



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

<b>PRESENT:</b>	Lesley Holdsworth Derek Breingan Robert Fernie David Fisher Isabel McGarvie Margaret Moore Graeme Russell Willie Smalley	Chair
<b>IN ATTENDANCE:</b>	Lynne Douglas Tracey Howatt Jack Marshall  Andrea Paterson Nikki Ritchie Clare Beesley Gary Baillie  Dean Reynolds Gavin Leask	Chief Executive Director of Customer Experience Interim Director of Finance & Technology Interim Director of Strategic Assets Director of People & OD Governance Manager TAPPI Programme & BR24 Service Manager (Minute 3703(v) only) Regulation Manager, SHR Regulation Analyst, SHR

The Chair welcomed representatives from the Scottish Housing Regulator to the meeting.

**3698. Apologies for Absence**

There were no apologies for absence.

**3699. Declarations of Interest**

There were no declarations of interest.

**3700. Minutes**

- (i) Draft Minutes – 26 January 2023

**The Minutes of the Meeting held on 26 January 2023, having been previously circulated, were approved and signed by the Chair.**

- (ii) Draft Confidential Minutes – 26 January 2023  
**The Confidential Minutes of the Meeting held on 26 January 2023, having been previously circulated, were approved and signed by the Chair.**

### **3701. Business Arising**

- (i) Action List  
Queries from Board members had been sent in advance of the meeting and had been responded to prior to the meeting.

**The Board noted the Action List.**

### **3702. Priority Items**

- (i) Confidential Item: Redacted
- (ii) Confidential Item: Redacted

### **3703. Items for Noting**

- (i) Confidential Item: Redacted
- (ii) Operational Performance Reports Level 1 & Level 2 – Q3 2022-23  
The Board received Report B/6(ii)/FEB/23 from the Operational Directors & Performance & Quality Co-ordinators. Board queries had been sent in advance of the meeting and had been responded to.

The Chief Executive advised that slight amendments had been made to the report to consider feedback from the Board.

The Board highlighted that the improvement in voids was commendable and noted that there were still long-term voids. A 1% void loss equated to around £250K and therefore it was imperative that a reduction in voids continued. This also tied in with the proposed work in relation to the allocations process. The Director of Customer Experience advised that they were looking to bring a report to the March Board meeting to consider various options regarding the allocations process. In respect of the long-term voids, the Director of Customer Experience advised that around 50% of these were bedsit/studio flats. There were also some areas across the country which were more difficult to let due to their location. A query was raised as to whether the reconfiguration of the studio flats would be looked at as part of the Strategic Asset Management Plan. The Interim Director of Strategic Assets advised that various options were being looked at. They

advised some stock had been identified as no longer fit for retention, including some closed assets. A more detailed report would be presented to the March Board meeting to cover some of these queries.

A query was raised in respect of construction costs and whether there had been any noticeable change. The Interim Director of Strategic Assets advised that a number of contracts were being re-tendered and there had been an uplift cost for all of these. This was the experience across the sector at the moment.

In respect of complaints, the Chair noted that although the indicator was showing red, the explanation for many of these related to systems and processes. Reassurance was sought as to whether improvements to figures should be forthcoming. The Director of Customer Experience advised that there was at least four more upcoming training days for staff and the introduction of CX would assist with the process. It was hoped that an improvement would be seen by the next quarter.

Assurance was sought over the coming meetings that not too many 'workarounds' were in place. The Director of Customer Experience advised that a lessons learned session had already taken place in this respect.

In respect of 'right first time', a query was raised as to whether there were issues from tenants' perspectives. The Director of Customer Experience advised that they felt that this was a reporting issue as it was the first time reporting on this KPI. It was noted that an external person would be looking at the process to ensure that there were no performance issues and that it was related to processes.

In relation to KP39, PDP Compliance, it was noted that one of the reasons that uptake was slow was due to reporting not being up-to-date. The Director of People & OD advised that they would continue to report on this with a report being presented to the People & Staff Governance Committee. The Director of People & OD advised that they would be looking at compliance but also how this linked with the Strategy, satisfaction, quality and impact. The Board were assured that this was being looked at.

A query was raised in respect of SHQS and the outstanding smoke detector installations which may have required forced entry. The Director of People & OD advise that they would check this and report back.

A query was raised in regarding adaptations and the time taken to complete these and whether there was any threat to tenancies. The Interim Director of Strategic Assets advised that the minor adaptations budget had been increased which should relieve pressure on the Stage 3 adaptation budget. Some RSLs do self-fund these adaptations and reference to this would be brought back to the Board as part of the Strategic Asset Management Plan. It was noted that the time taken to

complete Stage 3 adaptations could depend on when the applications were received.

The Board reviewed Q3 performance and determined the aspects of Bield's performance which required further explanation or attention.

(iii) Confidential Item: Redacted

(iv) Freedom of Information/EIR 6-month Update

The Board received Report B/6(iv)/FEB/23 from the Data Protection Officer.

The Board requested that if there were any major exceptions or escalated FOI requests, these should be reported to the Board in good time.

**The Board:**

- (i) noted the FOI report which highlighted the number of FOI requests since the last report three months ago;**
- (ii) approved Board reporting changes from 6 monthly to annual reporting; and**
- (iii) noted FOI mandatory training.**

(v) TAPPI Programme Presentation

The Board received a presentation from the TAPPI Programme & BR24 Service Manager.

The Board advised that they were impressed with the work undertaken so far and looked forward to seeing it progress. They thanked the TAPPI Programme & BR24 Service Manager for their presentation and the work undertaken in respect of the programme.

The presentation slides would be made available to the Board on Teams.

#### **3704. Update Reports for Committees, Sub-Committees and SLWG**

(i) People & Staff Governance Committee Confidential Minutes – 25 October 2022

The Chair of the Committee advised that there had been an additional meeting of the Committee which had taken place earlier in the month, the minutes of which would come to the March Board meeting.

**The Board noted the Confidential Minutes of the People & Staff Governance Committee held on 25 October 2022.**

#### **3705. Policy Review**

Nil

### 3706. Governance

(i) Confidential: Redacted

(ii) Board Recruitment

The Board received Report B/9(ii)/FEB/23 from the Governance Manager.

The Chair advised that the Office Bearers had undertaken an interview process after which they were looking to appoint four, possibly five, new Board members. The Office Bearers agreed that it had been a positive process.

**The Board:**

- (i) noted the recent recruitment process and outcome;**
- (ii) approved the filling of three casual vacancies and potentially two co-options to the Board, in accordance with Rules 41 and 42.1, of Angus MacRae, Brian McLaren, Dougie Peters, Cath Strachan and, potentially, one other.**

(iii) Governance Review – Chair’s Role

The Board received Report B/9(iii)/FEB/23 from the Chief Executive.

It was noted that, although the Board and Committee remits together with some role descriptions had been reviewed as part of the wider governance review, the role of the Chair had not been looked at. Given the current Chair was due to stand down at the AGM in September, it was felt that it would be a good time to look at this role in more detail. The Chair felt that the process should be more formalised and a Short Life Working Group would be looked at being set up. It was also suggested that the role descriptions for the Chairs of Committees also be reviewed at the same time. An external consultant would be contracted to oversee the process.

In respect of the SLWG, it had been suggested that the Chair of the Audit & Risk Committee lead the group as it was not felt appropriate that the current Chair undertake this role.

The Board welcomed the suggested approach. The Director of People & OD offered any assistance from an internal perspective if required. It was noted that one of the newly approved Board members also brought experience in this area.

The Chief Executive suggested that a meeting be set up with them, the Governance Manager, the current Chair and the Chair of the Audit & Risk Committee, together with the external assistance, to progress. The Governance Manager would follow this up with an invite to those who had shown an interest to sit on the SLWG (currently Isabel McGarvie and Margaret Moore). In respect of Senior Management Team representation on the SLWG, the Chief Executive advised that the incoming Chief Operating Officer sits on this group.

**The Board approved the approach and next steps outlined in the SBAR.**

**3707. Date of Next Meeting – Thursday 23 February 2023**

The next Board meeting was due to take place on Thursday 23 March 2023.

**3708. Any Other Business**

(i) Board Conversations

The Chair confirmed that dates had been set for this year's Board Conversations. The annual survey would be circulated again which would be the third year in a row. This would help look at trends.

(ii) Board Development Session

The Interim Director of Finance & Technology suggested inviting the newly appointed Board members to the upcoming Board development session on Finance due to take place on 28 February. The Governance Manager confirmed that they would contact the new Board members accordingly.

(i) Resignation of Board Member

It was noted that Pat Dawson had resigned for personal reasons. The Board acknowledged Pat's input into the Board and People & Staff Governance Committee during their time with Bield.

(ii) Events/Conferences

Derek Breingan advised that they attended various events on behalf of his own company and confirmed that, if thought useful, could also feed back to Bield if relevant. The Chair confirmed that this would be useful and thanked Derek for his offer.

SHR Feedback

The Chair thanked the SHR representatives for their attendance at the meeting at asked whether they wished to provide any feedback. The following areas were highlighted:

- The SHR representatives confirmed that it had been useful to attend the meeting and see the reports being presented, together with the scrutiny of the Board
- The update to the SHR's annual risk cycle was approaching its final stages and Engagement Plans would be issued by the end of March. A draft would be issued to Bield in advance of its publication
- The Regulatory Framework was due to be reviewed this year and SHR would be consulting on this. Any changes would not be implemented until 2024 and, therefore, would not affect the 2023 Assurance Statement
- The SHR representatives thanked the Governance Manager for their responsiveness to any queries and for keeping them up to date on relevant issues from a Bield perspective