

## Registers of Scotland

### RoS Board

18 August 2020

#### Board Effectiveness Review Results

##### Purpose

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

##### Recommendation

2. The Board are invited to note the results and discuss the areas where improvements could be made to deliver greater Board effectiveness.

##### Look Back

3. A summary of the areas identified for improvement following the 2019 survey, and the action taken to date, can be found in the table below:-

<b>2019 Area Identified for Improvement</b>	<b>Action Taken</b>
Further value could be added from providing early strategic challenge and input to inform activities, rather than providing retrospective input.	Several deep dives and input into strategies have taken place following the 2019 feedback, including:- <ul style="list-style-type: none"><li>• People Workshop</li><li>• Developing a Digital Strategy Discussion</li><li>• Corporate Planning Workshops</li><li>• Customer Satisfaction Deep Dive</li><li>• RoS Reclassification Deep Dive</li><li>• Invest in Our People Deep Dive</li><li>• Financial Strategy Discussions</li><li>• COVID-19 response</li></ul>
Longer term future strategy should be reviewed by the board annually.	We have changed our approach to the Corporate Plan and now operate a 5 year rolling corporate plan with regular 6 month reviews, allowing regular review of RoS's future strategy.
Consider utilising NED expertise out with the board – further thought to be given to governance around this.	NEDs have been invited to participate in a number of activities outwith the Board throughout the year, including:- <ul style="list-style-type: none"><li>• RoS Conferences</li><li>• Transparency Project Board</li><li>• Meet the Keeper MSP Event</li><li>• Digital Deep Dive</li><li>• Geovation Activity</li></ul>

	<ul style="list-style-type: none"> <li>• Big Picture Sessions</li> </ul>
Ensure NEDs are updated real time on key issues that arise between meetings.	Throughout the year the Keeper has provided written updates to NEDs on the months that there was no Board meetings. Additionally the Keeper will send emails to update NEDs on real time key issues, such as RoS's response to the COVID-19 crisis. NEDs have also been invited to become VDI enabled to allow access to RoS systems (such as our intranet) for real time updates.
Proposal on the frequency and length of future board meetings to be brought to the August board	Following discussion at the last board, the BAU meetings were moved back to quarterly, with a number of meetings of the board for other workshops and planning sessions.

4. The full 2020 survey results can be found below in Annex A. From a review of the results and comments, the following elements appear to be areas that would benefit from further discussion:-

- How to best utilise NED support to monitor RoS performance.
- How to use the Board better to provide strategic advice.
- How can the Board better utilise the full range of expertise from its membership
- What is the appropriate frequency and length of board meetings in our new remote environment
- What is the succession plan for Board members
- What is the role of Board members vs EMT members and how can we improve these working relationships.

## Conclusion

5. 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**  
**27 July 2020**