

Registers of Scotland

RoS Board

13 September 2022

Board Effectiveness Review Results

Purpose

1. To share the results of the Board effectiveness review survey, carried out in August 2022.

Recommendation

2. The Board are invited to note the results and discuss the areas where improvements could be made to deliver greater Board effectiveness.

Look Back

3. A summary of the areas identified for improvement following the 2021 pulse survey, and the action taken to date, can be found in the table below:-

2021 Area Identified for Improvement	Action Taken
Board skills audit to take place	<ul style="list-style-type: none"> • Skills audit completed by Board and ARC members and concluded in April 2022. The results are held by RoS Secretariat to refer to as and when required.
Consider Board development opportunities and arrange for the SG Championing Inclusive Cultures Training to take place at a future RoS Board meeting	<ul style="list-style-type: none"> • SG Championing Inclusive Cultures Training took place at the March 2022 Board • Day 2 of the Sept 2022 Board is being used as a Board development day.
Keeper and ARC Chair to discuss improving the link between ARC and the Board in terms of knowledge transfer and key discussions.	<ul style="list-style-type: none"> • Board minutes are now presented to the ARC meetings for noting. • ARC members are participating in quarterly calls with Directors following the Keepers written update circulation. • Standing agenda item added to RoS Board agendas for any items to be remitted to ARC.
Annual collective discussion between Keeper and NXDs to take place, in addition to the annual 1:1's.	<ul style="list-style-type: none"> • Keeper met with the NXDs for a private 1:1 at the March 2022 RoS Board and this will be a standing agenda item for this meeting going forward.
Tailor new NXD inductions to look at specific areas of interest.	<ul style="list-style-type: none"> • No new NXDs have been recruited since the 2021 survey took place, however, we will keep this in mind for future inductions.

2022 Results

4. The full 2022 survey results can be found below in Annex A. From a review of the results and comments, the following elements appear to be areas that are working well:-

- RoS Board terms of reference is fit for purpose and all Board members are clear on the role of the RoS Board.
- Risk management and the addressing of threats and opportunities is effective.
- The Audit and Risk Committee is effective in providing assurance to the Board.
- The Board has an appropriate range of expertise and experiences to conduct its business.
- The secretariat support to the Board meetings and associated administrative arrangements are effective.
- The Chair enables free and open exchange of views, engaging with all members.

5. From a review of the results and comments, the following elements appear to be areas that would benefit from further discussion:-

- Consider adding more time to Board agendas to discuss future strategies and plans and EMT to consider how we can progress these strategies faster.
- Consider utilising the Board further to support the Keeper with considering the future operating model design.
- Consider seeking an external stakeholder view on RoS performance, productivity and strategy where required. Also consider an external view on whether the makeup of the Board is appropriate to support future strategy and performance.
- Consider the frequency of Board meetings.
- 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.
- 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.
- Consider Board succession planning over the next 12 months.
- Consider live streaming Board meetings for discussions that have papers we are prepared to publish externally.
- 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.

Conclusion

6. The Board are invited to note the results and discuss the points above, to identify which aspects should be prioritised in the year ahead to deliver greater Board effectiveness.

Keeper and Chief Executive
25 August 2022