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MINUTE OF THE REGISTERS OF SCOTLAND BOARD MEETING 25 FEBRUARY 2015	
Chair	Sheenagh Adams, Keeper
Board Members Present	Kenny Crawford Stephen Dingle Janet Egdell John Fanning Ben Gray Billy Harkness John King Fiona Ross
In Attendance	Stephanie Kerr (audit committee member) Isla MacLeod (head of communications)
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. She particularly welcomed Stephanie Kerr, who was observing the meeting to assist with her MBA. Apologies were received from Jas Patyal.
2. Ben Gray declared an interest in Bright Solid where he was a director.

Minute of meeting of 13 November 2014 (RoSBrd2015/02/01)

3. The minute of the meeting of 13 November 2014 was accepted as an accurate reflection of the meeting.
4. Stephen Dingle highlighted the request to clarify RoS’ understanding and use of “digital strategy” vs. “IT strategy” but noted that Tom Meade would address this in his digital strategy presentation.

5. John King followed up the November update regarding LBTT by updating the board on the appearance of RoS and Revenue Scotland at the public audit committee. He advised that Revenue Scotland were reporting that they were on target to deliver in April.
6. Stephen Dingle reported that the audit committee had removed the issue with non-compliance of the performance appraisal system from their action list as they considered it was an issue for the RoS board. The board noted this and would continue to take steps to address the issues highlighted at the November meeting.

Action Log (*RoSBrd2015/02/02*)

7. **Action 1574 - Case studies of public sector bodies** – Kenny Crawford apologised for not having circulated these but advised that most public sector bodies were re-writing their commercial strategies and were awaiting details of the land reform and other data sharing discussions. He noted that once the commercial landscape was clearer, he would circulate some examples. The action was closed on the action log.
8. **Action 1577 - Home report consultation** – Kenny advised that the results of the consultation had yet to be published. He would keep the board updated on any developments. The board agreed the action could be closed on the log.
9. **Action 1571 – Re-draft of the commercial vision** – Isla advised that she would review this again after the board had agreed the digital strategy. She noted that all vision statements would be reviewed as part of the annual communications review, which would be presented to the board in May.
10. **Action 1434 – Review of the scope of the quality unit** - Billy Harkness had submitted a paper for the board to note. EMT agreed at their January meeting that RoS should have a stand-alone policy unit which would focus on the creation of the keeper's registration policy and act as the interface between RoS and ministerial policy, taking a wider view of policy across government and advising on any impact for RoS. Recruitment was underway for a C2 grade head of policy. Action closed on log.
11. **Action 1560** – Define and quantify the value of RoS – John Fanning advised that work would begin next week to define the value of RoS' function. This would be presented to the May board.
12. **Action 1565** – Framework document –Sheenagh reported that the framework document had been updated. It had been reviewed by Scottish Government and RoS' director general and was in the process of being finalised. She had sent a copy to Stephen for review. The board agreed the action was closed.

13. **Action 1568** – Options for delivery of statutory functions – Kenny reported that legal services were reviewing and defining what RoS' statutory functions were, since the introduction of the 2012 Act. He would provide a further update at the May board.
14. All other open actions referred to the digital strategy, which was on the agenda.

Audit committee update

15. Stephen provided an update from the audit committee meeting on 18 February.
16. The committee had agreed the external audit programme and timetable and were content that this covered all the current key risk areas.
17. The internal audit report on cyber security in RoS had come out well with only four medium risks, primarily due to the pace of change in the area.
18. Stephen requested that the board record a formal action to feedback to the board on actions taken to monitor performance management system compliance.
19. The board noted a formal action and Billy Harkness provided an update on progress. The roll out of the new performance and learning (PAL) portal was underway. The rollout to team leaders will be in the week of 2 March, with a demo to team leaders and introduced by an EMT member. A further update on progress would be given at the May meeting.

Digital

Digital directorate update

20. Sheenagh welcomed Tom Meade, Digital Director, Peadar O'Byrne, Head of IT Service and Paul Singer, Digital Service Manager, to the board.
21. Tom presented his digital strategy and supplemented this with a presentation.
22. He gave a directorate update, which included recruitment and training and outlined their achievements to date.
23. The board noted the options for data centre storage and understood and agreed with the proposed solution noting that for each stage of the programme a business case would be submitted to the appropriate governance body.

Digital Strategy (RoSBrd2015/02/03)

24. Tom presented the draft digital strategy on behalf of EMT, who recommended it to the board.
25. The draft digital strategy creates a direct link to the board's vision for RoS and the corporate objectives. It gives outcomes and principles for the delivery of the strategy. Each principle has a number of practices and actions, making delivery and method of delivery very clear.
26. The board noted the current IT environment and the highly coupled and complex systems and were comforted by the recognised need for collaboration with customers.
27. Tom highlighted the delivery method of early and often and that it would be business-led and supported by a strategic integrator.
28. The board noted that the governance was in place to manage this incremental delivery in the form of a digital programme board, which was an extension of the programme steering group with additional representation from government digital services and customers. Each project would have a business case, benefits realisation plan and a senior responsible owner. The digital programme would be subject to audit and gateway reviews. Paul Singer had been appointed as the business service manager and he would manage and prioritise conflicts.
29. Tom provided a roadmap for delivery over the next 36 months, which clarified the steps to deliver true digital transformation. He outlined the immediate actions that would follow if board approval for the strategy was agreed, namely implementing the governance bodies to support the programme (design authority and prioritisation forum); completing the requirements for the strategic integrator and initiating procurement and requesting a gateway zero review.
30. The board noted the indicative costs for delivery but welcomed the management and discipline business case production and benefits mapping would necessitate at each stage.
31. The board thanked Tom for his presentation and paper noting that this was the first time the board had seen the complexity of the task clearly.
32. They highlighted the vastness of the task ahead and the need to manage capacity.
33. The board identified with the vision presented and declared their unanimous support and thanks for the digital strategy presented.

Business development

Land register completion project (RoSBrd2015/02/04)

34. John King updated the board on the project. He advised that the project was part of the RoS programme and would report progress to EMT through the project steering group. Charles Keegan was SRO. A resource budget had been agreed by EMT and additional funding for temporary staff to work on a keeper-induced registration (KIR) pilot that will run from April to June 2015.
35. The board will be presented with a business and economic case at their May meeting.
36. The board noted the update and queried whether the indemnity question had yet been answered for KIR. John advised that the project would await the results of the pilot before making final policy decisions.

2012 Act update

37. John updated the board on the implementation of the new legislation, commenting that this was now business as usual. He reassured the board that the early issues with advanced notices had been resolved. RoS was receiving around 2,000 e-advanced notices and 600 paper advanced notices per month.
38. Since the designated day, RoS had received 60,000 applications for registration. The benefit for dealings with whole had been the most obvious, with the majority of these being processed in two days.
39. The one shot rule had been most keenly felt for first registrations and there had been more rejections for this product than for any other. Engagement with the legal profession to resolve any issues they may have is ongoing.
40. John reminded the board that the rejection fee “holiday” had ended two weeks previously. There had been some ministerial interest in this and some lobbying to extend the period but as the fees are set by legislation this was not an option. The number of rejections has reduced to 3.5% of applications for dealings with whole.

Land and buildings transaction tax

41. John updated the board and confirmed that the new tax would commence on 1 April 2015. RoS would meet its statutory obligations. Revenue Scotland has advised that their system will be ready for go-live on 1 April.
42. The board noted that the minute of agreement had been agreed in principle and would be signed after Revenue Scotland’s Board had met.

Land reform update

43. John updated the board on the land reform agenda; he noted that the consultation had recently closed and there had been more than 700 responses. There were a number of areas where RoS had an interest and would be heavily involved over the coming months. He would keep the board updated on progress.

Information update

44. Kenny Crawford presented the board with an update on information in RoS. He noted the key drivers for development of the RoS data, which ranged from the land reform agenda and the INSPIRE Directive to RoS' own digital transformation.
45. Kenny also provided some background for the stakeholder event some members of the board would attend that night.

Corporate Plan

46. Sheenagh welcomed Grant Hall back as head of business planning. Grant submitted a draft corporate plan for 2015-2018 for approval.
47. He noted that last year had been a year of major change for RoS and that 2015-16 was likely to be another. He advised that business planning would be undertaking a quarter zero review of the plan given that by April they would have move evidence of processing casework under the 2012 Act.
48. He noted that they had not assumed any saving from digital transformation over the life of this plan and that land register completion costs were net because plans for completion were not yet final.
49. The board was keen to ensure that savings from processing 2012 work were not being used on clearing the 1979 act work.
50. They were assured that this was not the case and that more expensive resource was being released and would be released for project work, such as LR completion.
51. The board approved the corporate plan and were content that there were no areas of concern from an external perspective.
52. Stephen asked whether the tone and style of the plan was right for RoS going forward.
53. The board agreed that this would need to be considered going forward, taking in to consideration the 2012 Act and digital transformation among other things. Isla MacLeod agreed that she would consider all RoS' publications and their purpose and make recommendations on each at the May board.

Key risk register and issue log

54. The board would undertake a full risk review the next day and agree the correct key risks for the 2015-18 corporate plan.

Papers for noting

55. The board noted the following reports:

- leadership update
- quality and compliance unit
- directorate plan update
- performance and financial management report

Reflections on the day

56. As Stephanie Kerr was observing the meeting, Sheenagh asked for her reflections on the day. Stephanie commented that the Digital Strategy generated the least discussion but noted that this was due to the fact that all executive directors were already engaged in the strategy.

Any other business

57. Sheenagh noted that there had been some recent interest in the ownership of Parliament House in Edinburgh. The board should be aware that this might appear in the press.

Details of next meeting

58. Next scheduled meeting on 14 May with the RoS staff conference on the 13 May.

ACTIONS FROM FEBRUARY 2015 MEETING				
Action No	Topic and paper reference	Owner	Action	Date
	Performance and Development compliance	EMT/Billy Harkness	EMT to ensure compliance with new process and update the Board at the May meeting.	May 2015
	Land Register Completion project	John King	The board to be presented with a business and economic case at their May meeting.	May 2015
	Review of RoS publications	Isla MacLeod	To consider all RoS publications and make recommendations on any changes needed for each at the May board (part of the annual communications review)	May 2015