

**Minutes of the Meeting of the Board of Management
held on Thursday 23 March 2017 at 1.30pm
79 Hopetoun Street, Edinburgh**

PRESENT:	Mrs S Napier	Chair
	Mrs J McCormick	
	Mr M McFee	
	Mr W Nicolson	
	Mr G O'Sullivan	
	Mr D Scobie	
	Mr W Smalley	
IN ATTENDANCE:	Mr B Logan	Chief Executive
	Mr C Dickson	Director of Care Services
	Mr S Dow	Director of Asset Management
	Mr S Smith	Director of Finance & ICT Services
	Mrs N Harcus	Assistant Director (Strategic Development)/ Acting Director of HR
	Mr J Malone	Assistant Director of ICT (Item 3156(ii) only)
	Dr C Evans	Learning & Development Manager (Item 3157(ii) only)
	Miss C Beesley	Governance & Administration Manager
	Mrs P Dawson	Prospective Board Member (Observer)
	Mr R Fernie	Prospective Board Member (Observer)
	Ms I McGarvie	Prospective Board Member (Observer)
	Ms M Sibbald	Prospective Board Member (Observer)

3149. Apologies for Absence

Apologies for absence were received from Mr H Carr, Mrs I Deuling, Dr L Holdsworth and Mr M Singh.

3150. Declaration of Interest

The prospective new Board members declared an interest in Minute 3155(i) and all staff declared an interest in Minute 3159(iii).

**3151. Minutes of the Meeting held on 16 February 2017
Confidential Minutes of the Meeting held on 16 February 2017**

The minutes of both meetings, having been previously circulated, were approved and signed by the Chair.

3152. Business Arising

There was no business arising from the previous meeting.

3153. Priority Items

(i) Confidential Item: Report from the Chief Executive

(ii) Property Management – Programme of Works 2017-18

The Board received Report BOM/5(ii)/MAR/17 and a report in relation thereto from the Director of Asset Management. He advised that some changes had had to be made to the programme given budgetary pressures but that these would hopefully be picked up in 2018-19. He confirmed that although it would be preferable not to have to delay works, it was right for the business at this time and would not affect the safety of customers and would still meet Bield's legal obligations.

In respect of SHQS, the Director of Asset Management confirmed that there were still some properties which were not compliant (160 properties by the end of March). He confirmed that a paper would be presented to the Board meeting in May to update Board members in this respect.

In respect of Appendix 3 to the report, a query was raised in respect of works to care properties and whether these should be removed – in particular reference to signage/noticeboards at a cost of £15K. The Director of Asset Management confirmed that he would take another look at the list and remove any felt unnecessary.

The Board considered the terms of the report and approved the proposed Property Management Budget and Programme of Works for 2017-18 subject to the consideration of the overall budget by the Board of Management.

(iii) Staffing Establishment – 2017-18

The Board received Report BOM/5(iii)/MAR/17 and a report in relation thereto from the Assistant Director (Strategic Development)/Acting Director of HR. She advised that there was a small reduction in the FTE figure compared to 2016/17 and that there were a number of temporary office posts which did not include maternity leave or other leave cover.

The Board of Management considered the information in the report and approved the proposed Office staffing budget subject to the consideration and approval of Bield's overall budget for 2017-18.

(iv) Confidential Item: Annual Budget 2017-18 – Final

(v) Confidential Item: Business Strategy 2017-22

3154. Performance

(i) Key Performance Indicators Q3 (October-December 2016)

The Board received Report BOM/6(i)/MAR/17 and a report in relation thereto from the Business Improvement Manager.

The Assistant Director (Strategic Development)/Acting Director of HR advised that the report had previously been circulated to, and scrutinised by, the Performance & Audit Committee.

The Board agreed that it was a good report with progress being made. In particular, voids were reducing which showed the work being undertaken by relevant staff in this respect.

The Board noted the updated KPI Report and agreed that no further improvements were currently required beyond those already identified but agreed to monitor the position.

(ii) Business Strategy Tasks Q3 (October-December 2016)

The Board received Report BOM/6(ii)/MAR/17 and a report in relation thereto from the Business Improvement Manager. The Assistant Director (Strategic Development)/Acting Director of HR advised that the report had previously been circulated to, and considered by, the Performance & Audit Committee.

A query was raised in respect of St Andrews and the Chair had stressed that sales at the development should remain a priority. The Director of Asset Management confirmed that there was no update to provide to the Board at present beyond what was included in the Chief Executive's report but that a development update report was due at the Board meeting in May which would include information in relation to marketing.

The Board noted the current update for Q3 (1 October-31 December 2016).

3155. Governance

(i) Board Recruitment Process

The Board received Report BOM/7(i)/MAR/17 and a report in relation thereto from the Governance & Administration Manager. She advised that the report provided the Board with information on the recent recruitment process and outcome.

The interview panel, which consisted of the Chair, one Vice-Chair and one Board member, confirmed that it had been an interesting process with a very good response from high calibre applicants.

It was noted that the panel had interviewed 9 applicants, drawn from a total of 31 responses and the four successful applicants were in attendance as observers at the Board meeting.

The Board of Management:

- (i) noted the recent recruitment process and outcome; and**
- (ii) approved the co-options to the Board of Management, in accordance with Rule 42.1, of Mrs Patricia Dawson, Mr Robert Fernie, Ms Isabel McGarvie and Ms Moira Sibbald.**

3156. Update Reports

- (i) Report from the Company Secretary

The Board received Report BOM/8(i)/MAR/17 and a report in relation thereto from the Governance & Administration Manager.

The Board:

- (i) noted the Register of Legal Documents;**
 - (ii) noted the Authorisation of Signing of Legal Documents; and**
 - (iii) noted the uses of Standing Order 10.**
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- (ii) ICT Strategy – Annual Update
- The Board received Report BOM/8(ii)/MAR/17 and a report in relation thereto from the Assistant Director: ICT Services. He advised that it had been a successful year despite the reduction in available budget. There had been savings of almost £1m from the capital budget already and there was £600K of savings expected during 2017/18. It was stressed, however, that these cuts would not be able to continue if Bield were expected to remain competitive in the market place.

In respect of the postponement of the upgrade to the Housing Management System, the Assistant Director: ICT Services confirmed that this was a risk, particularly when the system would be unsupported during 2018/19. A query was raised as to what would happen if the system was to go down during this period. The Assistant Director: ICT advised that a consultant would require to be brought in to assist. It was noted that Bield currently pays around £40K for the support received and therefore, this money could potentially be used to bring in a consultant. The Assistant Director: ICT advised, however, that the biggest risk of the system being out of date was that it may not be able to provide the information required resulting from any new regulation rather than the day-to-day risk of the system going down.

It was noted that the current system was not unique to Bield but that some of the other organisations using the system had already, or were about to, migrate to a new system. The Assistant Director: ICT Services estimated that there were around

100 other organisations using the system but it was noted that Bield was one of the smaller organisations. In respect of Data Protection, it was noted that this was an area already being looked at.

The Board noted the contents of the paper.

(iii) Marketing Strategy – Annual Update

The Board received Report BOM/8(iii)/MAR/17 and a report in relation thereto from the Communications & Marketing Manager.

The Assistant Director (Strategic Development)/Acting Director of HR advised that the report provided an update on Bield's marketing activity during 2016/17.

The Board of Management noted the annual progress of the Marketing Strategy during 2016/17 and approved the broad priorities for 2017/18.

3157. Policy Review

(i) Equality and Diversity Strategy and Policy Statement - revised

The Board received Report BOM/9(i)/MAR/17 and a report in relation thereto from the Assistant Director (Strategic Development)/Acting Director of HR. She confirmed that, although there was currently a Strategy in place, it was a fairly complex document. Therefore, as part of the general policy review process, the Strategy and Policy Statement had been significantly amended although the overall outcomes had not changed. The document would be supported by an Action Plan which was currently being finalised. This would hopefully be presented to the Board in either May or July. The overall Strategy and Policy Document would continue to be monitored and reviewed.

In respect of linkage to the KPIs, the Assistant Director (Strategic Development)/Acting Director of HR advised that this was picked up in the departmental plans rather than the full Business Strategy document/action plan.

A suggestion was made to perhaps use a strapline to highlight the importance of the Strategy and this was noted. In respect of Page 1 of the Policy Statement, it was suggested to remove reference to 'unlawful' discrimination as Bield strives to have no discrimination. This was agreed.

The Board advised that they were very pleased with the report and it was very welcome.

The Board of Management approved the Equality and Diversity Strategy and Policy Statement for the three year period 2017-2020, subject to the removal of the word 'unlawful' from Page 1 of the Policy Statement.

(ii) Learning & Development Policy – revised

The Board received Report BOM/9(ii)/MAR/17 and a report in relation thereto from the Learning & Development Manager. She advised that most of the actions within the Policy were already being undertaken but that some specific areas required updating and/or changed. She highlighted the main areas of change as follows:

- Fee recovery for qualifications – changed from 50% payback if leaving Bield within 12 months of completing to 24 months pro rata recovery reducing over the 24 month period
- Non-essential qualifications – set of criteria and process has now been set
- Travel time – journeys to and from training can now be claimed for any time over 2.5 hours. There was no proposed change to those travelling less than 2.5 hours
- Non-attendance at training – would now be reported to managers and SMT
- e-learning – mandatory e-learning should be fitted into usual daily schedule whereas staff using e-learning for personal development or CPD should use their own time
- Day release – time to attend would now not be paid
- Qualification funding – staff who were eligible should seek to apply for ILA or SAAS funding to support the cost of funding qualifications

The Board made some suggestions to the Policy as follows:

- In relation to cancellation of a course and staff being advised 2 weeks before if there were no attendees, it was suggested that this be increased – agreed to increase to 3 weeks. It was noted that non-attendance at courses can cost Bield in the region of £30-£40K per annum. An average of 3 people per course did not attend and provided no reason for their non-attendance. Work had been done on this and the figure had now dropped to around 1 or 2.
- In respect of 2.4 Attendance at Training, it was suggested to add 'your' at the end of the first line of the second paragraph i.e. it would read 'Failure to attend a training that you have been booked on without prior notification or **your** cancellation...'

A query was raised in respect of the apprenticeship levy. The Learning & Development Manager advised that there were only around 2 or 3 staff members going through an SVQ with apprenticeship funding. It was noted that there were not many staff within Bield under the age of 24 to which this funding applied. The Chief Executive advised that £100K was budgeted for during 2017/18 but Bield would only be able to recoup a maximum of £15K.

The Board of Management:

- (i) approved the updated full Learning & Development Policy with its key changes, subject to the further changes suggested; and
- (ii) approved the various recovery of fees terms 1, 8 and 9 summarised within the report and detailed in full in section 4.3 of the Policy.

3158. Compliance

There were no compliance related matters.

3159. Reports from Committee

- (i) Minutes and Confidential Minutes of the Performance & Audit Committee held on 2
- &(ii) March 2017

The Board noted the Minutes and Confidential Minutes of the Performance & Audit Committee held on 2 March 2017.

- (iii) Confidential Minutes of the Remuneration Committee held on 17 March 2017

3160. Date of Next Meeting – Thursday 18 May 2017, 7 Eagle Street, Glasgow

The date of the next meeting was confirmed as Thursday 18 May 2017 within Bield's Glasgow Office at 7 Eagle Street, Glasgow. It was noted that the pre-Board session would include members of the Bield Improvement Group attending to provide their first report.

3161. Any Other Business

There was no other business.