

Registers of Scotland

RoS Board

08 March 2022

Board Skills and Experience Matrix Results

Purpose

1. To update the RoS Board on the results of the Board Skills and Experience Matrix exercise and to seek Board views on whether we have the right mix of expertise and skills as a Board to support RoS on its journey to 2024 and beyond.

Recommendation

2. The Board are recommended to review the results of the survey included in this paper and discuss the following points:-
- Do we have the right skills and expertise on the RoS Board to support RoS on its journey to 2024?
 - Where would we like to utilise the skills and experience of current NXDs more to assist with the delivery of RoS priorities?
 - Do we require any other expertise from NXDs right now in order support the delivery of our strategic objectives?
 - Do we foresee any other skills and experience required beyond 2024?
 - Are there any areas of concern in the 'results to highlight' section?

Background

3. During the 2021 Board effectiveness review discussions, it was agreed that it would be helpful to gather information on Board member skills and expertise in order to ensure that we can utilise Board member expertise most effectively to support RoS.
4. A survey template was agreed by the Board at the December 2022 meeting and the survey was issued to RoS Board members thereafter for completion via Microsoft Forms. The full results of the survey, split across Executive and Non-Executive Board member results can be found at Annex A.

Results to Highlight

5. The results highlighted below have been identified where the highest level of NXD or EMT experience is basic or below. The Board are invited to review the results below in more detail, and consider the following points:-
- Should we be concerned about any of these areas now?
 - Are any of these areas likely to cause concern in the future?
 - Do we require more Board expertise in any of these areas?
 - Do we currently receive expertise in these areas from other sources (other than those already noted)?
 - Can we seek expertise in any of these areas from other sources where we don't currently?

Property, Title Deeds, Legal Ownership

EMT/NXD	Property, Title Deeds, Legal Ownership
EMT Results	1 Expert 2 Advanced 2 Basic

3. Property, Title Deeds, Legal Ownership

[More Details](#) [Insights](#)

- Expert 1
- Advanced 2
- Basic 4
- Developing 3
- No Existing Experience 0



6. In addition to the ‘Property, Title Deeds, Legal Ownership’ results, it should be noted that RoS has quarterly meetings with a professorial panel to discuss matters of mutual interest, including matters relating to property, title deeds and legal ownership. These meetings provide opportunity for RoS to hear the opinions of the professors and consider advice from these learned colleagues on some of the opportunities and challenges that we face.

Health and Social Care

10. Health and Social Care

[More Details](#)

- Expert 1
- Advanced 1
- Basic 1
- Developing 2
- No Existing Experience 5



EMT/NXD	Health and Social Care
EMT Results	1 Developing 4 No Existing Experience
NXD Results	1 Expert 1 Advanced 1 Basic 1 No Existing Experience

Investment and Banking

11. Investment and Banking

[More Details](#)

[Insights](#)

- Expert 1
- Advanced 1
- Basic 4
- Developing 0
- No Existing Experience 4



EMT/NXD	Investment and Banking
EMT Results	2 Basic 3 No Existing Experience
NXD Results	1 Expert 1 Advanced 2 Basic 1 No Existing Experience

Construction

15. Construction

[More Details](#)

- Expert 0
- Advanced 0
- Basic 5
- Developing 0
- No Existing Experience 5



EMT/NXD	Construction
EMT Results	3 Basic 2 No Existing Experience
NXD Results	2 Basic 3 No Existing Experience

16. Manufacturing and Production

[More Details](#)

[Insights](#)

- Expert 0
- Advanced 1
- Basic 2
- Developing 2
- No Existing Experience 5



EMT/NXD	Manufacturing and Production
EMT Results	1 Basic 2 Developing 2 No Existing Experience
NXD Results	1 Advanced 1 Basic 3 No Existing Experience

Energy and Utilities

18. Energy and Utilities

[More Details](#)

[Insights](#)

- Expert 0
- Advanced 0
- Basic 5
- Developing 1
- No Existing Experience 4



EMT/NXD	Energy and Utilities
EMT Results	2 Basic 3 No Existing Experience
NXD Results	3 Basic 1 Developing 1 No Existing Experience

Business Sustainability and Environment Factors

25. Business Sustainability and Environment Factors

[More Details](#)

- Expert 0
- Advanced 2
- Basic 6
- Developing 2
- No Existing Experience 0



EMT/NXD	Business Sustainability and Environment Factors
EMT Results	2 Advanced 3 Basic
NXD Results	3 Basic 2 Developing

Lawyer, Solicitor or Paralegal

54. Lawyer, Solicitor or Paralegal

[More Details](#)

- Expert 1
- Advanced 0
- Basic 2
- Developing 0
- No Existing Experience 7



EMT/NXD	Lawyer, Solicitor or Paralegal
EMT Results	1 Expert 1 Basic 3 No Existing Experience
NXD Results	1 Basic 4 No existing Experience

7. In addition to the 'Lawyer, Solicitor or Paralegal' results, it should be noted that RoS has monthly meetings with the Law Society of Scotland and a subset of their property law committee colleagues to discuss matters of mutual interest relating to property law and the practice of conveyancing.

Next Steps

8. The results of the survey and discussions held during the meeting will be used to:-

- Utilise Board member expertise most effectively to support RoS
- Inform the succession planning of the Board
- Identify which NXDs may be appropriate to support future Geovation cohorts

9. Audit and Risk Committee (ARC) members will also be invited to complete the survey following this Board meeting in order to gain a wider view of the experience across Board and ARC members.

Conclusion

10. The Board are invited to note the results of the Board Skills and Experience Matrix and discuss the areas highlighted at paragraphs 2 and 5 above.

Keeper of the Registers of Scotland
22 February 2022