BOARD MEETING

26 August 2026

Edinburgh Board Room, 15:00 – 17:00

MINUTES

Attendance

Board Members:	Paul Edie (Chair) Amanda Britain Derek Breingan (via Teams) Graeme Russell Lynn Brown Stephen Oswald Steve Dungworth Brian McLaren Gillian Merrett (via Teams) Robert Fernie
Officers:	Debbie Collins, Chief Executive Officer Tracey Howatt, Chief Operating Officer Drew Moore, Director of Assets Nikki Ritchie, Director of People and Digital Barry Allan, Director of Finance and Business Services
In attendance:	Rikki Young, Head of Assurance and Business Planning Michelle Breen, Governance and Assurance Manager Freya Lees, North Star (observer) Mariana Eaton, Executive Officer (Minutes)

ITEM	NOTE	ACTION
1.	**Apologies for Absence**	
	Apologies were received from Frances Wood, Angus MacRae and Emma Garry.	
2.	**Declaration of Interest**	
	There were no declarations of interest.	

3.	**Minutes**	
3.1	**Confidential:** Redacted	
3.2	**Action List**	
	The action list was noted and updated.	
4.	**Strategy and Business Plan**	
4.1	**Confidential**: **Redacted**	
4.2	**Confidential**: **Redacted**	
4.3	**People Strategy Development Update**	
REPORT SUMMARY	This report sought Board approval of Bield's People Strategy 2026–2030 and provides assurance on the development, alignment and implementation approach underpinning the Strategy. People Committee has oversight of the Our People work programme, including development of the People Strategy. As the next Committee meeting is scheduled for November 2026, the People Committee Chair has agreed that the Strategy should be brought to the August Board for formal approval. Approval will enable the Strategy's commitments to be communicated, embedded and translated into delivery plans across the organisation, supporting Bield's Corporate Plan, operational performance, and services for tenants.	
DISCUSSION	The Board scrutinised the People Strategy 2026–2030, including assurance on consultation, development, alignment, resourcing, and implementation. Board Members queried the mental health trained staff adviser numbers and officers confirmed the 16 trained staff reflected the current position, with annual refresh. Board Members sought assurance that projects were resourced; officers confirmed these were built into plans and budgets. The Board welcomed the focus on attraction, retention and digital training, queried how tenant and staff consultation had shaped the Strategy, and was assured that pain points were reflected in action plans.	

	Board Members also discussed staff development partnerships, care qualifications, recruitment challenges, and career pathways.	
DECISION	The Board: • **Approved** Bield's People Strategy 2026–2030 for launch at the AGM • **Noted** the development and assurance work undertaken.	
5	**Audit, Performance and Risk Committee**	
5.1	**Confidential:** Redacted	
5.2	**Confidential:** Redacted	
5.3	**Confidential:** Redacted	
5.4	**Confidential:** Redacted	
5.5	**Confidential**: **Redacted**	
5.6	**Confidential:** Redacted	
5.7	**Confidential:** Redacted	
6	**Business Development Committee**	
6.1	**Confidential:** Redacted	
6.2	**Confidential:** Redacted	
6.3	**Confidential:** Redacted	
7.	**Governance**	
7.1	**Confidential:** Redacted	
7.2	**Confidential:** Redacted	
7.3	**Confidential**: **Redacted**	
8.	**Any Other Business**	

	The Chair noted that the meeting was Robert Fernie's final Board meeting following nine years' service as a Board member. On behalf of the Board and Officers, the Chair recorded sincere thanks and appreciation for Robert's commitment, contribution, and support to Bield throughout his tenure. Board Members recognised the value of his experience and input over many years and wished him well for the future.	
9.	**Date of Next Meeting:**	
	The Board noted that the next Board meeting would take place on 23 September 2026, immediately following the AGM. It was further noted that the Board Away Day would take place on 23 and 24 November 2026.	