

**Minutes of the Meeting of the Audit & Risk Committee  
held on 19 July 2023 at 11am  
via Teams**

<b>PRESENT:</b>	Isabel McGarvie Derek Breingan Margaret Moore Graeme Russell Dogie Peters	Chair
<b>IN ATTENDANCE:</b>	Lynne Douglas Debbie Collins Tracey Howatt Clare Beesley Kelly Adams  Martin Ritchie David Archibald	Chief Executive Chief Operating Officer Director of Customer Experience Governance Manager External Auditor, RSM (up to and including Minute 091(ii) only) Internal Auditor, TIAA Henderson Loggie (from Minute 092(i) onwards)

**87. Apologies for Absence**

There were no apologies for absence.

**88. Declaration of Interests**

There were no declarations of interest.

**89. Minutes**

(i) Approval of Minutes and Confidential Minutes  
**The Minutes and Confidential Minutes of the Audit & Risk Committee meeting held on 18 May 2023 were approved and signed by the Chair.**

(ii) Action List  
The Committee confirmed that they were delighted with the progress which had been made on the outstanding actions and congratulated staff in completing these.

**The Committee noted the Action List.**

**90. Internal Audit and External Audit**

(i) Confidential: Redacted

(ii) Confidential: Redacted

(iii) Confidential: Redacted

## 91. Internal Audit

(i) Confidential: Redacted

(ii) Confidential: Redacted

## 92. Board Assurance

(i) Risk Appetite Overview (Henderson Loggie)

The Committee received a presentation from David Archibald from Henderson Loggie in respect of the upcoming risk appetite session for Board on 27<sup>th</sup> July. It was explained that the purpose of the session was to provide Committee with a better understanding of what would be presented to the Board at its next meeting.

The Committee agreed that the presentation was very interesting and helpful. The Chief Executive advised that they were keen to get started on this piece of work. They raised a query in respect of Bield's recently approved growth strategy and how the balance of aspiration and growth/innovation could be achieved. Henderson Loggie advised that this should not be a blocker to innovation, it just may mean that the Board require more detailed information to help inform their decisions. They also advised that not all evidence would be visible to all the Board but that there had to be a level of assurance provided. This assurance may not always come from management but could also come via internal and external audits.

The Chair highlighted that once the Board had agreed the risk appetite, it would help form a base from which to build.

The Committee thanked David Archibald for their presentation.

## 93. Any Other Business

(i) Governance Manager

The Chair highlighted that the meeting would be the last for the Governance Manager who was due to leave Bield at the start of August. The Chair thanked the Governance Manager for her years of service to the Committee and wished them well in their new role.

## 94. Date of Next Meeting

The date of the next meeting was due to take place on Thursday 21 September 2023.