

Meeting	OLC Board Meeting	Agenda Item No. Paper No.	14 98.11
Date of meeting	26 September 2019	Time required	5 minutes

Title	Board Effectiveness Review 2018/19: Update on Actions
Sponsor	Board Secretary
Status	OFFICIAL
To be communicated to:	Members and those in attendance

Executive summary
The attached paper provides members with an update on the actions arising from the 2018/19 Board Effectiveness review.
Recommendation/action required
Board is asked to discuss actions 1 and 3 with a view to providing suggestions to the Chair and Board Secretary to assist with the development of an annual Board development plan and a programme of more informal Board work in order to build a more collegial feel and to note the update provided on other actions.

2018/19 Board Effectiveness: Action Plan

Action	Responsibility	Timescale	Update
Refreshing Board skills			
Develop annual Board development plan including collective Board development activities	Chair	July 2019	Board to Board meetings with the LSB and BSB have resulted in closer stakeholder engagement. 6 To be further discussed with NEDs on 26 September with a view to progressing this action.
Provide the two new NEDs joining in April 2019 with a quarterly check in conversation during their first year	Chair/Board Secretary	2019-20	Quarterly telephone calls have been arranged for Shrinivas Honap and Rod Bulmer. Action completed
Develop a programme of more informal work for the Board to build a more collegial feel	Chair/Board Secretary	July 2019	To be discussed with NEDs on 26 September with a view to progressing this action.
Improving strategic focus			
Allocate more time to strategy in Board forward programme, in particular to ensure the programme includes regular, clear time for	CO/Board Secretary	June 2019	A discussion on the 2020/23 strategy will be taking place on 26 September.

dealing with significant strategic issues, including more frequent strategy workshop sessions/away days in the Board programme			The changing nature of Board papers will ensure a more strategic focus.
Private Board NED sessions to include consideration of duplication and assessment of quality of strategic narrative with a view to providing constructive feedback to the new executive team	Chair/Board Secretary	Ongoing '19-20	Regular discussions now take place at private NEDs sessions and feedback provided to the Executive.
Stakeholder engagement			
Achieve greater clarity about OLC stakeholders and targeted approaches to managing stakeholders by providing a bi-annual update on progress against the new stakeholder analysis/engagement strategy	Director of Corporate Services	September 2019	Bi-annual update added to the Board forward plan. September 2019 discussions will form part of the strategy discussion at the Board meeting on 26 September. Action completed.
Use Board slots to invite stakeholders for strategic conversations, and develop a programme of such conversations that include the regulated communities	Chair/CO/Board Secretary	May 2019	The External Affairs Team Leader is working on a programme stakeholder attendance at future Board meetings.
Ensure NEDs are aware of opportunities to join the Chair at stakeholder meetings	Board Secretary	Ongoing	Board members attended a Board to Board meeting with the LSB on 22 July 2019.

			<p>Work is underway to arrange more frequent Board to Board meetings with the LSB.</p> <p>A Board to Board meeting with the BSB has been arranged for 7 July 2020.</p>
Performance management			
Enhance reporting of forecast performance to the Board, and invest in improving the presentation of performance data to enhance strategic performance conversations at Board	DCS/CO	Q2 report	<p>Reporting has been enhanced.</p> <p>Action completed.</p>
Operation of the Board			
Develop a SharePoint site or Board portal for the management and distribution of papers and cease sending papers to NEDs who are happy to work with soft copies	Board Secretary/Head of IT	September 2019	<p>SharePoint site set up. With effect from July 2019, all Board and Committee papers are now uploaded to this site for Board Members to access.</p> <p>Action completed.</p>
Structural assurance			
RemCo should consider the operation of the new structure in Q2/Q3 and report back to Board, with ARAC input about its assurance on the management of strategic risks and internal control more generally	Board Secretary/RemCo and ARAC Chairs	December 2019	<p>The operation of the new organisational structure has been added to the RemCo forward plan for the Q3 meeting on 6 November 2019.</p>

			Assurance of the management of strategic risks and internal control following the introduction of the new organisational structure added to the ARAC forward plan for the Q4 meeting in February 2020, the next ARAC meeting after the Q3 RemCo meeting.
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