

Registers of Scotland

RoS Board

14 September 2021

Board Effectiveness Pulse Survey Results

Purpose

1. To share the results of the Board effectiveness pulse survey, carried out in July 2021.

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

3. The full survey results can be found in Annex A. In summary, I believe the actions we have taken to respond to the 2020 Board Effectiveness Review are working and therefore we should continue them. I propose the following actions are taken in response to this pulse survey:-

Start

- Carry out a Non-Executive Director skills audit at the earliest opportunity (the results of which should assist EMT to contact the relevant NXDs for support where required).

Continue

- Continue to keep Board papers short and concise.
- Continue to provide back briefs to note following Board workshops to keep the Board informed on how their feedback has been considered and what actions will be taken going forward.
- Continue to have NXD panel members on future recruitment exercises.
- Continue to provide monthly written updates and 1:1 calls with Directors - Keeper to seek feedback on the content of the written updates and effectiveness of the calls at end year 1:1's.
- Continue to report by exception.
- Continue to offer pre briefs with the Chief Finance Officer ahead of Board meetings for in depth questions on finances.
- Continue inviting C Band colleagues to Board meetings to lead on conversations – EMT to ensure any presentations are clear, concise and leave adequate room for questioning.
- Continue to seek Board input on agendas – consider requesting this as part of EMT/NXD monthly 1:1s. Also consider being clear what was committed to come to the meeting, what has slipped and why when presenting the draft agenda.

Consider

- Consider tailoring future NXD inductions to ensure an in depth look at particular areas of interest can be arranged in addition to the general overviews.
- Consider measuring the impact of NXD activity in projects more formally.
- Consider complementing the individual 1:1 annual Board member/Keeper board effectiveness discussions with a joint session with all NXDs and the Keeper to reflect on the overall contribution the NXDs are making to the Board.
- Consider having an in-person meeting when restrictions allow to assist with building relationships.
- Consider reviewing the roles of the Audit and Risk committee NXDs as part of the review of Board governance - they could miss out on some of the wider context because they aren't at Board, which could impact their view of risks.

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
04 August 2021**