Notice of Meeting

Meeting: Board
Date: Thursday, 23 October 2025
Time: 6.00pm
Venue: Board Room, Soha's Office

Soha Board Members:

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

Soha Response Board Members:

David Baddeley	Tim Sadler	Andy Tollett
Penny Finburg	Peter Sloman (Chair)	
Rebecca Harwood Lincoln	Martyn Thorne	

Papers also sent to:

Matt Archer, Director of Housing and Communities
Nasreen Hussain, Director of Finance and Resources
Andy Tollett, Interim Director of Property Services
Warwick Ainsworth-Parker, Head of Sales and Home Ownership
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 Localities
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, 16 October 2025

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 25 September 2025 and authorise the Chair to sign them as a correct record.

3b. Audit & Risk Committee Minutes

To note the minutes of the Audit and Risk Committee meeting held on 1 October 2025.

4. Matters Arising Tracker and Wallboard Ideas

To note and consider the actions on the tracker

5. Leadership Team's Key Issues ***6.20pm***

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. Soha / Soha Response Joint Discussion ***6.35pm***

To consider a report from the Director of Property Services on:

a) **Soha Response performance to date (budget and KPIs) against performance targets set out by Soha**

b) **Integration and "working as one team": how Soha needs to change to make this happen**

c) **Future plans for Soha Response - both future service standards, future areas of business expansion, and future staffing (including apprenticeships)**

[Confidential report for discussion/decision]

7. New Board Member Approval ***7.35pm***

To consider a report from the Governance and Regulation Manager

[Confidential report for decision]

8. Learning from Resident Experience ***7.40pm***

This item gives an update on the newly-formed Resident Experience Working Group, as well as some case studies and a complaints process review

a) Summary of Work of Resident Experience Working Group

b) Learning from Complaints Learning Review for Repairs

c) Case Studies of Recent Repair Experiences

d) Complaints Process Review – Final Report

To consider a report from the Complaints Manager

[Confidential report for discussion]

9. Performance Report Q2 2025/26 ***7.55pm***

This item contains all Executive Team reports about Soha's performance up to 30 September 2025. Questions will be taken together for all reports.

a) Performance Report – September 2025

b) TSM/Acuity Survey Results Q2 2025/26

c) Progress against the Corporate Plan 2025-30

[Confidential reports for discussion]

Agenda item 10 is for consent. There will be no discussion unless requested.

10. SP60 Asset Management Policy ***8.05pm***

To consider a report from the Director of Property Services

[Non-confidential report for decision]

Agenda item 11 is for information only. There will be no discussion unless requested.

11. Health and Safety – Six Month Update

To receive a report from the Director of Property Services

[Confidential report for information]

Other Business

12. Any Other Business ***8.10pm***

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

13. Date of Next Meeting

The date of the next Board meeting will be **Thursday, 27 November 2025** at **6.00pm** in the **Board Room** at Soha's office.