



BOARD MEETING

24 November 2025

Dalmahoy Hotel & Country Club, Edinburgh, at 2 pm

MINUTES

Attendance

Board Members:	Paul Edie (Chair) Frances Wood (Vice Chair) Amanda Britain Angus MacRae Brian McLaren Derek Breingan Emma Garry Gillian Merrett Graeme Russell Lynn Brown (<i>in attendance from Item 1</i>) Robert Fernie
Officers:	Debbie Collins, Chief Executive Officer Tracey Howatt, Chief Operating Officer Drew Moore, Director of Assets Jim Aird, Interim Director of Finance Nikki Ritchie, Director of People & Digital Rikki Young, Head of Assurance & Business Planning
In attendance:	Michelle Breen, Governance & Assurance Manager (Minutes)

ITEM	NOTE	ACTION
1.	Apologies	
	Apologies were offered on behalf of Katie Smart and Stephen Oswald.	
2.	Declarations of Interest	
	One Declaration of Interest was noted at item 3.	
3.	Appointment of Co-opted Board Members	
REPORT SUMMARY	The report informed the Board of the outcome of the recent Board Member recruitment process undertaken to address an identified skills gap in financial expertise.	
DISCUSSION	The Board reviewed and approved the addition of one new member through co-option as per Rule 42.1 and formally extended congratulations to the newly appointed co-opted Board member.	

	Future recruitment is in progress to address an additional skills gap on the Board relating to technology expertise.	
DECISION	<p>The Board:</p> <ul style="list-style-type: none"> • Noted the recent recruitment process and outcome; and • Approved co-option to the Board in accordance with Rule 42.1 of Lynn Brown. 	
4.	Minutes	
4.1	Approval of Confidential Minutes 23 September 2025	
	The Minutes of the meeting held on 23 September 2025, having been previously circulated, were approved.	
4.2	Action List	
	The action list was noted and updated.	
5.	Strategy & Business Plan	
5.1	Confidential Redacted	
5.2	Confidential Redacted	
5.3	Confidential Redacted	
6.	Audit Performance and Risk Committee	
6.1	Confidential Redacted	
6.2	Confidential Minutes of Meeting held on 13 August 2025	
REPORT SUMMARY	The Minutes of the Audit Performance and Risk Committee meeting held on 13 August 2025 were noted.	
6.3	Confidential Redacted	
6.4	Strategic and Business Health Performance Report	
REPORT SUMMARY	<p>The report provided the Board with an overview of Bield's quarter 2 performance against Business Health Key Performance Indicators and Strategic Health Indicators.</p> <p>The Audit Performance and Risk Committee considered the quarterly performance against Business Health KPIs at its November meeting and recommended it for presentation to Board.</p> <p>These indicators and accompanying 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.</p>	
DISCUSSION	<p>The Board noted a reduction in value for money scores. This was attributed to tenants responding "neither" in survey responses.</p> <p>Local staff continue to support tenants in completing returns to encourage participation.</p>	

	<p>The Board noted that the annual survey will provide further insight into the reasons for tenant dissatisfaction</p> <p>It was reported that the number of adaptations works due are currently low, and these are expected to be up to date by year end.</p> <p>The Head of Assurance & Business Planning advised Board the indicator description for Stage 1 complaints will be reviewed, as it does not fully capture performance in relation to complaints handling. Board noted inconsistencies were identified in how complaints are being closed at Stage 1.</p>	
DECISION	<p>The Board:</p> <ul style="list-style-type: none"> • noted Business Health performance to the end of quarter 2; and • noted Strategic KPI performance to the end of quarter 2. 	
6.5	Confidential Redacted	
7	Business Development Committee	
7.1	Procurement Strategy	
REPORT SUMMARY	<p>The report presented the Board with the updated Procurement Strategy following an external audit in earlier in 2025.</p> <p>The updated strategy strengthens governance and controls and introduces flexibility for contracting works to support the delivery of Bield's Business Plan 2025-30.</p> <p>The Procurement Policy was approved at the Business Development Committee at its meeting on 11 November 2025 under their delegated authority and the Committee recommended Board approve the updated Procurement Strategy</p>	
DISCUSSION	<p>The Board noted that a Consultant supported the development of the strategy. It was highlighted that the strategy provides a degree of flexibility, allowing decisions that do not require selecting the lowest-cost option, which was considered important to ensure quality for tenants.</p>	
DECISION	The Board approved the updated Procurement Strategy by consensus.	
7.2	Confidential Redacted	
7.3	Confidential Minutes of Meeting held on 6 August 2025	
	The Minutes of the Business Development Committee meeting held on 6 August 2025 were noted.	
7.4	Confidential Redacted	
7.5	Confidential Redacted	
7.6	Confidential Redacted	
7.7	Confidential Redacted	

8	People Committee	
8.1	Confidential Redacted	
8.2	Confidential Redacted	
9.	Governance	
9.1	Confidential Redacted	
10.	Any Other Business	
	None	
11.	Date of Next Meeting	
	28 January 2026 in the Bield Glasgow Office. Meeting ended at 4 pm	