more control, we redesigned and launched our new website in April 2025. We’ve given our site a fresh new look, improved functionality, and updated content that better reflects who we are and what we do. We’ve improved navigation to create a more engaging online experience, making access to information and services easier and mobile-friendly.

% tenant satisfaction with keeping them informed





Scottish Borders Tenants Organisation

Scottish Borders Tenants Organisation (SBTO), the recognised tenant group, plays a vital role in ensuring tenants' voices shape our strategies, policies and services. This strong and valued partnership helps us deliver services that reflect tenant priorities and aspirations.

In 2024–25, SBTO continued to strengthen tenant engagement and tenant satisfaction with opportunities to participate in decision making remained high at 93%, above the sector average. Their commitment to best practice was recognised nationally, winning the Tenant Participation Advisory Service (Scotland) (TPAS) Good Practice Award for Communicating with Tenants and Residents and achieving Runner-up for Involving Tenants in Shaping and Scrutinising Services.

SBTO's achievements were wide-ranging: contributing to the development of SBHA's new 2025-30 Strategic Plan, Repairs Service Scrutiny; helping design of our new website; co-producing the quarterly Tenant Newsletter; and leading community initiatives such as the Spring Photo, Summer Gardening and Tenant Calendar competitions. They also supported the formation of a new resident group in Hawick.

Importantly, SBTO represent Scottish Borders tenants at national level, ensuring local voices influence national housing policy, share best practice and bring back insights that strengthen services for our communities. They also attend national conferences, training webinars and contribute to research projects such as the University of Stirling's ISPA research on stigma and ageing.

In the coming year, SBTO will help shape our new "Voices Together" strategy, aligned to the new Strategic Plan, ensuring that tenant engagement remains at the heart of what we do.



Scottish Borders Tenants Organisation Members at 31 March 2025

GORDON SAUNDERS (Chair)	Fountainhall
DOMINIC BROOKES (Joint Vice Chair)	Kelso
RALPH NICHOL (Joint Vice Chair)	Newcastleton
MARGARET GRAHAM (Treasurer)	St Boswells
GREGORY THEOCHARIS (Secretary)	Hawick
DEREK ALLISON	Peebles
JULIE BLACK	Jedburgh
GEORGE GILCHRIST	Walkerburn
LYNDA GILCHRIST	Walkerburn
TRACEY GLOVER	Bowden
LORNA MANSON	Jedburgh
MARGARET McBROOM	St Boswells
STEPHANIE NEWINGTON	Peebles
MARY SAUNDERS	Melrose
MARLEN JONES (Hon Member)	Innerleithen
ANGELA SULO (Hon Member)	Bowden
ANGELA BARBER (Hon Member)	Innerleithen



GREAT PLACES {investing in homes}

% of Tenants satisfied with the quality of their home

2023-24

2024-25

75.0%

86.5%

Scottish Average

81.1%

84.7%

Scottish Average



£8.9m

invested in homes last year



Homes fit for the future

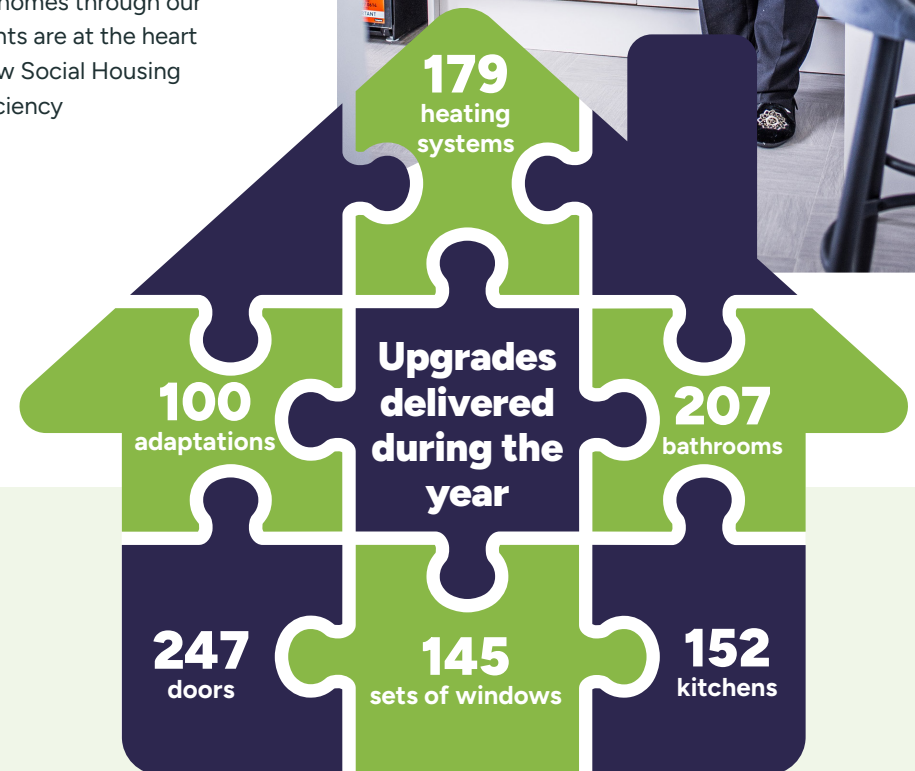
We are committed to providing warm, affordable, high-quality, low carbon homes that are fit for the future and meet the statutory target of Net Zero carbon emissions by 2045.

We invested £8.9 million in major repairs and upgrades in the year, an increase of more than 20% from the previous year (£7.4 million). We completed almost 1,000 major upgrades including the installation of new kitchens and bathrooms, heating systems, windows, doors, and adaptations.

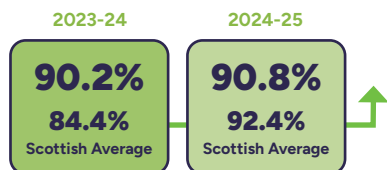
Moving forward, we will continue to invest in existing homes through our Planned Maintenance Programme, ensuring that Tenants are at the heart of our journey towards our delivery of meeting the new Social Housing Net Zero Standard, which will replace the Energy Efficiency Standard for Social Housing.



Simply delighted with my walk-in shower and all the tradespeople were great."



% of homes meeting Scottish Housing Quality Standard (SHQS)



Tackling fuel poverty

We are proud to be part of the world's first domestic energy storage system being piloted across the South of Scotland. This groundbreaking technology is leading the way in tackling fuel poverty using renewable energy. Work on the project was underway in 2024 with the pilot installations taking place in 2025. The Kight PowerHub is a pioneering energy storage system that has the potential to reduce energy costs for tenants by, on average, 75%, with savings of up to 85%. The expansion of this technology is part of a funding bid to the Borderlands Energy Programme, with outcomes awaited.

In our ongoing commitment to sustainability, and to understand what upgrades we need to plan for, we are assessing the housing archetypes and determining the best combination of works by type and how these will align with the new Social Housing Net Zero Standard. This will enable us to tailor our Retrofit strategy and resources to ensure that homes meet energy efficiency standards and energy affordability.

Damp and mould

Our priority is ensuring that tenants live in warm, safe, and comfortable homes and we continue to review our policy for damp and mould introduced in 2023. Damp, mould and condensation are issues which can have a serious impact on the health and well-being of our tenants, and we have secured investment for a dedicated team to manage complex cases.

In 2024, 30 pilot environmental gateway damp sensors were installed, with data gathered through the portal being



“

It's amazing to be the first. I never imagined something like this would be in my home and I hope it helps others like me into the future.”

Muriel Allison, the South of Scotland's first Tenant to take part in the Kight Powerhub pilot

monitored and actioned by SBHA where appropriate. Tenants are being encouraged to download the related App which gives advice and guidance based on information from the alarms and sensors, to encourage self-help. Options for additional sensors will be explored as the pilot progresses. Additionally, our preventative maintenance gutter cleaning programme is in its second year of delivery, reducing the risk of water damage and damp.



In response to tenant requests for more access to digital services we are exploring and investing in smart home technology to improve efficiency, safety, and well-being.

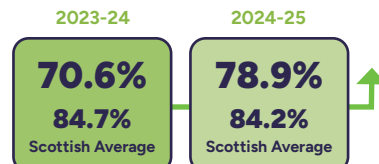
The second phase of upgrading homes to superfast broadband was approved last year and plans for further expansion are underway.





GREAT PLACES {your neighbourhood}

% tenant satisfaction with SBHA's contribution to the management of the neighbourhood they live in



Improving neighbourhoods

The Croft Street Regeneration Project in Galashiels, delivering major improvement works, is well underway following the successful award of Community Regeneration Partnership funding of £3m. The grant will significantly improve the area and enhance the community, and last year saw the roll out of our Engagement Events to hear the views and thoughts of residents and tenants. Their feedback has been crucial in shaping the future of these major planned works by helping to identify external communal areas that would most benefit from investment including the provision of railings, improved drying greens, and bin storage, in addition to the replacement of flat roofs on all blocks.

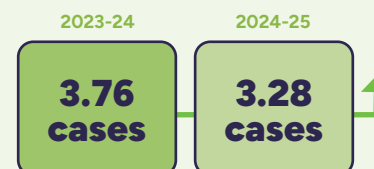
As part of our Asset Management Programme, we continue to enhance safety and appeal within all our blocks. In the last year we improved LED Stair lighting in 142 blocks, re-painted 17 communal stairwells, and installed 5 new secure entry doors/systems



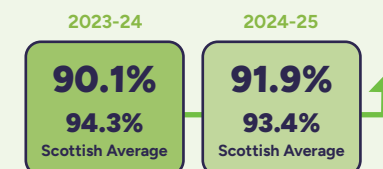
Managing anti-social behaviour

We believe everyone has the right to live in a safe and peaceful environment and take reports of anti-social behaviour seriously. We received 186 reports of anti-social behaviour in the year, a reduction from 212 the previous year, and we resolved 92% of these – up from 90% in 2023-24. This has been achieved through the dedicated efforts of the team and strengthened partnership working with local agencies, Police and communities. Ninety percent of tenants surveyed told us that they feel safe in the neighbourhood - the highest level to date for this indicator.

Anti-social behaviour cases reported for every 100 homes



% of Anti-Social behaviour cases resolved





{your repairs service} **GREAT PLACES**



16.7k+
number of repairs
carried out in 2024-25

Repairs performance

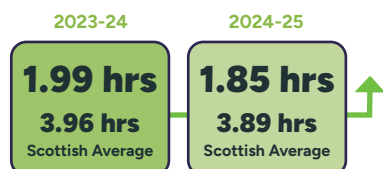
Last year we achieved Customer Service Excellence accreditation, and we continue to focus on resolving repair questions and requests promptly and to a high standard, ensuring that tenants have the best possible experience.

We reported improvements in our repairs service over the year, despite ongoing challenges in the construction sector. Emergency repairs were completed in an average of 1.85 hours, faster than the target of under 2 hours; non-emergency repairs took an average of 10.5 days which was below our target of 9 days, and 'Right First-Time' repairs performance rose to 84.2%, though still below the target of 88%. We are working hard to improve these response rates ensuring that tenants' experiences with this essential service continue to improve.

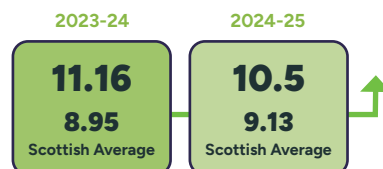
Tenant satisfaction with repairs was a priority for us in the last year resulting in improved performance, but we understand that this is still the most common area of dissatisfaction for tenants. In response we reintroduced transactional surveys to gather real time feedback, and we continue to focus on improving our repairs service through the Repairs Working Group, SBTO Scrutiny Project on Repairs, and our Repairs Service Improvement Plan.



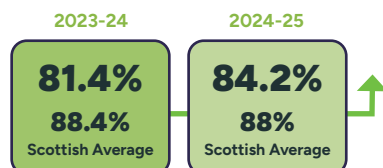
Average time (in hours) to complete emergency repairs



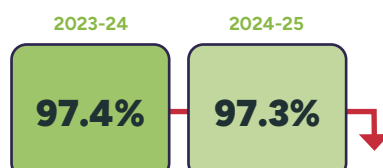
Average time (in days) to complete non-emergency repairs



% of repairs completed right first time



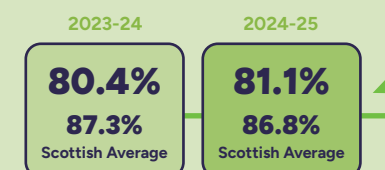
Repairs appointment system - appointments kept with tenants



Safer homes

We recognise the importance of keeping our tenants safe and ensuring that homes meet rigorous safety standards. In the year, performance on gas has returned to full compliance and the majority of properties (99.2%) have valid Electrical Installation Condition Reports (EICRs) dated within the last five years. A small number of properties remain in exemption or abeyance, and we are actively working to resolve these cases.

% of tenant satisfaction with repairs service





SMART INVESTMENT CHOICES {new homes}



68

new affordable
homes provided in
2023-24 and 2024-25



71

more affordable
homes to be delivered
in 2025-26



this year...

Our new homes at Tweed Court in Kelso, consisting of 12 x 3-bed houses, was a finalist in the Scottish Home Awards 2024 for Affordable Housing Development.



New affordable homes

In the current Housing Emergency, we recognise the important role we play in increasing housing supply across the Scottish Borders by delivering safe, affordable homes where they are most needed. This year, we invested over £7.6 million in new-build projects and completed a further 35 homes, supported by grant funding from Scottish Government and Scottish Borders Council, as well as our own private finance. We remain on track to deliver our target of 300 new homes by 2028.

Our largest construction project to date at Howdenburn in Jedburgh (pictured above), building 70 new homes, is making excellent progress and Phase 1 is due for completion in 2025-26.

Delivering community benefits

Community benefits are the additional social and economic value we deliver through our procurement activities. These included creating 12 local employment and training opportunities, digital equipment donations to schools, lunches for Early Years children during the summer, and two community defibrillators, as well as cash and equipment donations of £7,350 to local community groups.



The right homes in the right places

We are increasing housing supply in a range of ways including new-build, open-market purchases and regeneration projects, helping to meet need while revitalising communities.

In the year, we delivered 16 new-build at Burnfoot in Hawick, providing one and two-bedroom bungalows with accessibility features suitable for those with limited mobility, as well as larger sized family homes to meet a range of diverse need in this high demand area. We also completed Whitefield Crescent in Newtown St Boswells and acquired 15 homes through open-market purchases, including 7 for mid-market rental.

Looking to the future, we secured two further sites in rural areas with the potential to deliver around 40 future new homes.



“ It’s absolutely brilliant. Being able to walk out my front door without steps, and having a wet room, has made life so much easier.”

New Tenant Jeanette Elliot

Innovative solutions to housing demand

Over the year, we made bold steps to address housing need through creative and sustainable approaches. In Newtown St Boswells, we delivered our reconfiguration project at Whitefield Crescent (above). This project created four quality, modern family homes from eight low-demand existing bedsits. In line with our sustainability goals, this refurbishment retained much of the existing structure and re-used existing materials, reducing waste and minimising the environmental impact compared to demolition and rebuild. Delivered by a Borders-based developer, the project invested over £600,000 into the local supply chain, supporting local contractors and suppliers, supporting the regional economy.

Our HUSK Garages to Homes project in Hawick and Jedburgh made great progress toward completion in the year. This innovative project is transforming underused garage blocks into high-quality, energy-efficient accessible bungalows. We are proud to have pioneered this project delivered in partnership with HUSK, the first of its kind in Scotland. These 13 new homes will be officially opened in 2026 by the Chief Executive of the Scottish Federation of Housing Associations.





ONE TEAM {creating a culture of support and growth}

Our strength lies in our people, and we pride ourselves on building a team that is not only equipped with the right skills but united by a shared set of values. We are committed to creating a culture where people can develop and thrive underpinned by fair, safe and supportive working conditions.

Fair work first

In 2024 we published our Fair Work First Statement which sets out our commitment to providing a safe and secure working environment, flexible working arrangements, fair pay, and opportunities to develop while promoting equality, diversity, and inclusion. These values are embedded in all that we do, in the partnerships that we foster, in our procurement practices, and in how we engage with our Tenants. Our 'customer first approach' was recognised by Assessment Services in 2024 and we're proud to be recipients of a Customer Service Excellence Award.

We are an accredited Living Wage and Living Hours employer, and we share our Gender Pay Gap information with our Board of Management, continuing to work towards gender pay parity.



102

work placements
since 2012



12

Bitesize mental health
sessions last year



4

Apprenticeships directly
supported this year

this year...

We have introduced a new recruitment portal, Team Tailor, which has improved recruitment outcomes, with 9.6k visitors in its first 8 months.



Investing in skills

We are investing in training our team to grow their skills and build long term futures within SBHA, strengthening our ability to address the challenges of damp and mould, as well as exploring progression pathways for future skills in Net Zero, retrofitting and digital agility.

Sustainable skills

Aligned with our More Sustainable Steps Strategy, we are committed to building the necessary skills within the Borders region to meet the demands of a Net Zero future. To support this, we, alongside local contractors, are upskilling our teams through Green Skills courses at Borders College, covering sustainable construction, renewable energy, and advanced ventilation. This collective effort ensures we are well-prepared to address the challenges ahead.



Growing future talent

We are committed to actively supporting and nurturing local talent, helping young people across our communities build the skills and confidence they need to thrive. This year, we continued to support four apprenticeships and enabled 12 additional learning and job opportunities through our supply chain commitments. In partnership with Developing the Young Workforce (DYW) and local schools, we have connected with young people across the Scottish Borders - offering work placements, career talks, and hands-on experience in housing and construction services. As part of the SkillsQuest 2024 programme, delivered through the DYW Borders initiative, we provided communication skills workshops to 84 secondary school pupils, supporting their development and preparing them for future careers.

We will continue to work with partners to provide opportunities for young people as these not only build skills and confidence of young people but also help us shape a workforce that reflects the communities we serve.



RESILIENT BUSINESS {good governance}



Robin Hill

Chair

Appointed Member
Joined 24 February 2016



David Bell

Appointed Member
Joined 7 December 2023



Matt Foreman

Elected Member
Joined 1 December 2022



Michael Grieve

Elected Tenant Member
Joined 23 March 2023



Ray Licence

Elected Non-Tenant Member
Joined 12 September 2024



Philippa Brosnan

Vice Chair

Elected Non-Tenant Member
Joined 28 March 2019



Robin Dodyk

Elected Non-Tenant Member
Joined 12 September 2024



Tracey Glover

Elected Tenant Member
Joined 8 September 2021



Michael Levack

Appointed Member
Joined 30 May 2019



Ian McDonald

Appointed Member
Joined 20 October 2017
**Chair with effect from
11th September 2025**

SBHA's Board of Management

SBHA is overseen by a Board of Management - comprising of 12 members: eight elected members (four of whom are SBHA Tenants) and four appointed members. The governance structure is supported by three Sub-Committees: Audit and Compliance, the Customer Board, and Remuneration and Nominations. The Customer Board is composed of four Board Members and three independent members.

Board Members bring a diverse mix of skills, knowledge and experience which underpins robust governance. The Board has collective responsibility for setting and overseeing SBHA's strategic direction, business and financial plans, and managing risk. It also must ensure compliance with statutory and regulatory requirements, including the Scottish Housing Regulator's (SHR) regulatory framework. The Board's leadership and guidance have been crucial in helping SBHA to navigate recent challenges and to embrace innovations and opportunities.

Each year, the Board is required to submit an Annual Assurance Statement to the SHR to confirm SBHA's compliance with all applicable requirements and standards. The 2025 Statement can be found opposite.

Our thanks to Kenny Simpson and Anthony Burnette, who stepped down from the Board of Management during the year, for their valuable contributions. A warm welcome to both Robin Dodyk and Ray Licence who were duly elected to the Board at the 2024 AGM.

Members of the Customer Board

Convener Michael Levack

Members Matt Foreman, Tracey Glover, Ray Licence.

Members of the Audit and Compliance Sub-Committee

Convener Ian McDonald

Members David Bell, Philippa Brosnan, Eric Glass, Michael Grieve



2025 Annual Assurance Statement

On behalf of SBHA's Board of Management, I confirm that we have appropriate assurance that SBHA complies with:

- all relevant regulatory requirements set out in Chapter 3 of the Regulatory Framework
- all relevant legislative duties
- the Standards of Governance and Financial Management
- all relevant standards and outcomes in the Scottish Social Housing Charter

The Board of Management is satisfied that, to the best of our knowledge, SBHA is compliant with the requirements of Chapter Three of the Regulatory Framework and the Regulatory Standards of Governance and Financial Management. We have gained this assurance from a review of a comprehensive bank of evidence and from our ongoing oversight and scrutiny of SBHA's affairs throughout the year (2024-25).

The evidence bank combines reports, policies, advice and information which the Board monitors and oversees on an ongoing basis throughout the year to provide continuous assurance that SBHA is compliant. Additionally, the evidence bank incorporates relevant documents and information that contribute to our assurance and which form the structure of SBHA's business and governance activities. For additional assurance, we have obtained external support from our Internal Auditors that our evidence bank is robust and effective to support compliance with the Regulatory Standards.

In reviewing our compliance with the Regulatory Framework, we are assured that we have established appropriate systems in place for the collection of equalities data. We are assured that we are working towards using this data to take account of equality and human rights

issues in our decisions, policy-making and day-to-day service delivery.

We are satisfied that we meet all of our duties in relation to tenant and resident safety. In particular, we have gained the necessary evidence-based assurance of our compliance in respect of duties relating to gas, electrical, fire, water and lift safety and our obligations relating to asbestos, damp and mould. We have sought specialist external advice to monitor our compliance in some of these areas and to support our assurance. We have completed an assessment into the potential presence of RAAC in our stock and confirm that none has been identified.

In reviewing compliance, we have adopted an improvement focus and have also identified a number of improvement actions which we will progress during the course of the year. To support effective implementation, these actions form an Improvement Action Plan which will be monitored by the Board at agreed intervals to ensure successful achievement. We have reviewed the identified actions in the Improvement Action Plan and are satisfied that all are intended to deliver effective improvement and that none are material to our current compliance with the Framework.

We recognise that we are required to notify the SHR of any changes in our compliance during the course of the year and are assured that we have effective arrangements in place to do so.

As Chair, I was authorised by the Board of Management on 11 September 2025 to sign and submit this Assurance Statement to the Scottish Housing Regulator. This Assurance Statement is being published on our website on the same date that it is submitted to the SHR.

Ian McDonald, Chair of SBHA's Board of Management, with effect from 11th September 2025



The annual stock tour is an opportunity for Board members to meet Tenants and Team members, and hear about challenges and successes on-site.



RESILIENT BUSINESS {value for money}

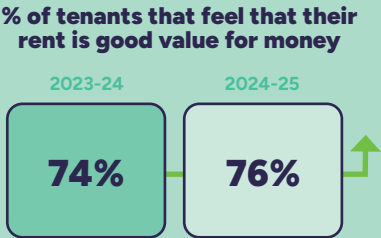
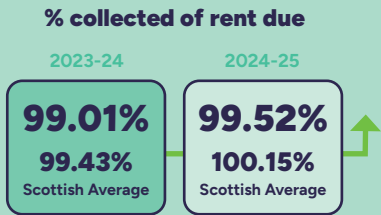
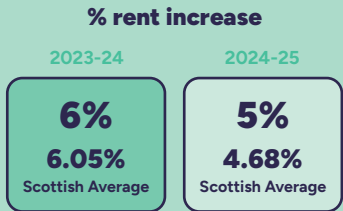
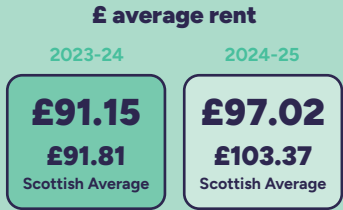
Keeping rents affordable

Ensuring SBHA remains financially strong, delivers value for money, and keeps rents affordable is a key priority. Rent collection reached 99.5% - the highest since 2016 - while gross arrears reduced to 5.9%. More tenants told us that they felt that their rent represents value for money - up from 74% to 75%.

We continued the 5-year phased rollout of our fair and transparent rent model, and following extensive tenant consultation, uplifted

base rents by 5% to balance affordability for tenants with investment in services tenants value most.

We will continue to focus on rent collection and arrears prevention, building on rising tenant confidence that rent offers good value for money.



Benchmarking

Benchmarking shows where SBHA 's costs sit relative to other Housing Associations providing general & mixed needs housing and allows for effective decision making on how to allocate resources to get the right balance between performance, quality and cost. This highlights SBHA's continued high investment in its homes, whilst maintaining lower than average running costs.¹

¹ Source: 128 social landlords providing general and mixed needs.

SHR 2023-24 data set



£ PER HOUSEHOLD	LOWEST	SBHA	HIGHEST	MEDIAN*
MANAGEMENT AND MAINTENANCE	£552	£1,180↑	£4,750	£1,474
REACTIVE REPAIRS PER UNIT	£281	£631↑	£1,555	£645
PLANNED MAINTENANCE PER UNIT	£100	£807↓	£2,703	£476
PLANNED TO REACTIVE MAINTENANCE RATIO	0.2	2.9↓	6.8	1.6

* Median – the median is the middle figure rather than an average, this ensures that landlords with either very high, or very low costs do not skew the figures in one direction.

Procuring goods, services & works

Supporting the local economy and engaging tenants remained a key priority in our procurement activities throughout the year. Our approach ensured that contracts delivered tangible benefits to the Scottish Borders economy and communities, while maintaining high standards of quality and sustainability.

Local Impact and Spend

The construction of new homes generated significant local economic impact, with £3,682,500 subcontracted to Scottish Borders organisations and an additional £135,000 spent with local trade suppliers.

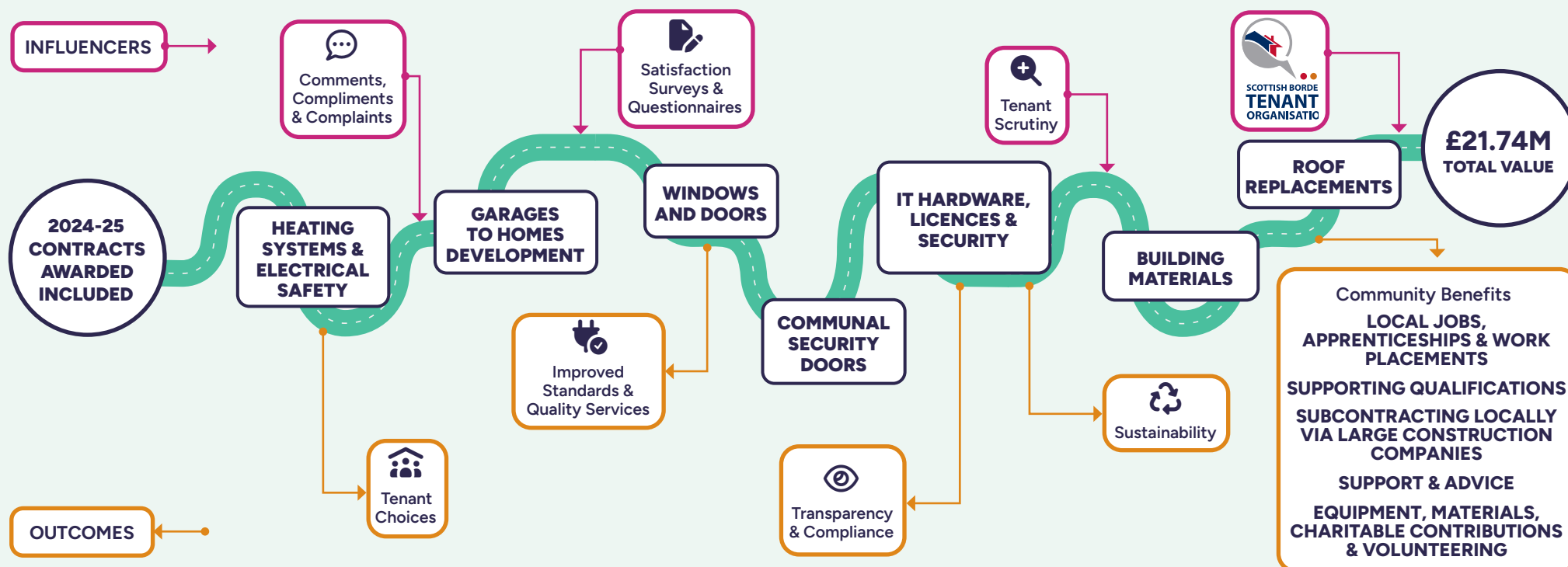
A total of £1,386,465 was invested in reactive maintenance works, awarded to 39 Small and Medium Enterprises (SMEs), all based within the Scottish Borders.

We continue to ensure quality of products and services, investing in the quality of homes and increasing housing supply, providing real benefits to tenants and communities. Environmental considerations, sustainability and future-proofing are embedded in every relevant procurement decision. Our procurement strategy also supports local job creation, skills development and investment in the future through apprenticeships, traineeships, and work experience opportunities.



65

**total number of
contracts awarded
in 2024-25**





RESILIENT BUSINESS {financial highlights}

Highlighting the last financial year

total rent arrears as a % of gross rental income

2023-24

6.1%**6.7%**

Scottish Average

2024-25

5.9%**6.2%**

Scottish Average

empty homes rent loss as a % of rental income

2023-24

1.01%**1.4%**

Scottish Average

2024-25

0.94%**1.27%**

Scottish Average

average days to re-let empty homes

2023-24

44.02**56.7**

Scottish Average

2024-25

43.9**60.6**

Scottish Average

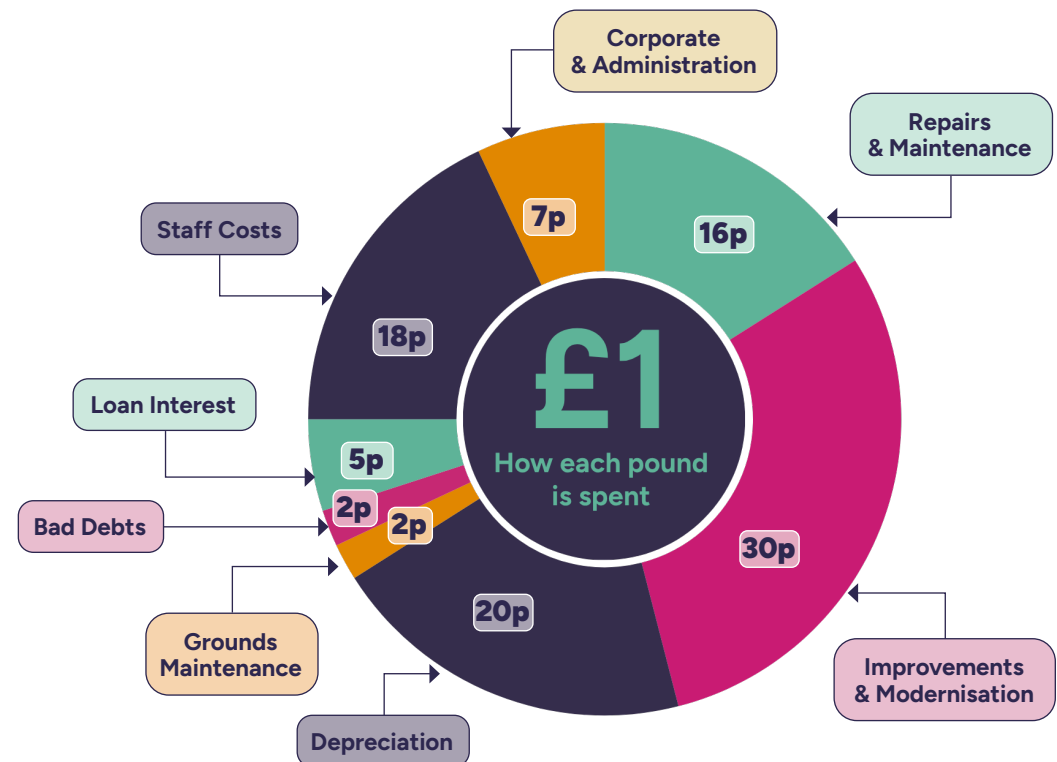
**this
year...**

We invested a total of £24.8million in our new and existing homes.

SBHA's net income from rents and service charges increased by 6.6% on the previous year. This reflected the objective of keeping rents affordable and maximising rental income through minimising empty homes rent loss. Operating costs increased by 7.8%, almost £2m. Half of this increase was due to increased spend on planned, cyclical and reactive maintenance and major repairs, reflecting increasing investment in existing homes. As a result, SBHA's operating surplus on affordable letting activities was 8% lower than the previous year. The total surplus for the year was £6.3m, comparable to the prior year.

Accounting standards required SBHA to show an actuarial (non-cash) loss of £12.4m on the pension scheme due to a change in pension regulations. This meant that the pension asset of £16m is capped at £1.7m on the balance sheet.

Overall, a strong financial position is maintained during the year, with £19.7m capital investment in housing properties in the year, including £8.3m of new build and purchased properties becoming available for let during the year. Financial ratios required by our lender remained comfortably within targets.



Statement of Comprehensive Income as at 31 March 2025

	2025	2024
	£	£
Turnover	29,473,410	27,543,198
Operating Expenditure	(22,935,497)	(20,496,195)
(Loss) on disposal of property, plant and equipment	<u>(337,707)</u>	<u>(540,130)</u>
Operating Surplus	6,200,206	6,506,873
Interest receivable	1,362,836	1,095,274
Interest payable and financing costs	<u>(1,271,496)</u>	<u>(1,274,886)</u>
Surplus/(Deficit) for the Year	6,291,546	6,327,261
Actuarial gain in respect of Pension Scheme	<u>(12,426,000)</u>	<u>461,000</u>
Total Comprehensive Income for the Year	<u>(6,134,454)</u>	<u>6,788,261</u>

The results relate wholly to continuing activities.

Statement of Financial Position as at 31 March 2025

	2025	2024
	£	£
Fixed Assets	99,719,433	85,823,281
Current Assets		
Stock	70,431	83,810
Trade and Other Debtors	3,589,351	2,765,280
Fixed term deposits	15,420,336	15,123,316
Cash and cash equivalents	14,810,638	12,962,765
	<u>33,890,756</u>	<u>30,935,171</u>
Current Liabilities		
Creditors: Amounts falling due within one year	(7,018,326)	(6,088,332)
Total Assets less Current Liabilities	126,591,863	110,670,120
Creditors: falling due after more than one year	(59,973,579)	(50,075,380)
Defined Benefit Pension Asset	1,686,000	13,844,000
	<u>(58,287,579)</u>	<u>(36,231,380)</u>
Total Net Assets	<u>68,304,284</u>	<u>74,438,740</u>
Total Reserves	68,304,284	74,438,740

The figures shown in this report are an extract of SBHA's Report and Financial Statement for the year ending 31st March 2024. This statement reflects Financial Reporting Standard 102 (FRS 102) and the Statement of Recommended Practice for registered social landlords. Copies of the full accounts are available on our website at www.sbha.org.uk

External Auditors

RSM UK Audit LLP
Chartered Accountants
First Floor Quay 2
139 Fountainbridge
Edinburgh
EH3 9QG

Internal Auditors

TIAA Ltd
Artillery House
Fort Fareham
Newgate Lane
Fareham
Hants
PO14 1AH

Solicitors

Harper Macleod LLP
The Ca'd'oro
45 Gordon Street
Glasgow G1 3PE

Bank/Funder

Royal Bank of Scotland
36 St Andrew Square
Edinburgh
EH2 2YB



SCOTTISH BORDERS
HOUSING ASSOCIATION

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General Enquiries

Tel: 01750 724444 Email: enquiries@sbha.org.uk

Freephone

0800 0193 222

www.sbha.org.uk



See our homes to rent
www.sbhahol.org.uk



Talk to Scottish Borders Tenants Organisation about the range of opportunities to get involved - get in touch via the Tenant Engagement and Communication Team at 0800 0193 222 or email communications@sbha.org.uk

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