

Registers of Scotland**RoS Board****09 September 2024****Board Effectiveness Pulse Survey Results****Purpose**

1. To share the results of the Board effectiveness pulse survey, carried out in July 2024.

Recommendation

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

Summary Analysis

3. Nine of the ten invited respondents opted to complete the survey. The average scores can be found at Annex A. The full survey results can be found in Annex B. My summary of the results is as follows:-

Areas Working Well

- The Board has a clear understanding of its role and is effective in providing strategic advice.
- The Audit and Risk Committee provides excellent assurance to the Board.
- The Board's range of expertise and experiences is considered appropriate and well-utilized.
- The secretariat support to the Board is effective and appreciated.
- The leadership from the Chair is strong and enables a free and open exchange of views.
- The relationship between Non-Executive and Executive members is constructive.

Areas for Improvement

- Board papers tend to be overly long and sometimes don't make clear what the ask of the Board is. Making the papers more concise and explicit, along with better balancing of presentations/workshops and discussion time in meetings, may enhance Board effectiveness.
- The Board would benefit from focussing on long-term strategy development and defining its strategic goals for 2027 onwards. Maximising the Boards ability to provide strategic advice.
- There is a need to have consistency within reporting to improve the ability of the Board to monitor and challenge RoS's performance. Feedback suggests this changes too often.
- While the Board is aware of the forthcoming changes, they would appreciate details on the process and schedule for replacing Board members.

- The findings indicate there's potential to leverage the expertise of Non-Executive Members beyond formal meetings for the advantage of RoS.

Areas for Further Consideration

- Consider whether it would be beneficial for all Board meetings to extend over two days.
- Consider forward planning future agendas to guarantee that the Board's contributions to critical issues are timely.

Key Focus Areas 2024 – 2025 for Board agendas

4. After considering the recommended priorities for the upcoming year, I propose to concentrate the Board's efforts on the following areas:

- Continuing to monitor (and where necessary, challenge) business performance, in particular the progress with clearing the open casework and remaining on the planned open casework trajectory towards 2026.
- Continuing to monitor (and where necessary, challenge) the progress with delivering the three big rocks (which support the clearance of open casework, but are also fundamental to underpinning efficient 2027+ ways of working).
- Contributing expertise to discussions on the strategic changes that RoS needs to go through with the impending removal of the open casework by 2027.
- Supporting the work to further improve efficiency and value for money in the delivery of RoS activities (in line with public service reform ambitions).
- Supporting the work to redefine the relationship with employees in the future.
- Supporting the work to continue to sustain high levels of customer satisfaction.
- Shaping the development of the new business development function and associated activities.
- Shaping the delivery plan for years 4 and 5 of the 2022-2027 Corporate plan.
- Supporting the development of the 2027 and 2030 target operating models.
- Informing the development of the proposed strategic objectives for the next Corporate plan (2027-2032).
- Supporting succession planning for the future senior leadership team/executive management team.
- Ensuring ongoing Board development, effective Board teamworking and sustaining an appropriate skills mix on the board.

Conclusion

5. The Board are invited to note the results and discuss the points above and any other aspects to identify where improvements could be made to deliver greater Board effectiveness.

**Keeper and Chief Executive
21 August 2024**

Average Scores Table:

Question	Average Score /5
Clarity on the role of the RoS Board	4.9
Board's effectiveness in developing future strategies	4
Board's effectiveness in monitoring and challenging performance	4
Board's effectiveness in addressing threats and opportunities	4.2
Board's effectiveness in providing strategic advice	4.6
Audit and Risk Committee's effectiveness in providing assurance	4.4
Board's range of expertise and experiences	4.6
Utilization of Board's expertise	4.3
Board's focus on the right set of issues	4.3
Frequency and length of Board meetings	4.2
Quality and length of Board papers	3.4
Balance between presentations and discussions	3.8
Effectiveness of new member induction process	3.9
Handling of conflicts of interest	4.6
Effectiveness of secretariat support	4.9
Leadership from the Chair	4
Time allowed for discussion	4.2
Chair's enablement of free and open exchange of views	4.6
Clarity of the Keeper and Directors' roles	4.9
Relationship between Non-Executive and Executive members	4.7
Effectiveness of succession planning for Board members	4.2
Use of Non-Executive Members outside formal meetings	3.9
Non-Executive Members' opportunities to learn about RoS's work	4.4
Non-Executive Members – Quality of information between Board meetings	4.6