

RoS Board - 09 & 10 March - Transparency Summary Sheet									
Agenda Item	Item Name	Transparency Decision	Page Numbers in the Pack	Reason for Transparency Decision (if applicable)	Discussed by other Governance Groups?	Classification	Proposed Retention	Sponsoring Director	Paper number
1	Introduction, apologies, notification of meeting recording, and declaration of interests		Verbal						
2	Agenda items to be taken in Private & Papers to be labelled for long term retention	Publish as Drafted	Day 1 Pack Pages 05 - 07	N/A	N/A	OFFICIAL	7 Years Standard	Jennifer Henderson	RoSBrd2026/01/01
3	Minutes of December 2025 Board	Publish as Drafted	Day 1 Pack Pages 08 - 19	N/A	N/A	OFFICIAL	7 Years Standard	Jennifer Henderson	RoSBrd2026/01/02
4	Action Log Review	Publish as Drafted	Day 1 Pack Page 20	N/A	N/A	OFFICIAL	7 Years Standard	Jennifer Henderson	RoSBrd2026/01/03
5	Board Performance Monitoring by exception: •Progress against year 4 delivery plan, including finances	Take in private	Day 1 Pack Pages 21 - 35	Sensitive data held within the paper. Not for sharing wider	EMT	OFFICIAL	7 Years Standard	Chris Kerr	RoSBrd2026/01/04
6	KRR by Exception & Annual Risk Management Policy Review	Publish main paper, withhold sensitive annexes	Day 1 Pack Pages 36 - 43	Free and frank exchange of views - annex A to be withheld.	EMT	OFFICIAL	7 Years Standard	Chris Kerr	RoSBrd2026/01/05
7	Audit and Risk Committee Update	Take in private	To follow	Audit and Risk Committee business is not considered appropriate for general publication other than the minutes of the meetings, once approved. The covering paper for the Board may contain confidential information, however ARC minute annexes will be published.	ARC, EMT	OFFICIAL-SENSITIVE	7 Years Standard	ARC Chair	RoSBrd2026/01/06
8	Break								
9	Corporate Delivery Plan Year 5 Final Review and Sign-off: - Y5 Path to delivery & Outcomes - Y5 Budget and Headcount Position - Key Risk Management - Customer Needs - Draft Delivery Plan	Take in private	Day 1 Pack Pages 44 - 82	The formal year 5 delivery plan will subsequently be published externally based on this discussion.	EMT	OFFICIAL	7 Years Standard	Chris Kerr	RoSBrd2026/01/07
10	Lunch								
11	Section 107/Name Search Update	Take in private	Day 1 Pack Pages 83 - 84	Ongoing policy formation	EMT, PPG	OFFICIAL-SENSITIVE	7 Years Standard	Chris Kerr	RoSBrd2026/01/08
12	DDaT Strategy	Take in private	Day 1 Pack Pages 85 - 112	Still a draft and will be published in full when it is finalised.	N/A	OFFICIAL-SENSITIVE	7 Years Standard	Martin Burns	RoSBrd2026/01/09

13	Cyber Strategy/Operational Resilience Update	Take in private	Day 1 Pack Pages 113 - 116	This paper is exempt under Section 31 (Law Enforcement) and Section 36 (Prejudice to Effective Conduct of Public Affairs). It details cyber maturity and gaps that a malicious actor could use to target our process weaknesses and infrastructure. Disclosure would provide context of our vulnerabilities and areas requiring improvements, which could in turn lead to a compromise of our data. The paper and "Appendix A – Board Assurance Dashboard" detail specific controls and should be withheld as their release would directly expose the organisation to potential cyber-attacks and compromise of our operational security.	EMT, ISAG	OFFICIAL-SENSITIVE	7 Years Standard	Martin Burns	RoSBrd2026/01/10
14	Break								
15	Board Development Activity		Verbal						
16	Day 1 Close		Verbal						
17	Welcome (Day 2)		Verbal						
18	NXD Private 1:1 with PCS		Verbal						
19	Break								
20	RoS Ventures 26/27 Annual Delivery Plan and end year trading update	Take in private	Day 2 Pack Pages 03-13	Section 33: Commercial interests and the economy Section 33 of FOISA contains four distinct exemptions. Information may be withheld if: •it is a trade secret (section 33(1)(a)); disclosure would (or would be likely to) prejudice substantially the commercial interests of any person or organisation (section 33(1)(b))	EMT, SDA	OFFICIAL-SENSITIVE	7 Years Standard	David Blair	RoSBrd2026/01/11
21	Corporate Plan 2027-32: •Draft Outcome Endorsement •Customer/ Stakeholder Feedback (for noting) •Update on progress of 2032 TOM (for noting)	Take in private	Day 2 Pack Pages 14-37	Development of strategy. The draft SOs and outcomes for the next corporate plan for RoS included in this paper will be published as part of specific communications to stakeholders following on from Board endorsement of the draft. To avoid confusion, it is important that the first version of the draft SOs etc put into the public domain includes any feedback from the Board on this draft, rather than also sharing a working draft via the publication of this Board paper	N/A	OFFICIAL-SENSITIVE	7 Years Standard	Jennifer Henderson	RoSBrd2026/01/12
22	Lunch								
23	Open Board Discussion Papers for Endorsement		Verbal						
24	Financial Delegations Papers for Noting	Publish the Main Paper and Withhold Sensitive Annexes	Papers for Noting Pages 02 - 04	Internal financial processes detailed that could be used for targeted phishing	ARC, EMT	OFFICIAL-SENSITIVE	7 Years Standard	Chris Kerr	RoSBrd2026/01/13
25.1	Governance Risk Discussion Tracker	Publish as Drafted	Papers for Noting Pages 05 - 07	N/A	N/A	OFFICIAL	7 Years Standard	Jennifer Henderson	RoSBrd2026/01/14

25.2	Transparency Publication Review	Publish as Drafted	Papers for Noting Pages 08 - 11	N/A	N/A	OFFICIAL	7 Years Standard	Jennifer Henderson	RoSBrd2026/01/15
25.3	NXD and EMT Diversity Reporting	Publish as Drafted	Papers for Noting Pages 12 - 13	N/A	N/A	OFFICIAL	7 Years Standard	Jennifer Henderson	RoSBrd2026/01/16
25.4	Statutory Fee progress/update	Take in private	Papers for Noting Page 14	Policy formation	BPB	OFFICIAL-SENSITIVE	7 Years Standard	Chris Kerr	RoSBrd2026/01/17
25.5	Delivering Customer Excellence	Publish as Drafted	Papers for Noting Pages 15 - 17	N/A	EMT	OFFICIAL	7 Years Standard	David Blair	RoSBrd2026/01/18
25.6	CSPS Action Planning/Results	Publish as Drafted	Papers for Noting Pages 18 - 21	N/A	SPA	OFFICIAL	7 Years Standard	Tracy McIntyre	RoSBrd2026/01/19
25.7	Quarterly SWP Review	Take in private	Papers for Noting Pages 22 - 30	Section 33: Commercial interests and the economy	SPA	OFFICIAL-SENSITIVE	7 Years Standard	Tracy McIntyre	RoSBrd2026/01/20
25.8	Contingent Worker Summary	Publish as Drafted	Papers for Noting Pages 31 - 33	N/A	N/A	OFFICIAL	7 Years Standard	Tracy McIntyre	RoSBrd2026/01/21
26	Items to be delegated to ARC		Verbal						
27	Board Observer Feedback		Verbal						
28	Break								
29	NXD Private 1:1 with Keeper		Verbal						
30	Day 2 Close								