



**MINUTE OF THE REGISTERS OF SCOTLAND
BOARD MEETING
14 May 2013**

Chair	Sheenagh Adams, Keeper
Board Members Present	Kenny Crawford Stephen Dingle John Fanning Ben Gray Catriona Hardman Billy Harkness John King Fiona Ross
In Attendance	Isla MacLeod (Head of Communications) Sharon Wilson (Head of HR) for item 5 Hugh Welsh (Head of Data) for item 6 Barry Connolly (Corporate Communications Manager) for item 7 Susan MacInnes (Head of Business Planning) for item 12
Secretariat	Julie Mitchell

“This is an edited version of the original Secretary’s minute of this meeting. In terms of the Freedom of Information (Scotland) Act 2002, we consider some information originally minuted to be exempt in terms of one or more of the following sections of the Act: s29 (Formulation of Scottish Administration policy etc.); s30 (Prejudice to the effective conduct of public affairs); s33 (Commercial interests and the economy). In all cases where we have redacted information we have taken into consideration the public interest test and decided that the balance lies in favour of non-disclosure at this time.”

Introduction, apologies and declaration of interests

1. Sheenagh Adams welcomed everyone to the meeting. Apologies were received from Jas Patyal.
2. There were no current declarations of interest.

Minute of meeting of 14 April 2014 (RoSBrd2014/05/01)

3. The minute of 14 April 2014 was subject to amendment at paragraph 38. The Board agreed the Minute, subject to this change. The Secretary would recirculated the Minute by email.

Action Log (RoSBrd2014/05/02)

4. Action 1155 Accurate transaction costs

John Fanning noted that he had taken responsibility for this action now that he had line management responsibility for the business analysts but that he was unclear exactly what the Board had been looking for.

5. The Board clarified that they had requested transaction costs for all products. John agreed that he would develop a cost methodology paper for the August Board with a view to setting a baseline for measurement for post-December 2014.

6. Action 1243 Completion of the land Register – Date of Consultation

John King advised the Board that he had been informed that a Land Reform Review Group, set up by Scottish Ministers, was due to report to the Scottish Cabinet on 20 May 2014. RoS had not been consulted by the group but John noted that there was a possibility that the group would make a recommendation or comment on a date for completion of the Land Register. RoS had been asked to provide some information on the 2012 Act but not for its view or comments.

IT Update/LR 2012 Act Implementation Update

7. John King advised the Board that the Designated Day would be 8 December and that the relevant Order would be signed by the Minister that day. Following this, RoS would complete seven Statutory Instruments for commencement of the Act.

8. John advised the Board that the project was currently on track and the Project Board and EMT had recently had sight of some project deliverables and this was providing reassurance. He noted that management of risks was ongoing and quality assurance would be provided by ongoing review from RoS Internal Auditors. He reassured the Board that Stephanie Kerr (Audit Committee member) had reviewed the implementation plan and was content. She would continue to provide assurance through a regular catch up with him and other project board members as necessary. The coming months would see a number of stakeholder and user events taking place at appropriate levels of technicality.

9. John advised the Board that the Transition project was also on track with no RED issues.

10. Kenny Crawford reported that a separate project had been initiated to manage the design and delivery of a new suite of digital reports. RoS had engaged with a specialist supplier to develop a proof of concept to deliver these new services through the current delivery portal. The target date for delivery of the ePortal element was October 2014.

11. Stephen Dingle commented that the Audit Committee was content with progress, particularly considering the starting point. He noted that they

remained concerned about contingency in terms of time but were encouraged that lessons had been learned and progress was being made. Stephen noted that he was receiving a monthly milestone report on the Audit Committee's behalf and would share this with his Non Executive colleagues.

Land and Building Transaction Tax

12. John King advised that RoS would not be delivering the IT system for LBTT. He noted that he had raised the possibility of compatibility issues with ARTL now that RoS had no control over development.

Human Resources

RoS Board Development – *RoSBrd2014/05/03*

13. Sheenagh welcomed Sharon Wilson to the meeting.

14. Sharon referred to the paper submitted, which provided the Board with the findings from her one-to-one meetings with each member.

15. The Board thanked Sharon for her work and felt that there was appropriate challenge to the work she had done with them and that the outcomes were significant.

The Board agreed that all "quick wins" should be implemented. These were:

- EMT papers to be circulated to NEDs;
- reports and papers on significant issues shared with NEDs;
- more contact between Executive and Non-Executive members between Boards generally, and/or in relation to specific issues, by telephone, in person, and by 'newsletter';
- particular NEDs involved with particular issues on a more frequent basis;
- NEDs attend EMT occasionally; and
- pre-meets so that NEDs can gain a better sense of 'what's keeping Board members awake at night'.

16. There were wider issues raised by the work that would need further consideration. This included a governance review and C-Band development.

17. The Board agreed that this needed further consideration and they would consider the next steps.

Health and Safety Annual Report

18. Billy Harkness introduced the report, which noted 18 completed accident report forms during 2013-14.

19. The Board noted the report and approved the policy.

20. Billy advised that recruitment was underway for a new Head of Estates and Security. One of the post holder's key deliverables would be to review the Health and Safety processes and procedures to make the process more proactive over the next 12 months.

Commercial Services – Data Strategy *RoSBrd2014/05/05a&b*

21. Sheenagh welcomed Hugh Welsh to the meeting.

22. Kenny Crawford introduced Hugh to the Board and provided some background to the Data Strategy presented, referring the Board to discussions in November 2013.

23. Kenny referred to the first paper, which updated the Board on progress within the data team and provided some context for the Data Strategy. He commented how the Data Strategy, Communication Strategy and Digital Strategy were all inextricably linked.

24. Hugh presented the Data Strategy and gave a presentation on key issues with Data provision, which were primarily with format and compatibility.

25. Ben Gray referred to concerns over data quality and noted that as a Board member he was concerned about the integrity of the registers.

26. John King reassured Ben that most data issues were minor and had no effect on Title or the overall integrity of the registers.

27. Kenny advised that work was ongoing with a third party to understand the value of RoS' Data. This work was welcomed by the Board.

28. Fiona Ross requested a schematic of types of data and a market comparison.

29. Kenny noted that RoS would need to agree where it wanted to compete in the market but accepted that work needed to be done before the Board could debate this.

30. The Board agreed in principle that an offering in the data market could smooth out revenue streams and lessen the impact of housing market fluctuations.

31. The Keeper thanked Kenny and Hugh for the work completed to date and asked that some follow up actions be undertaken:

- a report done to address the integrity of the register in relation to data issues;
- a business case for entering the Data Market; and
- a business case for public value in data.

32. Hugh advised that Data Protection advice was being sought from Legal Services. The Board recommended that any plans for data release should be referred to the Scottish Government Legal Directorate for completeness.

33. Kenny agreed to report to the Board on progress in August.

Security and Information Assurance Strategy – RoSBrd2014/05/07 (item taken out of agenda order)

34. Billy updated the Board on the management of Information Assurance and asked for support for the introduction of an Information Assurance Strategy.

35. The Board noted the report and approved the Information Assurance Strategy. They also agreed that the Security and Information Assurance Team should engage with stakeholders to determine the Information Assurance Maturity Model levels appropriate to RoS in each category and report to the Board proposing next steps.

White Paper Update

36. Kenny Crawford updated the Board on constitutional reform.

Communications Strategy report and update - RoSBrd2014/05/06 (item taken out of agenda order)

37. Sheenagh welcomed Barry Connolly, Corporate Communications Manager, to the meeting.

38. Isla MacLeod and Barry Connolly presented a paper that advised of the new best practice approach on evaluating communications work and provided an update on the implementation of the RoS communication strategy. The paper was supplemented by a presentation that highlighted where the website and marketing campaigns had been most successful.

39. Isla commented that she had an ongoing challenge in two particular areas:

- internal change communication; and
- stakeholder engagement on a continual basis.

40. She felt that adoption of the Government Communication Service best practice approach to evaluation would help her assess the effectiveness of each communication task or campaign and help the team plan for the future.

41. The Board thanked Isla and Barry for their report and acknowledged how difficult it was to measure the effectiveness of some of the communications team's work. The Board welcomed the adoption of the GCS approach.

Key Risk Register and Issue Tracker – RoSBrd2014/05/08

42. Catriona Hardman presented the Key Risk Register and Issue Tracker to the Board for noting.

43. The Board was content with the changes made to the Risk Register, which they had recommended at their annual Risk Review meeting on 26 February.

44. They discussed in detail the Audit Committee's comments on Business Continuity. They agreed that Business Continuity should be embedded in RoS' culture in the same way as risk assessment was.

45. The Board considered whether Risk 7 on culture and transition could be amended so that Business Continuity was given focus here. The Board felt that the lack of Business Continuity focus was an issue and not a risk and should be managed as such.

Finance Update Performance and Financial Management Report

46. John Fanning spoke to the Performance and Financial Management report, which advised the Board of the latest financial position at the end of March 2014 and of the service standards at week 52 of the 2013-14 reporting year. He highlighted that the position was not final and was pending year financial close processes.

47. John noted the key points from the report:

- Service Standards: Registration performance against Service Standards had remained high. Intakes across all products were above profile. Registration Officers continue to work flexibly across a range of products to achieve Service Standards;
- Income: March Registration income was favourable to the Q3 budget. This was mainly due to a further increase in TP volumes and average fees for DWs. Other Income was also favourable, as the target to meet commercial income by 5% had been met;
- Profit: March YTD profit was significantly ahead of budget.
- Overtime continued to address staff shortfalls.

48. The Board noted the PFM and thanked RoS staff for their hard work throughout the year. They specifically noted the performance against service standards and the Transfer of Part performance.

Reserves Policy Update

49. John Fanning presented the updated Reserves policy and asked the Board to consider whether they felt the levels to be appropriate. He noted that with growth of Land Register coverage, the Board may want to raise the amount set aside in the reserve for claims on the Keeper's indemnity.

50. The Board suggested that setting the reserve levels should be formulaic, where possible, in terms of the size of the property market and the growth of the Land Register. The Board asked John to consider, for the next reserves review in November, a formula for setting the reserve level in RoS.

51. The Keeper queried the order of presentation of the Reserves policy, noting that it had been presented to the Audit Committee prior to the RoS Board.

52. Stephen Dingle, as chair of the Audit Committee, noted that it was for information and discussion only. The Audit Committee was aware that they had no decision-making ability.

53. John commented that he found it useful to discuss the paper with the Audit Committee before presenting it to the Board.

54. The Keeper was content for this practice to continue.

Horizon Scanning

55. Susan MacInnes led the Board in a PESTLEE workshop to aid discussions. She would feedback the results at the August Board.

Any Other Business

Papers for noting

56. Fraud Update

The Board noted the fraud update and requested that the number of potential cases that become actual fraud cases be included in future Board reports. The next Fraud update would be considered at the November meeting of the Board.

57. Quarter Four Directorate Plan Report

The board noted the report.

58. RoS Board Terms of Reference

The Board agreed the updated ToR. They would review it again in August 2014.

Details of the next meeting

The next meeting of the RoS Board is scheduled for 27 and 28 August 2014 at the New Lanark Mill Hotel.