

Registers of Scotland

RoS Board

13 December 2022

Board Effectiveness Review Results

Purpose

1. To update the Board on the actions being taken to respond to the results of the Board effectiveness review survey, carried out in August 2022.

Recommendation

2. The Board are invited to note the actions planned and confirm that they are content that these are appropriate actions to respond to the survey results and thereby enhance Board effectiveness.

Actions planned

3. A summary of the areas identified for improvement following the 2022 Board effectiveness pulse survey, and the action being planned in response, are shown in the table below:-

2022 Survey Area Identified for Action	Action Proposed
Consider adding more time to Board agendas to discuss future strategies and plans, and EMT to consider how we can progress these strategies faster.	<p>A dedicated session on the future vision is scheduled for the December 2022 board meeting.</p> <p>Morning sessions on 1 day board meetings will be focussed on reviewing the progress with implementing specific strategies (customer, people, digital, estates etc).</p> <p>Day Two on 2-day board meetings will be focussed on strategy planning for the longer term.</p>
Consider utilising the Board further to support the Keeper with considering the future operating model design.	<p>A dedicated session on the future vision is scheduled for the December 2022 board meeting.</p> <p>A timetable for the further action required to ensure RoS is ready to deliver the future vision will be presented as part of this session, with a clear indication of where Board involvement will be required to help shape the thinking.</p>

2022 Survey Area Identified for Action	Action Proposed
Consider seeking an external stakeholder view on RoS performance, productivity and strategy where required.	<p>RoS already has a number of mechanisms in place to seek feedback from stakeholders on our current strategy, performance, and productivity (e.g. Customer Satisfaction Index, Parliamentary Scrutiny, ARA event, regular LSS/lender engagement) but specific engagement to seek stakeholder feedback on our future vision will be planned as part of that work.</p> <p>Additional review to support continuous improvement in relation to our current strategies is sought when required via ARC deep dives, internal audit and working with other land registries to learn from their best practice.</p>
Consider an external view on whether the makeup of the Board is appropriate to support future strategy and performance.	The skill set required from the Board to support the delivery of the future vision will be reviewed as part of the action plan that will underpin the work, to ensure that RoS is ready to deliver the future vision.
Consider the frequency of Board meetings.	Intend to keep board meetings as quarterly, as this feels like the optimal frequency to seek board input on strategies and performance. But also intend to continue with the monthly NXD/EMT conversations, NXD involvement in providing advice on specific activities (e.g. Digital, SWP) and setting up ad-hoc meetings on particular topics as required.
If meetings remain quarterly, consider sending NXDs a reminder of the main topics discussed at the last meeting, alongside the minutes of that meeting a few weeks before the Board papers for the next meeting are issued, in order to refresh memories ahead of reading the new pack of papers.	This summary will be included as an appendix for the monthly report that is issued at the end of the month ahead of a Board meeting.

2022 Survey Area Identified for Action	Action Proposed
Consider explicitly identifying which Board meetings will take place fully in person and which will have a remote/hybrid option when setting the 2023/24 Board dates.	<p>2-day Board meetings will take place fully in person for Board members but with a remote option for colleagues joining for specific agenda items (who can join in person if they prefer).</p> <p>1-day Board meetings will provide an in-person option for Board members or colleagues joining for specific agenda items who prefer to be in the room, but with an option for other Board members (and colleagues joining for specific agenda items) to join remotely if preferred.</p>
Consider Board succession planning over the next 12 months.	EMT and NXD succession planning will be part of the work undertaken to ensure RoS is ready to deliver the future vision.
Consider live streaming Board meetings for discussions that have papers we are prepared to publish externally.	Do not intend to pursue this option at the moment but will keep under review.
Consider utilising NXDs more by the creation of a formal buddying system where an NXD is linked to a business area and can be contacted by the C2 for support.	<p>NXD colleagues are already informally buddied to particular areas of the business that most closely align to their skillsets. But keen to not create silos and to ensure that all NXD colleagues have a broad overview of the business by formalising this approach.</p> <p>However, as part of the work to address EMT succession planning I will be looking for NXD's to build relationships with C2 colleagues to support the development of potential future EMT colleagues.</p>

Next steps

4. A follow up pulse survey will be undertaken in August 2023 to review the effectiveness of these actions. A full Board effectiveness survey will be repeated in August 2024.

Conclusion

5. The Board are invited to note the actions planned and confirm that they are content.

6. The Board are invited to note that the effectiveness of these actions will be reviewed via a pulse survey in August 2023.

Keeper and Chief Executive
02 December 2022