Notice of Meeting

Meeting: Board
Date: Thursday, 21 May 2026
Time: 6.00pm
Venue: Board Room, Soha's Office

Soha Board Members:

Naomi Barrand	Dave Lakin	Peter Sloman
Claire Davis	Emma Luddington	Hayley Smith
Victoria Dingle	David Mody	Martyn Thorne
Mark Goldring (Chair)	Peter Nkum	Kate Wareing

Papers also sent to:

Warwick Ainsworth-Parker, Interim Director of Housing and Communities
Matt Archer, Director of Service Redesign and Digital Transformation
Andy Tollett, Director of Property Services
Jeremy Vickers, Interim Director of Finance and Resources
Craig Dransfield, Head of Development
David Edge, Head of Business Transformation
David Evans, Head of Health and Safety
Penny Finburg, Head of Finance and Treasury
Emma Langstaff, Head of Resident Experience
Katie Legg, Head of HR
Glenn Loftus, Head of Asset Management
Jude McCaffrey, Head of Housing
Beau Rickerby, Managing Director of Soha Response
Marisa Elliott, Governance and Regulation Manager / Company Secretary

Apologies:

You may give your apologies by emailing melliott@soha.co.uk

Agenda Items

Items warranting utmost attention are marked * on the agenda.

Reports

All Board and Committee reports have a title page which summarises the key points of the report.

Date papers dispatched:

Thursday, 14 May 2026

Marisa Elliott
Company Secretary

Registered Office: 99 Station Road, Didcot OX11 7NN
Registered Number: 28410R

Agenda

1. Apologies for Absence ***6.00pm***

2. Declarations of Interest

To consider any interests that may arise during the meeting.

3a. Approval of Minutes ***6.05pm***

To consider the minutes of the Board Meeting held on 26 February 2026 and authorise the Chair to sign them as a correct record.

3b. Soha Response Board Minutes

To note the minutes of the Soha Response Board meeting held on 24 April 2026.

3c. Personnel and Remuneration Committee Minutes

To note the verbal minutes of the Personnel and Remuneration Committee meeting held on 12 May 2026.

4. Matters Arising Tracker and Wallboard Ideas

To note and consider the actions on the tracker

5. Leadership Team's Key Issues ***6.15pm***

To receive a report from the Leadership Team

[***A short written and verbal update on the key issues relevant for the Board's attention]***

6. The Homes We Want to Own in 2050: Actions to Begin the Process of Getting Us There ***6.25pm***

To consider a report from the Chief Executive

[Confidential report for decision]

7. Group Business Plan 2026/27 ***7.05pm***

To consider a report from the Interim Director of Finance and Resources and the Head of Finance and Treasury

[Confidential report for decision]

8. Global Accounts 2025

To consider a report from the Interim Director of Finance and Resources and the Head of Finance and Treasury

[Non-confidential report for discussion]

9. Communications Strategy 2026-30 *7.25pm*

To consider a report from the Director of Service Redesign and Digital Transformation

[Non-confidential report for decision]

10. Performance Reports 2025/26 *7.35pm*

This item contains all Executive Team reports about Soha's performance during 2025/26. Questions will be taken together for all reports.

a) **Leadership Team Report 2025/26**

b) **Performance Report – March 2026**

c) **Soha Response Performance Report – March 2026**

d) **Acuity Survey Results 2025/26**

e) **Consumer Standards Performance Report - March 2026**

f) **Corporate Plan 2025-30 – Delivery against Action Plan**

[Confidential reports for discussion]

11. Health and Safety Update – March 2026 *7.50pm*

To consider a report from the Director of Property Services

[Confidential report for discussion]

12. Update on Fire Compartmentation Works *7.55pm*

To consider a report from the Director of Property Services

[Confidential report for decision]

Agenda item 14 is for consent. There will be no discussion unless requested. Please submit any questions in advance.

13. New Development Approvals (this paper has been withdrawn from the agenda)

To consider a report from the Head of Development

[Confidential report for decision]

14. Partnerships and Mergers Annual Review 2026

To consider a report from the Chief Executive

[Confidential report for decision]

Other Business

15. Any Other Business ***8.05pm***

To consider, at the Chair's discretion, any other business not covered as part of the agenda

16. Date of Next Meeting

The date of the next Board meeting will be **Thursday, 23 July 2026** at **6.00pm** in the **Board Room** at Soha's office.