BOARD MEETING

25 March 2026
Bield Office, 79 Hopetoun Street, Edinburgh at 3 pm

MINUTES

Attendance

Board Members In Person:	Frances Wood (Vice Chair acting as Chair) Amanda Britain Gillian Merrett Graeme Russell Harry MacLead Robert Fernie Steve Dungworth
Board Members Via Teams:	Paul Edie (Chair) Angus MacRae Brian McLaren Stephen Oswald
Officers:	Debbie Collins, Chief Executive Officer (CEO) Tracey Howatt, Chief Operating Officer (COO) Barry Allan, Director of Finance & Business Services Nikki Ritchie, Director of People & Digital Drew Moore, Director of Assets Jim Aird, Interim Director of Finance (*In attendance from item 1 – 4.4)* Michelle Breen, Governance & Assurance Manager (Minutes)

ITEM	NOTE	ACTION
1.	**Apologies for Absence**	
	The Board were advised that Frances Wood, Vice Chair, would act as Chair for the meeting due to the Chair attending via Teams. Apologies were noted on behalf of Derek Breingan and Emma Garry. The Vice Chair informed members that there would be a half hour Board only session at the conclusion of the meeting.	
2.	**Declaration of Interest**	
	All Officers present, with the exception of the CEO, declared an interest in relation to Agenda Item 6.3.	
3.	**Minutes**	

3.1	**Confidential**: Redacted	
3.2	**Confidential**: Redacted	
4.	**Strategy & Business Plan**	
4.1	**Confidential**: Redacted	
4.2	**Confidential**: Redacted	
4.3	**Confidential**: Redacted	
4.4	**Confidential**: Redacted	
4.5	**Confidential**: Redacted	
5	**Audit, Performance & Risk Committee**	
5.1	**Confidential**: Redacted	
5.2	**Confidential**: Redacted	
5.3	**Confidential**: Redacted	
6	**People Committee**	
6.1	**Confidential**: Redacted	
6.2	**Confidential**: Redacted	
6.3	**Confidential**: Redacted	
6.4	Gender Pay Gap Report	
REPORT SUMMARY	In accordance with the Equality Act 2010 Regulations 2016 any employer with 250 or more employees require to publish statutory calculations each year, to highlight the differences in pay between their male and female employees. Under the regulations Bield is required to report its calculations annually on the government's official website and its own website. The report, which was previously considered by the People Committee in February 2026, was presented to the Board for noting. The report informed Board of the Gender Pay Gap values that will be reported in line with regulations; and Provided analysis of Bield's Gender Pay Gap and steps which can be taken to reduce in future years	
DISCUSSION	The Director of People & Digital advised that the Gender Pay Gap is influenced by workforce composition, with most frontline roles occupied by part time women and a higher proportion of men in middle and senior management. Work is underway to broaden recruitment demographics. In response to Board queries, the Director confirmed ongoing outreach to schools, colleges, and second-career applicants, with further development of career pathways planned to support entry into the sector. The Board also noted generational employment trends, including shorter tenure and a focus on progression among younger workers. The potential impact of AI and future workforce trends was discussed, with consideration that this may inform future strategic planning.	
DECISION	The Board **noted** the updated Gender Pay Gap Information that will be reported in line with regulations	

7	**Business Development Committee**	
7.1	**Confidential**: Redacted	
7.2	**Confidential**: Redacted	
7.3	**Confidential**: Redacted	
7.4	**Confidential**: Redacted	
8.	**Governance**	
8.1	**Confidential**: Redacted	
8.2	Duty of Candour Annual Report	
REPORT SUMMARY	Openness and honesty are central to our actions when we are providing care to others. Trust and effective communication can be difficult to maintain and easy to lose when things have gone wrong. The organisational duty of candour is a statutory requirement set out by the organisational duty of candour provisions of the Health (Tobacco, Nicotine, etc, and Care) (Scotland) Act 2016 and the Duty of Candour Procedure (Scotland) Regulations 2018. As part of our legal duty, we are required to publish each year a report specifying details of incidents that have triggered the duty of candour. There were zero incidents over the reporting period	
DISCUSSION	The Board noted that the Report will be published in line with statutory requirements. It was confirmed that no Duty of Candour incidents have occurred during the reporting period to date. Should any incident arise prior to 31 March 2026, the Board will be updated accordingly.	
DECISION	The Board is asked to: • **approved** the Duty of Candour Report 2025/2026; and • **approved** the publication of the report on the Bield website and submission to the Care Inspectorate by 30 April 2026.	
9.	**Any Other Business**	
	None	
10.	**Date of Next Meeting:** 10 June 2026, Linlithgow	
	The Board noted that the next meeting will commence at 2pm in Westport, Linlithgow, which will include an opportunity to visit the newly developed closed asset and view the refurbishment approach being adopted. Meeting ended at 4.50 pm.	

Board only time after the meeting for 30 minutes.