



**Minutes of the Meeting of the Board  
held on 23 March 2023 at 3pm via Teams**

**PRESENT:**

Lesley Holdsworth	Chair
Angus MacRae	
Isabel McGarvie	
Brian McLaren	
Margaret Moore	
Dougie Peters	
Graeme Russell	
Cath Strachan	
Willie Smalley	

**IN ATTENDANCE:**

Lynne Douglas	Chief Executive
Debbie Collins	Chief Operating Officer
Tracey Howatt	Director of Customer Experience
Jack Marshall	Interim Director of Finance & Technology
Andrea Paterson	Interim Director of Strategic Assets
Nikki Ritchie	Director of People & OD
Clare Beesley	Governance Manager

The Chair welcomed all four new Board members to their first meeting of the Board. They also welcomed the new Chief Operating Officer to their first Board meeting.

Abigail Davies from Savills attended the start of the meeting to provide background information on their engagement to progress recruitment of a new Chair. They advised that they were looking at various documents provided by the Governance Manager and would be sitting on a Short Life Working Group (SLWG) made up of Board members, which would look at, and contribute to, the process. It was expected that the SLWG work would conclude by late April with a report being presented to the Board in May for approval.

**3709. Apologies for Absence**

Apologies for absence were received from Derek Breingan, Robert Fernie and David Fisher.

**3710. Declarations of Interest**

There were no declarations of interest.

**3711. Minutes**

- (i) Draft Minutes – 23 February 2023  
**The Minutes of the Meeting held on 23 February 2023, having been previously circulated, were approved and signed by the Chair.**
- (ii) Draft Confidential Minutes – 23 February 2023  
**The Confidential Minutes of the Meeting held on 23 February 2023, having been previously circulated, were approved and signed by the Chair.**

**3712. Business Arising**

- (i) Action List  
**The Board noted the Action List.**

**3713. Priority Items**

- (i) Confidential Item: Redacted
- (ii) Confidential Item: Redacted
- (iii) Confidential Item: Redacted
- (iv) Strategic Performance Framework and Measures 2023-24  
The Board received Report B/5(iv)/MAR/23 from the Chief Executive. It was noted that queries had been received in advance of the meeting which had been responded to.

The report outlined the revised strategic performance reporting framework and reviewed KPIs.

The Chief Executive advised that the KPIs had been combined and it was planned to report the strategic KPIs to the Board every 6 months. The Business Health measures would be reported quarterly. It was noted that the proposal was to bring, by exception reporting, to move away from an operational framework and, instead, focus on strategic measures.

A query was raised as to how annual targets were set and the Chief Executive advised that industry centiles were looked at via the Scottish Housing Network which allowed Bield to look at its peers. It was noted, however, that some targets were new so did not currently have a baseline set. In respect of review by SMT, the Chief Executive confirmed that underneath the strategic KPIs, the SMT would manage KPIs, some quarterly, some monthly. It would not be possible to provide live reporting for all KPIs. A further query was raised as to how

the Board would get oversight of performance. The Chief Executive confirmed that there were previous Board reports which would provide this information and SMT would bring exceptions to the Board, including any decline in performance or any targets which were not being met. It was suggested that newer Board members could provide feedback as to the reporting process.

A query had been raised by a Board member in respect of 'Desired Outcome 8 – We are an efficient and viable organisation' and whether the target should be nearer 10%. The Interim Director of Finance & Technology advised that the aspiration would be to move towards 10% but that there would be a transition period to get there. It was noted that the new surplus target stated came from the budget with a 3.3% operating surplus.

A request was made for a further column to be added to the table at 3.3 – Level 2 Operational Internal Performance Indicators, to include the previous year's performance.

The Board thanked all involved in the process so far.

**The Board:**

- (i) approved the annual targets; and**
- (ii) noted the integration of our strategic and performance indicators and revised reporting arrangements.**

(v) Meals Review – Final Report

The Board received Report B/5(v)/MAR/23 from the Head of Supported Living. It was noted that queries had been received in advance of the meeting which had been responded to.

The Director of Customer Experience advised that work had been completed per the review with measures in place to monitor and identify any issues or concerns which would be escalated to the SMT and, thereafter if required, to the Board. The service would form part of the KPIs to ensure that the service did not end up in the same position as previously.

The Board congratulated the team on this piece of work, noting the significant turnaround in the financial status.

It was noted that it was hoped to make a surplus but, realistically, a breakeven position was probably more likely at this stage. It was suggested that the Board should look at all services it provides to ensure that they were viable. The Chief Executive did not disagree with this position but highlighted that there were not just financial benefits to the service but that non-financial benefits to tenants had to be considered e.g., social aspects.

The Director of Customer Experience confirmed that high level information would go to the Board, and this would be included in future reports with the first coming to the Board during the first quarter of 2023/24.

**The Board:**

- (i) approved the delivery of the outcomes set within the Meals Service review and the assurances provided of how the review outputs would be implemented and managed within business as usual; and**
- (ii) approved that reporting on the Meals Service will move into Bield performance reporting and audits and targets would set out delegated actions and escalation to SMT.**

**3714. Items for Noting**

- (i) Duty of Candour Annual Report  
The Board received Report B/6(i)/MAR/23 from the Director of Customer Experience.

It was noted that there had been no incidents thus far and the report was based on the assumption that there would continue to be no incidents between 24 March and 31 March 2023. If there were any reports between these dates, they would be reported to the Board.

**The Board:**

- (i) approved the Duty of Candour Report 2022/23; and**
- (ii) instructed the Director of Customer Experience to publish the report on the Bield website and send a copy to the Care Inspectorate no later than 30 April 2023.**

- (ii) Strategic Asset Management (SAM) Presentation  
The Board received Report B/6(ii)/MAR/23 from the Interim Director of Strategic Assets. It was noted that queries had been received in advance of the meeting which had been responded to.

The Interim Director of Strategic Assets provided an update on work undertaken to date and advised that they would look to organise a workshop for the Board and SMT, likely at the end of April and this would be followed up after the Board meeting in respect of availability.

A query was raised in respect of how many new build developments had been built over the last 10 years and it was suggested that the development in Bearsden had not been included in the report. The Interim Director of Strategic Assets confirmed that they would double check this.

It was noted that more detailed information and discussion would take place at the proposed workshop when further information would be available.

**The Board noted the content of the report.**

(iii) Tenant Survey – Review of Results

The Board received Report B/6(iii)/MAR/23 from the Head of Policy & Customer Services. It was noted that queries had been received in advance of the meeting which had been responded to.

The Director of Customer Experience advised that this had been the first survey since Covid. There had been a dip in satisfaction levels which was similar to other organisations. It was noted that there had been a 25% return rate which was relatively low but not dissimilar to other years. Work would be done to try and increase this going forward with the introduction of other ways to survey. A query was raised as to whether the return rate was typical. The Director of Customer Experience advised that the normal rate was around 24%-25% but it was recognised that different options required to be looked at e.g., using a QR code and staff being on hand to assist with completion of the survey.

The Director of Customer Experience advised that there were some issues with both communications and repairs which would also be looked at. It was proposed that more effort be made to meet with tenants and a Tenant Engagement Officer role was being looked at. The Board would be updated on progress in this area.

It was noted that the exercise was undertaken internally but with an external company being used to validate results. Comments were being worked through and would be taken forward. It was suggested that tenant engagement be looked at, including localised surveys with a 'We asked – We did' outcome.

**The Board:**

- (i) noted the key results of the survey set out in the report;**
- (ii) noted that the results would be used within the Annual Return on the Charter (ARC); and**
- (iii) instruct an action plan to be developed that aligned with the new Bield Strategy to improve performance.**

(iv) Confidential Item: Redacted

**3715. Update Reports for Committees, Sub-Committees and SLWG**

(i) People & Staff Governance Committee Confidential Minutes – 6 February 2023

**The Board noted the Confidential Minutes of the People & Staff Governance Committee held on 6 February 2023.**

(ii) People & Staff Governance Committee Confidential Minutes – 13 March 2023

**The Board noted the Confidential Minutes of the People & Staff Governance Committee held on 13 March 2023.**

- (iii) Audit & Risk Committee Draft Minutes – 20 February 2023  
**The Board noted the Draft Minutes of the Audit & Risk Committee held on 20 February 2023.**
- (iv) Audit & Risk Committee Draft Confidential Minutes – 20 February 2023  
**The Board noted the Draft Confidential Minutes of the Audit & Risk Committee held on 20 February 2023**

### **3716. Policy Review**

- (i) Financial Regulations  
The Board received Report B/8(i)/MAR/23 from the Interim Director of Finance & Technology. It was noted that queries had been received in advance of the meeting which had been responded to.

It was noted that the Financial Regulations were intended to ensure that there were appropriate control measures in place. There would likely be some minor amendments required in order to ensure alignment with the Standing Orders and Scheme of Delegation.

In respect of FR06 – Delegated Authority, Authorisation and Approval, the Interim Director of Finance & Technology advised that this was a rough draft and would require to be updated to reflect current practices and expenditure.

**The Board approved the revised Financial Regulations and agreed they should be implemented with immediate effect.**

### **3717. Governance**

- (i) Confidential: Company Secretary Report  
The Board received Report B/9(i)/MAR/23 from the Governance Manager.

**The Board:**

- (i) noted the register of legal documents; and**
- (ii) noted the use of SO10.**

- (ii) Governance Review – Chair’s Role  
The Board received Report B/9(ii)/MAR/23 from the Chief Executive.

It was noted that further discussions would take place as part of the upcoming Board conversations.

**The Board approved the milestones as outlined in the SBAR.**

- (i) Board Use of Teams – Planned Feedback Survey

The Board received Report B/9(iii)/MAR/23 from the Governance Manager.

It was noted that a link to the survey was available within the report and the Governance Manager requested that this be completed by 20 April in order that a summary of responses could be brought to the Board in May.

It was noted that a member of the ICT team had offered to assist newer Board members with setting up Teams and this would take place on Monday 27 March at 10.30am within the Edinburgh office to which all new Board members were invited.

**The Board noted the Teams Feedback Survey and would arrange completion of this by 20 April 2023. A summary report of results would be presented to the Board meeting on 25 May 2023.**

**3718. Date of Next Meeting – Thursday 25 May 2023**

The next Board meeting was due to take place on Thursday 25 May 2023.

**3719. Any Other Business**

(i) Chief Operating Officer – Authorised Signatory

The Board received Report B/11(i)/MAR/23 from the Interim Director of Finance & Technology.

**The Board:**

(i) **approved Debbie Collins, Chief Operating Officer as an authorised signatory/contact for Bield; and**

(ii) **withdrew the authorisation from Jack Marshall, Interim Director of Finance & Technology.**

(ii) Board Conversations and Survey

The Chair confirmed that all Board conversions had been arranged (except for the four new members which would be arranged in due course) and the template would be sent out along with the self-assessment survey for completion prior to meetings.

**The Board noted the position.**

(i) Interim Director of Finance & Resources

The Chair thanked the Interim Director of Finance & Technology for their great approach and for making the finance subject clear and transparent. The Board were sorry to see them go but wished them all the best for the future and welcomed the incoming Chief Operating Officer into their new role.

The Interim Director of Finance & Technology thanked the Board and confirmed that it had been a pleasure working for Bield and felt it was in very safe hands with the Chief Operating Officer.