

<b>Meeting</b>	OLC Board Meeting	<b>Agenda Item No. Paper No.</b>	12 100.10
<b>Date of meeting</b>	28 November 2019	<b>Time required</b>	5 minutes

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

<b>Executive summary</b>
The attached paper provides members with a final update on the actions arising from the 2018/19 Board Effectiveness review.
<b>Recommendation/action required</b>
The Board is asked to <b>note</b> the update.

## 2018/19 Board Effectiveness: Action Plan.

Final Update – November 2019

Action	Responsibility	Timescale	Update
<b>Refreshing Board skills</b>			
Develop annual Board development plan including collective Board development activities	Chair	July 2019	<p>Board to Board meetings with the LSB and BSB have resulted in closer stakeholder engagement and Board development.</p> <p>At the September 2019 Board meeting Board Members were asked to propose activities for possible inclusion in the Board's development plan. The following activities were discussed for future implementation.</p> <ul style="list-style-type: none"> <li>• Spending time engaging with case work to gain a better in-sight on case work.</li> <li>• Pre-Board meeting development sessions from time to time to gain in-sight on specific areas of the business.</li> <li>• Linking Board Members to specific areas of the business.</li> </ul> <p><b>Action completed.</b></p>
Provide the two new NEDs joining in April 2019 with a	Chair/Board Secretary	2019-20	Quarterly telephone calls have been arranged for Shrinivas Honap and Rod Bulmer.

quarterly check in conversation during their first year			<b>Action completed.</b>
Develop a programme of more informal work for the Board to build a more collegial feel	Chair/Board Secretary	July 2019	At the September 2019 Board meeting, Members were asked to propose activities for possible inclusion in a programme of more informal work. After discussion it was agreed that members would seek to meet up for informal engagement.  <b>Action completed.</b>
<b>Improving strategic focus</b>			
Allocate more time to strategy in Board forward programme, in particular to ensure the programme includes regular, clear time for dealing with significant strategic issues, including more frequent strategy workshop sessions/away days in the Board programme	CO/Board Secretary	June 2019	A discussion on the 2020/23 strategy will be taking place on 26 September.  Further discussions took place at the October and November Board meetings.  The changing nature of Board papers will ensure a more strategic focus.  <b>Action completed.</b>
Private Board NED sessions to include consideration of duplication and assessment of quality of strategic narrative with a view to providing constructive	Chair/Board Secretary	Ongoing '19-20	Regular discussions now take place at private NEDs sessions and feedback provided to the Executive.  <b>Action completed.</b>

feedback to the new executive team			
<b>Stakeholder engagement</b>			
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.  <b>Action completed.</b>
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 for stakeholder attendance at future Board meetings.  <b>Action completed.</b>
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.  Work is underway to arrange more frequent Board to Board meetings with the LSB.  A Board to Board meeting with the BSB has been arranged for 7 July 2020.

			<p>A calendar of external engagements is to be circulated to NEDs on a monthly basis and NEDs wishing to attend any of the events should notify the Board Secretary.</p> <p><b>Action completed.</b></p>
<b>Performance management</b>			
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 and continues to be developed in line with feedback from the Board and external stakeholders.</p> <p><b>Action completed.</b></p>
<b>Operation of the Board</b>			
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 has been 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><b>Action completed.</b></p>
<b>Structural assurance</b>			
RemCo should consider the operation of the new structure in Q2/Q3 and report back to	Board Secretary/Rem	December 2019	<p>The operation of the new organisational structure has been added to the RemCo forward plan for the Q3</p>

<p>Board, with ARAC input about its assurance on the management of strategic risks and internal control more generally</p>	<p>Co and ARAC Chairs</p>		<p>meeting on 6 November 2019. This meeting will now be taking place on December 18<sup>th</sup>.</p> <p>Assurance of the management of strategic risks and internal control following the introduction of the new organisational structure is added to the ARAC forward plan for the Q4 meeting in February 2020, the next ARAC meeting after the Q3 RemCo meeting.</p> <p><b>Action completed.</b></p>
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