

Registers of Scotland

RoS Board

09 – 10 March 2021

Facilitated Discussion: Areas of Concern

Purpose

1. To seek Board views on Registers of Scotland's current organisational health and individual views on areas of greatest concern.

Background

2. Having completed the process of developing our Corporate Plan for 2021-2026 I am keen to canvas individual Board members views on the strategic issues that you are currently most concerned will present a challenge or barrier to what we are trying to achieve; and therefore where you think that there could be a role for the Board or the EMT to shape the action that could be taken to address the issue.

3. To provide a suitable structure to facilitate this discussion I thought it would be an opportune moment to also refresh the Board view of the current state of our organisational health and to use this process as a mechanism to invite Board colleagues to identify their areas of greatest concern.

4. The organisational health assessment criteria is attached at Annex A. This assessment was first completed by the RoS Board in late 2018, and subsequently there was an opportunity for colleagues across RoS to provide their view and for PCS union representatives to provide their view. The three separate assessments, which were undertaken independently, showed a high degree of consistency and the outputs were used by the Keeper to consider where action needed to be focussed in driving improvement.

5. Alongside the arrival of three new non-executives directors on the Board, it seems like an timely opportunity to update the Board's view of the organisational health assessment, to both capture the initial assessment that new non-executives will have made of RoS, and to invite the views of longer-standing non-executive colleagues and executive board members. It is hoped that by considering each aspect of RoS as an organisation it will be a useful mechanism to enable Board members to pinpoint areas of concern that they believe need to be addressed.

Action Required

6. Board colleagues are therefore asked to score each of the criteria in Annex A, using the template at Annex B, and to submit their completed Annex B template to the Board Secretary at the end of the first day of the board meeting on 09 March 21. If any Board colleagues feel that they do not have enough knowledge of a particular aspect to form a judgement as this time then please supply a score of N/K (not-known) – this in itself will be useful information about where more work to inform Board members about a particular area of RoS business is required, in order that colleagues can accurately assess the health of that area. The scores will be compiled overnight

and used to support the agenda item scheduled for the afternoon of the second day of the March Board (10 March 21).

7. The session will be used to review the scores for the organisational health assessment and facilitate a discussion to extract from each Board member (both executive and non-executive) their areas of current concern.

8. To prepare for this session Board members are asked to reflect on the following three questions for areas where you have given a lower organisational health score (1 or 2):

1. What specific issue do you see as presenting the greatest threat to successfully delivering our corporate plan?
2. Why do you believe this issue is so significant?
3. How do you believe the Board can support the resolution of this issue?

Conclusion

9. The output of this session will support me as Board Chair in ensuring that the issues where the greatest impact from Board involvement can be realised are prioritised for time on the Board agendas for the year ahead.

Keeper of the Registers of Scotland
23 February 2021

Annex A

Organisation Level Health Assessment using Capability Management Framework

Rating guidance

Please read each of the statements and select the one you most agree with. When referring to 'we', 'our' and 'us', we mean Registers of Scotland.

Strategy and Planning

The purpose of this question is to understand the quality of our strategic direction.

Score	Statement
4.	We are a model of best practice when it comes to strategy and planning.
3.	Our strategy and planning is good and allows us to be better prepared for the future.
2.	Our strategy/plans are not great. There's limited consideration to change in the future.
1.	We don't have a clear strategy/plan. We fail to think about our future.

Governance

The purpose of this question is to understand how well our strategic direction is implemented.

Score	Statement
4.	We are a model of best practice when implementing our strategies and plans and we deliver better than expected results.
3.	Our implementation of strategies and plans is fit for purpose. Good management, monitoring and controls are in place.
2.	We could be better at implementing strategies and plans in some areas.
1.	Our strategies and plans are not effectively implemented or monitored. They're managed poorly and are failing to deliver.

Internal Relationships

The purpose of this question is to understand how we collaborate across all business areas

Score	Statement
4.	We're a model of best practice when it comes to internal relationships and engagement. We build highly productive relationships throughout the organisation.
3.	Our internal relationships and engagement are well organised and effective.
2.	Our internal relationships and engagement are satisfactory but could be better.
1.	Our internal relationships and engagement are not managed and there is little or no effort to establish effective relationships across business areas.

External Partnering and supply

The purpose of this question is to understand how well we engage externally from this question.

Score	Statement
4.	Our external engagement is a model of best practice. We're effective and building productive relationships and we're effective at collaborating outside of the organisation.
3.	Our external engagement is well planned/managed and effective, most approaches to identifying new opportunities are successful.
2.	Our external engagement is largely effective where they exist but there are recognisable gaps.
1.	Our external engagement is not managed well and there is little effort to understand the external environment.

People

The purpose of this question is to understand the extent to which we ensure we have the skilled and motivated staff we need (and will need) to deliver.

Score	Statement
4.	Our approach to ensuring we have, and will continue to have, skilled and motivated staff is a model of best practice.
3.	The skills, competences and experiences of our people are well aligned to our requirements. Our approach to developing our people is successful. The workforce is appropriately sized to meet demand.
2.	The skills, competences and experiences of our people mostly match our requirements but there are risks/gaps. The workforce is not appropriately sized across different areas of the business.
1.	We do not have the right skills, competences and experiences of our people in the organisation. The approach to developing people is ineffective.

Infrastructure

The purpose of this questions is to understand the quality of our facilities (eg models, equipment, IT systems, and accreditations), and the extent to which these are managed for the future.

Score	Statement
4.	We plan for, manage, share, exploit and develop our facilities using a model of best practice. We are able to manage incidents that may arise in the future as far as possible.
3.	Our infrastructure is broadly aligned to our strategy, delivery and capability requirements. Future plans are in place and effective controls are used.
2.	We generally plan, manage, share, exploit and develop our facilities in a structured manner but we could be better at this.
1.	We don't plan, manage, share, exploit and develop our facilities effectively. There are significant gaps.

Knowledge Management

The purpose of this question is to understand how we capture, store and use the knowledge generated by RoS.

Score	Statement
4.	Our approach to how we capture, store and use our knowledge and the culture of people is a model of best practice.
3.	The approach to how we capture, store and use our knowledge is managed effectively.
2.	We have actions in place to capture, store and use our knowledge but it's not seen as business-as-usual.
4.	There are no effective processes in place to capture, store and use our knowledge. Good knowledge management is not widely viewed as important.

Technical Quality and Business Assurance

The purpose of this question is to understand how well we review and maintain technical quality of our work and the work delivered by our suppliers from this question.

Score	Statement
4.	We have an excellent reputation when it comes to reviewing and maintaining technical quality of our work which would be recognised as best practice by other organisations.
3.	We have a good reputation, which we protect through a consistent approach
2.	We have a satisfactory reputation. Issues are considered and mostly addressed but often in an ad hoc way.
1.	We have a poor reputation with technical quality and assurance being insufficiently addressed.

Innovation

The purpose of this question is to understand how effectively we support and encourage innovation in our ways of working.

Score	Statement
4	We have a deeply embedded culture of innovation and expertise which impact all areas of the business.
3	We are respected for how we adopt a culture of innovation. Initiatives that support innovation demonstrate success across all business areas.
2	In places, we have adopted a culture of innovation. We understand the need for innovation but it's not supported across all areas in the business.
1	Our culture or business processes are not supportive to innovation.

Future Focus

The purpose of this question is to understand how well we balance the need for delivery today with the need to prepare for tomorrow.

Score	Statement
4	We are highly respected for ensuring that both current and future business needs are at the heart of our strategy and plans. We identify future risks and opportunities and deal with them appropriately.
3	We balance current and future needs through our strategy and planning approaches. We respond to current and future needs in most areas.
2	In places, we can demonstrate the importance of future focus, but overall implementation is inconsistent and is not seen as a core requirement.
1	We do not consider our current and future needs, we focus solely on current activities.

Customer and Stakeholder Satisfaction

The purpose of this question is to understand how well customers and other stakeholders (e.g. suppliers) are served by us.

Score	Statement
4	We have a strong, deeply embedded culture and approach to managing stakeholder satisfaction. We are very effective in managing our customers and stakeholders.
3	We are proactive in managing stakeholder engagement and satisfaction. A high proportion of our customers and stakeholders give us positive feedback.
2	We manage customer and stakeholder satisfaction in an ad-hoc fashion. There's a mix of positive and negative feedback from our customers.
1	We do not adequately manage stakeholder satisfaction. Some key stakeholders are not engaged and work fails to deliver the required impact.

Impact

The purpose of this question is to understand the impact of RoS and the work we do.

Score	Statement
4	We deliver strategically significant benefits to Scotland. This is evidenced by formal and regular reporting and publications. We have a positive and unique reputation throughout Scotland.
3	We deliver significant benefits to Scotland. This can be justified by evidence which clearly supports the positive and unique reputation that we aspire to achieve.
2	We deliver some benefits to Scotland, there's examples of work that has had a high impact over the last three years but more could be done to enhance recognition and demonstrate the impact of our work.
1	We deliver few benefits to Scotland and we're unable to demonstrate examples of work that has had a high impact over the last three years.

Annex B

Individual Organisational Health Assessment

Your Name: _____

Date: _____

No.	Category	Your Score (1 – 4)
1.	Strategy and Planning	
2.	Governance	
3.	Internal Relationships	
4.	External Partnering and Supply	
5.	People	
6.	Infrastructure	
7.	Knowledge Management	
8.	Technical Quality and Business Assurance	
9.	Innovation	
10.	Future Focus	
11.	Customer and Stakeholder Satisfaction	
12.	Impact	

Please return completed forms to the Board Secretary by 1630hrs on Tuesday 9 March