

Registers of Scotland

RoS Board

10 November 2020

Board Effectiveness Review Action Plan

Purpose

1. To share the action plan for the results of the Board effectiveness review survey, carried out in June 2020.

Recommendation

2. The Board are invited to note the proposed plan of action.

Look Back

3. A summary of the areas identified for improvement following the 2020 survey, and the proposed actions to take are summarised as follows:-

How to best utilise NXD support to monitor RoS performance

3.1. Schedule of written updates from the Keeper for 2021 created resulting in more regular NXD sight of KPIs and financial performance.

3.2. Formal KPI and financial review of quarterly performance will remain a standing agenda item at each Board meeting.

How to use the Board better to provide strategic advice

3.3. The programme of Board meetings will continue to include three broad types of session to seek strategic advice from the Board:

1. Strategy shaping and setting sessions to seek Board input at the earliest opportunity on the best approach to tackling the key strategic challenges that RoS needs to address.
2. Review and refinement of key strategies that have been developed as a result of the early Board engagement
3. Review of the progress being made with implementing particular strategies such that advice can be given on refining the strategy if it is having the impact as expected.

3.4. When a strategy item is on the Board agenda it will be clear if it is strategy shaping, strategy reviewing or strategy evaluating to help all Board members prepare appropriately for the discussion.

3.5. Discussions will be ongoing at each Board meeting to identify which strategies need to be prioritised for creation, review and evaluation at future Board meetings.

How can the Board better utilise the full range of expertise from its membership

3.6. A skills audit of Non-Executive Board members will be undertaken once new members are recruited.

3.7. NXDs will be invited to join activities and potential project board's outwith the board where their subject matter experience and expertise is likely to add value.

Determine the appropriate frequency and length of board meetings in our new remote environment

3.8. Board dates and future sequencing has been agreed by NXDs for 2021 and beyond.

Succession planning for Board members

3.9. Board members will be engaged in discussions to identify the future skills required on the Board when the opportunity to recruit new members is available.

3.10. Non-Executives will be invited to be part of the selection process for new non-executive members.

3.11. A specific session for the Keeper and non-Executives will be held on an annual basis to seek their input and advice on succession planning for EMT Board members.

What is the role of Non-Executive Board members vs EMT members and how can we improve these working relationships

3.12. All Board members attend the Board to provide strategic advice to the Keeper and fulfil the functions of the Board as specified in the Framework Document:

- setting and communicating RoS' vision and values
- setting strategy and objectives for RoS and ensuring that the necessary financial, human IT and physical resources are in place to deliver them
- setting a framework of prudent and effective controls that enables risk to be assessed and managed
- monitoring and improving RoS' performance

3.13. The role of the non-executives is further defined in the framework documents follows:

- provide an external perspective on RoS' work
- bring constructive challenge
- help develop proposals on strategy
- bring specific expertise to discussions

3.14. In this context the role of the Executive Board members is to ensure that the appropriate information is available at each Board meeting, from their respective business areas to support the non-executive directors in fulfilling their role; and to ensure that they extract the maximum value from the discussions at the Board meetings such that the advice and input provided by non-executive directors at Board

meetings is genuinely useful in shaping how they deliver their executive responsibilities on a day to day basis.

3.15. All Board members are encouraged to find opportunities to engage on a more 1-1 basis (albeit virtually in the current COVID climate) to form effective working relationships.

3.16. Executive Board members will continue to approach individual non-executive members for support and advice as and when required.

Conclusion

4. The Board are invited to note the actions proposed to deliver greater Board effectiveness.

Keeper and Chief Executive
27 October 2020