



KINGDOM

Housing Association

February 2026 Minutes (2)

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KHA BOARD MEETING

HELD ON MONDAY 23 FEBRUARY 2026

1730 - 1930

IN PERSON MEETING AT SALTRIE CENTRE, GLENROTHES

PRESENT: Linda Leslie (Chair) Loretta Mordi
Mark Easton David Redpath
Brad Gilbert Guy Thomson
Blair Louden Sinclair Young
Julie McKinnon

**PRESENT VIA VIDEO
CONFERENCING:** None

IN ATTENDANCE: Tom Barclay – Group Chief Executive
Dan Blake – Group Director of Communities
Leigh Grubb – Group Director of Corporate Services
Lesley Janes – Finance Director (*Agenda Items 7 & 8*)
Calum Kippen – Governance & Communications Director
Andrew Latto – People & Business Services Director (*Agenda
Item 14*)
Lesley Proudfoot – PA to Chief Executive

APOLOGIES: Carol Watson

Reference to abbreviated Job Titles in the Action Column:	BM - Board Members GCE - Group Chief Executive GDC - Group Director of Communities GDCS - Group Director of Corporate Services GCD - Governance & Communications Director ET – Executive Team FD - Finance Director PBSD – People & Business Services Director PA – PA to Chief Executive
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The Chair welcomed everyone to the meeting of the Board of Management.

It was noted that Board Members had an opportunity to ask any questions ahead of the meeting and the responses are in Admincontrol and, as **Appendix 1** at the end of this minute.

**ACTION
BY**

1. **APOLOGIES**

Carol Watson.

2. **DECLARATIONS OF INTEREST**

The Board **noted** that the standard declarations have been identified in the report along with a specific declaration for Linda Leslie in connection with Item 6 and being a Board Member with SFHA. It was agreed that Linda can remain in the room when this item is discussed.

The Chair highlighted that Board Members may have an association or working relationship with other organisations that work in partnership with Kingdom and whilst this may not be a direct conflict of interest, the relationship should be declared as a standard declaration. It was noted that if Board members are in doubt about what to declare, speak to the Chief Executive or Governance and Communications Director.

The Board **noted** that Linda Leslie is a Board member of KSC.

The Board **noted** that Loretta Mordi is a Board member of KI.

The Board **noted** that Tom Barclay is a Board member of KI and KSC.

3. **TO APPROVE THE MINUTES OF THE BOARD OF MANAGEMENT MEETING HELD ON 24 NOVEMBER 2025, 12 DECEMBER 2025 AND 2 FEBRUARY 2026**

The Chair asked if there were any points of clarification in the draft minutes held on 24 November 2025. There were none.

The minutes were **approved** by Guy Thomson and Mark Easton.

The Chair asked if there were any points of clarification in the draft minutes held on 12 December 2025. There were none.

The minutes were **approved** by Guy Thomson and Mark Easton.

The Chair asked if there were any points of clarification in the draft minutes held on 2 February 2026. There were none.

The minutes were **approved** by Guy Thomson and Mark Easton.

4. **MATTERS ARISING FROM THE MINUTES OF THE MEETING ON 24 NOVEMBER 2025, 12 DECEMBER 2025 AND 2 FEBRUARY 2026**

The Chair advised that all matters are complete or included in the papers.

5. **TO RECEIVE THE MINUTES FROM THE COMMITTEE MEETINGS HELD SINCE THE LAST BOARD MEETING**

The Governance & Communications Director (GCD) was invited to present.

The GCD advised that the Audit, Finance & Risk Committee met on 10 December 2025, and a copy of the draft minutes have been provided at Appendix A.

The Customer Services Committee met on 20 January 2026, and a copy of the draft minutes are provided at Appendix B.

The Staffing Committee met on 26 January 2026, and a copy of the draft minutes are provided at Appendix C.

The GCD invited questions or points of clarification from Board Members. There were none.

The Board **noted** the minutes.

6. **CHIEF EXECUTIVE REPORT**

The Group Chief Executive (GCE) was invited to present.

Section A: Items for Specific Approval

1.1 - SFHA Membership

The Board **approved** the membership fee of £34,995 for SFHA.

Section B: Highlighted Matters

2.1.3 - Group Business Estate

The GCE advised that a photo opportunity had taken place at the new Boston Road site earlier today with the Chair.

2.2 - Scottish Government Budget

The board **noted** the briefing paper which provides an overview of the budget proposals within the context of Housing and Care.

Section C: Key Stakeholder Meetings & Diary Management

3.2 - Press Releases and Awards

A Board member remarked on the wide press coverage achieved and specifically acknowledged the excellent Child Poverty feature.

7. BUDGET REPORT 2026/27

The Finance Director (FD) joined the meeting at this point and presented the budget.

Section A: Items for Specific Approval

1.1 - 2026/27 KHA Budget

The FD provided a summary of the proposed budget for 2026/27

MINUTE REMOVED AS IT CONTAINS SENSITIVE INFORMATION

Discussion took place in relation to intercompany charges and why we are not charging the full 100% to KSC and KI. The rationale for the discount related to a desire on the part of management to gather additional data during 2026/27 to support the charging levels to be applied in future; and acknowledged that efficiency gains were anticipated as the Connecting You operating model matures.

It was acknowledged and agreed that the parent company needs to apply costs in line with the methodology agreed by the Group Architecture Working Group, with a focus on objectivity, transparency and simplicity.

The Board **approved** the KHA budget for 2026/27 as well as the management methodology in the paper for intercompany charges.

1.2 - KI Budget

The Board **approved** the KI budget for 2026/27.

1.3 - KSC Budget

The Board **approved** the KSC budget for 2026/27.

The FD noted that the KSC and KI budgets have also been approved by their relevant Boards.

8. **MANAGEMENT ACCOUNTS AND TREASURY REPORT**

The Finance Director (FD) was invited to present.

Section A: Highlighted Matters

1.1 - Q3 Management Accounts

The FD summarised the Management Accounts.

The Board **noted** Q3 management accounts to 31 December 2025.

Section B: Recurring Items

2.1.1 - Treasury Management Report

The Board **noted** the Treasury Management report as at 31 December 2025.

2.2 - Subsidiary Management Accounts

The Board **noted** the update.

The FD left the meeting at this point.

9. **PERFORMANCE REPORT**

The Governance & Communications Director (GCD) was invited to present

The GDC highlighted the following for Q3 KPI's;

- Achieving/Exceeding/On Track to Achieve x 4 (Green),
- Slightly behind target x 1 (Amber),
- Significantly behind target x 4 (Red),

- KHA Gross Rent Arrears %) - performance declined in Q3 to 6.11% from 5.90% in Q2,
- Total Relet Time (Days) - performance declined in Q3 to 43.57 days from 40.19 days in Q2,

- Customer Satisfaction with New Home (New Build %) - performance improved in Q3 to 100% from 96.00% in Q2.

The Board noted the RAG does not present a great picture, however received assurance from the GCD that there is evidence within other operational performance metrics to suggest that we are moving in the right direction.

This included specific performance on continued reduction on current tenant arrears, lower average debt at point of eviction and increased escalation of 'won't pay' customers through litigation resulting in increased former tenant arrears – impacting on overall Gross %. Recent concerns regarding delays at the point of homes being 'ready to let' post repair have improved from circa 14 days to 7 days at the end of Q3. If sustained this will reflect positively on relet times through Q4.

10. DELIVERY PLAN REPORT

The GCD was invited to present

Section A: Items for Specific Approval

1.1 - Delivery Plan Summary – Year 2 (Q3 Update)

The GCD highlighted the following;

- Complete x 4 (Blue),
- In Progress / On Track for Completion x 5 (Green),
- Minor Issues to be Resolved / Overdue by less than 2 months and low risk x 7 (Amber),
- Major Issues / Overdue by more than 2 months x 1 (Red).

The GDCS commented on the 1 Red project where progress on developing financial monitoring reports had been delayed because of a delayed system implementation and some turnover within the Finance team. This was a key focus area for improvement within Finance with the FD driving progress here.

The Board **noted** the updates provided and approved the new deadlines requested.

11. COMMUNITIES REPORT

The Group Director of Communities (GDC) was invited to present

Section A: Items for Specific Approval

1.1 - Land Disposal at Bertha Park, Perth – Cross Tay Link

The Board **approved** the disposal of land at Bertha Park, Perth to Perth & Kinross Council for £1 to allow the progression of the Cross Tay Link Road.

1.2 - Quarterly Write off – Former Customer Debt

The Board **approved** the debt write off of £90,050.51.

Section B: Highlighted Matters

2.7 - Kingdom Works (Opportunities Fife Tender and ETC joint bid)

The GDC advised that we are awaiting confirmation from BRAG in relation to renewed funding. Further service impact evaluation will be conducted following confirmation of both funding streams.

The Board **noted** the content of Section B.

Section C: Recurring Matters

The Board **noted** the content of Section C.

12. CORPORATE SERVICES REPORT

The Group Director of Corporate Service (GDCCS) was invited to present

Section A: Items for Specific Approval

1.1 - KHA Health & Safety Policy Statement

The Board reviewed and **approved** the KHA Health & Safety Policy Statement to be signed by the Chair.

1.2 - Draft Employee Litigation Management Policy

The Board reviewed and **approved** the Kingdom Group Employment Litigation Management Policy.

1.3 - Allia Funding

The Board **approved** the proposed terms of the Allia funding as outlined and delegated authority to either Leigh Grubb, Group Director of Corporate Services

GDC

or Lesley Janes, Finance Director to act as authorised signatories on the Association's behalf as set out in the draft minute which is included in Appendix C.

Section B: Highlighted Matters

2.1 - Delegated Authority, Reserved Powers, Disposals and Board Electronic Decisions

The Board **noted** the delegated approvals since the last update.

2.10 - Fit for the Future

The Board **noted** that outcomes will be relayed to all staff over the next couple of days.

2.13 - Investors in People (IiP) / employer Net Promoter Score (eNPS)

The GDCS noted that an early analysis has highlighted that colleagues are still positive about working for KHA, however there are comments in relation to workload pressures, stress and not having had sufficient training for the role they are undertaking.

The Board noted that we will try and do more detailed analysis and ensure Managers are speaking to their teams.

An update will be provided to the Board on this at a future meeting.

2.15 - 'World Cup' Public Holiday

The Board noted that several local authorities, including Fife, have stated their intention not to grant the holiday on Monday 15 June, citing cost factors and a few other RSLs are also adopting that position.

It was noted that we should wait until we have a fuller picture before making a final decision / recommendation to the respective boards of KHA and KSC in March.

Due to Monday 15 June being the current scheduled date for the annual project tour, it was agreed to arrange this for Monday 8 June.

2.17 - HMRC Appeal Process

GDCS

GDCS/FD

The GDCS confirmed that there will be no resultant tax liability for the 3 tax years ending 2021, 2022 and 2023.

The Board **noted** the updates in Section B.

13. **ANY OTHER BUSINESS**

The Chair recorded the Board's appreciation to Ian Crocker for his significant contribution and valuable digital expertise.

The Chair noted the Chair's resignation from the Board of KSC. As Chair of KSC she was a passionate advocate of the care company and made a significant contribution to its strategic direction in the face of very challenging issues.

The Board noted their thanks to her.

14. **CONFIDENTIAL ITEM**

NOT FOR PUBLISHING

15. **DATE OF NEXT MEETING**

23rd March 2026 at 5.30 pm in Saltire.