



AUDIT PERFORMANCE & RISK COMMITTEE

12 November 2025

At 4 pm via Teams

MINUTES

Attendance

Board Members:	Graeme Russell, Chair Derek Breingan Katie Smart Gillian Merrett (<i>In attendance for items 1 to 6.2</i>) Amanda Britain
Officers:	Debbie Collins, Chief Executive Tracey Howatt, Chief Operating Officer Jim Aird, Interim Director of Finance Nikki Ritchie, Director of People & Digital Rikki Young, Head of Assurance and Business Planning Michelle Breen, Governance & Assurance Manager (Minutes)
In Attendance:	Emma Tilley, Internal Auditor - Henderson Loggie (<i>In attendance from item 1 – 5.2</i>)

ITEM	NOTE	ACTION
1	Apologies for Absence	
	Drew Moore, Director of Assets	
2	Declarations of Interest	
	None.	
3	Minutes	
3.1	Confidential: Redacted	
3.1.1	Confidential: Redacted	
4	Business Arising	
4.1	Confidential: Redacted	
5	Internal Audit	
5.1	Confidential: Redacted	
5.2	Confidential: Redacted	
6.	Finance	
6.1	Confidential: Redacted	
6.2	Confidential: Redacted	
6.3	Confidential: Redacted	
6.4	Confidential: Redacted	
7.	Board Assurance	
7.1	Q2 Performance Report	

REPORT SUMMARY	<p>The report provided the Audit Performance and Risk Committee with an overview of Bield's quarter 2 performance against Business Health Key Performance Indicators and Strategic Health Indicators. These indicators and targets reflected those agreed by the Board in June 2025.</p> <p>At the end of the quarter, four business health indicators were assessed as amber and subject to enhanced monitoring, or red with targeted improvement activity underway to understand and address performance in areas where performance is not meeting target. Six strategic indicators were assessed as amber or red.</p>	
DISCUSSION	<p>Members of the Committee found the report to be informative and valued the inclusion of additional context regarding the improvement plans currently in place.</p> <p>In response to a query by a committee member, Committee was informed that the tenant feedback indicator results are based on all tenants being surveyed on an annual basis. It was noted that any comments received are shared with the relevant Head of Service for appropriate action. Local staff continue to encourage tenants to complete the surveys and focus on developments with lower response rates to improve participation</p> <p>Committee queried if the work on voids with Franklin Covey would make a difference to the number of long-term voids and it was confirmed that this approach will have an impact on some developments and will provide evidence to inform alternative strategies for letting these properties</p>	
DECISION	<p>The Audit Performance and Risk Committee:</p> <ul style="list-style-type: none"> • Considered Business Health performance to the end of the quarter 2; and • Consider performance against Strategic KPIs to the end of quarter 2 and recommend it for presentation to Board. 	
7.2	Confidential: Redacted	
8.	Any Other Business	
	None	
9.	<p>Date of Next Meeting – 25 February 2026 at 3pm</p> <p>Meeting Ended at 6 pm</p>	