

Registers of Scotland

RoS Board

12 September 2023

Board Effectiveness Pulse Survey Results

Purpose

1. To share the results of the Board effectiveness pulse survey, carried out in July/August 2023.

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. The full survey results can be found in Annex A, where 8 of the 10 invited respondents opted to complete the survey. Following analysis of the returns, I propose the following actions are taken in response to this pulse survey:-

Start

- The Board are somewhat confident in the delivery of the stretch plan but would like to see a clear mechanism for monitoring progress and success of interventions, with a focus on delivering at pace with traction.
- Consider C2 and NXD relationships and how these links can be strengthened or formalised to make best use of skills and knowledge – to include consideration of matching C2s to NXDs who would provide most value within their role.

Continue

- Keepers Monthly written updates to NXDs are largely positively received, with some differing views on optimum content.
- EMT/NXD 1:1 monthly calls are productive and valued on both sides.
- Responses were largely content that sufficient time and focus within discussions is spent focussing on future strategies and plans.
- NXD input requirements for specific papers are clear, though paper pack size should be considered to streamline.
- Where NXD participation is sought on subject matter experience outwith the board/within wider projects, input is valued.
- The Board were strong in their views that Board meetings should take place fully in person, including for any presenters/slot attendees, to gain best value.

Consider

- Consideration of external stakeholder views when strategy planning is lacking in some areas based on Board sight. More citizen/end user engagement is sought for assurance.

- The Board are confident that the current make-up of members has the skillset to deliver the current strategy and future vision, though suggested consideration of increased knowledge within commercial skills and government level connections.
- The Board found value in the recent Margerison-McCann profiling exercise but would like to ensure it is utilised in ways of working going forward.
- Margerison-McCann profiling to be considered for new EMT members, but to revisit/reconsider C2 profiling when area revisions are embedded.
- When asked what one thing they would change about the Board, results covered topics of:
 - Stemming discussions that are not a priority/pertinent to take forward at this time or previously discussed with little movement.
 - Agenda timings and ensuring sufficient time for discussions.
 - Suggestion of Board having an ownership role rather than a consultative position.
 - Addition of discussions around tracking and what may be going wrong.
 - Consideration of sharing more information within monthly packs outwith committee where Board slots are for communication purposes only to ensure effective use of meeting time on key items.
 - Requesting more challenge on input from presenters/leads/sponsoring Directors.

Conclusion

4. 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
18 August 2023