Registers of Scotland

RoS Board

08 June 2021

2024 Principles

Purpose

1.   To provide the Board with an overview on the approach which will be used to identify the products and services that RoS will offer beyond 2024; and to invite Board feedback on the approach.

2.   To outline the proposed high-level principles that will be used as an initial filter on any ideas or requests for potential products and services; and to seek Board feedback on the principles.

Approach

3.   The current 2021-2026 RoS corporate plan identifies our anticipated end state for 2024 (a fully digital end to end registration system, which uses automation for a significant number of cases, and which is underpinned by structured data and a functionally complete land register). Beyond 2024 [1]it is assumed that RoS will continue to deliver the current statutory registers for which we are responsible, however beyond our statutory function consideration needs to be given to:

- Which of our current non-statutory products and services we would wish to continue to provide (both from now until 2024 and beyond 2024)?
- What are the potential new non-statutory products and services that we could decide to provide beyond 2024?
- What are the potential new statutory products and services that we could be asked to provide between now and 2024 and beyond 2024?
- How can we down-select these opportunities?

4.   The approach proposed to address these questions consists of three elements.

1. **Ideas generation.** A range of relevant methods will be employed, such as Pestle analysis, both internally and with customers and stakeholders, to generate the maximum number of potential ideas for **what** we could offer or be asked to provide in terms of new or ongoing non-statutory products and services. As part of this element a specific session will be run with the Board in September 2021 to gain their ideas for potential future products and services.
2. **Filter creation.** The ideas generated will be put through a series of filters intended to:

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[1] Although this paper is primarily focussed on the approach to defining what products and services RoS will offer beyond 2024 (as in broad terms there is no operational capacity to establish significant new products and services before 2024); the method described will be appropriate in the interim to enable consideration of any new requests for statutory RoS activity that may arise from the Scottish Government before 2024.

      a. **defining** which ideas **meet our core principles** and therefore we **should** consider pursuing,

      b. **refining** to determine which ideas are **feasible** and therefore we **could** pursue,

      c. **evaluating** to quantify which ideas are **realistic** and therefore we **can** pursue,

      d. **deciding** which ideas we should **prioritise** and therefore we **will** pursue.

      Work is required to define the detail of the specific method that will be used to filter ideas at each stage. The Board are being invited later in this paper to contribute their views on the core principles we should adopt for the first filter.

   3. **Create the conditions for delivery.** Once we have selected which non-statutory products and services we will aim to deliver beyond 2024 (and which, if any, additional statutory services we believe we will need to deliver) work will need to be undertaken, as part of subsequent corporate planning round, to ensure that we are ready to start delivery when appropriate.

5.   The diagram shown at Annex A summarises this approach.

6.   Board colleagues are invited to review and comment on the proposed approach.

Principles

7.   The first filter within the hopper is intended to provide a high-level evaluation of any new ideas for products or services, as well as any potential service requests against some core principles. The approach will also be used to review existing products and services and determine if they should continue. It is proposed that the following principles are adopted:

   1. Is there a clear need for the product and service?
   2. Does the product or service deliver value for Scotland?
   3. Is the proposed product or service appropriate to be delivered by a government organisation?
   4. (If the product/service involves the use of the data we hold), is this an ethic use of the data?
   5. Does this product or service align with existing RoS skills and capabilities?
   6. Is there a sufficient return on investment?
   7. Are we confident that we can deliver this new product/service without a risk to our existing core activities?

8.   To show how these principles could apply in practice the table below shows four worked examples of how potential new products and services would score against the principles.

Product/ service	Brief description	Existing service	Need	Value for Scotland	Appropriate	Ethical	Alignment	RoI	No risk to core activities	Outcome of applying principles filter
Plans assistance service	Non-stat service to support solicitors in drawing plans for first registrations	Y	Y	Y	Y	Y	Y	N	N	Stop
Register of Movable Transactions	Potential new statutory service	N	Y	Y	Y	Y	Y	Y	Y	Consider further
Overseas consultancy	Opportunity to be part of an FCO response to support countries establishing a land register	N	Y	Partial	Y	Y	Y	Y	?	Consider further
Provision of novel data set	Opportunity to provide regular data set to direct marketing organisation	N	Y	N	N	N	Y	Y	Y	Do not consider further

9.   Board colleagues are invited to consider the proposed principles and comment on:

1. Whether these are an appropriate set of key principles?
2. Whether any key principles are missing?
3. Whether all/any principles should form an absolute test (if an idea does not meet this principle it cannot be taken forward for further evaluation).
4. What threshold should be applied (e.g. 4/6 principles need to be met for an idea to be taken forward for further evaluation).

Next steps

10.   If the principles as defined above are agreed, then further work will be undertaken where required to refine what exactly we mean by each of the principles.

11.   For example what is our ethical stance around the reuse of public data such that we can make a quick judgement as to whether a potential opportunity is ethical.

12.   Further development of this whole package of post-2024 shaping work will be brought back to the next Board to enable ongoing Board review of progress and input into the process where appropriate.

Keeper of the Registers of Scotland
01 June 2021

Build the filters

Who will be involved:
Board/EMT/C Band/all colleagues/PCS/
customers/SG/other public bodies/ stakeholders

Identify options

PESTLE SWOT NPF Futurecasting
Continue, start, stop
Equivalents/competitors
Statutory reqts
Interfaces Skills
Customer needs
Horizon scan
Technology
etc

Filter options

SHOULD

COULD

CAN

WILL

Define WHY?

Refine WHAT?

Evaluate HOW?

Decide WHICH?

'2024' end state

'2024' roadmap

Update '2024' roadmap

Identify any additional activities that need to be undertaken before 2024 to be ready to take these options forward

'Next' end state