



**MINUTE OF THE REGISTERS OF SCOTLAND
BOARD MEETING
1 December 2015**

Chair	Sheenagh Adams, Keeper
Board members present	Kenny Crawford Stephen Dingle Janet Egdell John Fanning Ben Gray Billy Harkness John King Shrin Honap Deepa Mann-Kler Jas Patyal Fiona Ross Jayne Scott
In attendance	Seth Finegan - item 8 Grant Hall - item 4 Charles Keegan - item 7 Isla MacLeod (head of communications) Jim McConnell - item 9 Tom Meade - item 8 Paul Singer - item 9
Secretariat	Gillian Martin

“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). 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, particularly Shrin Honap, Deepa Mann-Kler and Jayne Scott who were attending their first meeting as RoS board members. No apologies were received. Stephen Dingle declared an interest in item 6, stating that the Coal Authority may in the future be a provider of information to the ScotLIS portal.

Minute of meeting of 26 August 2015 (RoSBrd2015/12/01)

2. The minute of the meeting of 26 August 2015 was accepted as an accurate reflection of the meeting.

Action Log (RoSBrd2015/12/02)

Action 1317 - 360 degree reporting tool

3. The board agreed that they would review board development and the suite of tools that would support the board early in the New Year.

Action 1556 - Skills requirements

4. The board agreed that they would like to see a paper at the February meeting detailing how this is being taken forward within the business and the planned reporting milestones.

Action 1560 - Define the value of RoS

5. The board noted that this work had been completed and that further consideration was to be given to the appropriate use and publication of the document.

Action 1731 - Reserves review

6. The board noted that this was on the agenda for discussion and could be closed.

Action 1732 - Financial delegations review

7. The board noted that this was on the agenda for discussion and could be closed.

Action 2013 - Digital transformation update

8. The board noted that this was on the agenda for discussion and could be closed.

Action 2015 - KIR consultation

9. The board noted that the keeper-induced registration consultation was now live and that a full report outlining the outcomes would be presented to the February board.

Action 2016 - Environmental/health and safety review

10. The board noted that this action was ongoing and that a report would be provided to the February board.

Action 2347 - Estates infrastructure

11. The board noted that this was on the agenda for discussion and could be closed.

Action 2348 - Communications review

12. The board noted that this was on the agenda for discussion and could be closed.

Action 2349 - Land register completion business case

13. The board agreed that an updated business case detailing the outcomes of the keeper-induced registration consultation would be presented to the February board.

Action 2350 - Corporate planning assumptions

14. The board agreed that this was on the agenda for discussion and could be closed.

Audit committee report

3. Jayne Scott provided the board with an update on the recent audit committee meeting. She highlighted that the committee had recently considered two internal audit reports on benefits realisation and the implementation of the new performance appraisal system. Jayne explained that she felt that these were key areas within the business that should be developed at pace to show the true benefits of the change initiatives that RoS are undertaking in the coming years. Janet Egdell informed the board that EMT would be taking forward these recommendations in the coming months and that she would expect a robust framework to be devised in conjunction with best practice and our audit colleagues.

4. Jane advised the board that she would be working with colleagues in the coming months to devise an assurance framework. The board welcomed this and agreed that this should be presented to inform the discussions at the risk and issue review session at the end of February.

5. Jayne informed the board that she would be undertaking the annual review of audit committee effectiveness in early 2016 and provided the board with an overview of how she would like to operate the audit committee and would welcome any reflections from members. The board agreed that they would feedback any comments to Jayne by the end of January 2016.

Performance and financial management report (*RosBrd2015/12/11*)

6. John Fanning presented the board with the performance and financial management report, providing an overview of the format for new non-executive members. John highlighted that current projections show that RoS would miss our ministerial target of 3% efficiency for the year 2015-16. He explained that this was due to a reduction of registration outputs from what was envisaged at the start of the financial year and the level of investment that RoS were making in future initiatives.

7. Janet advised that EMT had discussed potential countermeasure activities to meet the efficiency target but agreed that these would not be feasible as these would be detrimental to the activities within the digital transformation programme. Janet explained that EMT had also considered the reputational impact of not meeting the efficiency target and agreed that they would recommend to the board that the non-delivery of the outcomes from DTP and LRC would pose a greater risk to RoS' business than the missing of the efficiency target.

8. The board agreed that they would like to have a greater understanding of the financial levers and the causes and impacts of business activities, particularly for the new non-executive members of the board. Members agreed that they would like to have a session at the February board that would be led by Janet Egdell and Jayne Scott.

9. The board agreed that they would keep the performance and financial management report as a standing agenda item until further notice.

Corporate plan assumptions (*RoSBrd2015/12/04*)

10. Grant Hall presented a paper outlining the working assumptions that would inform the RoS 2016-19 corporate plan.

11. The board stated that, given the volume of work that was to be undertaken within the corporate plan, explicit prioritisation of the 2016-17 activities would need to be referenced within the plan. Grant advised the board that EMT were holding a workshop on 11 December to agree the activities that were to be included within the first year of the plan and that members would have sight of this early in the new year.

12. The board discussed the impact of some Scottish and UK Government initiatives on the work of RoS. The board also discussed the approach for communicating the corporate plan, given the level of change proposed in the life-cycle of the plan. Grant advised that this was something he was working on with communications colleagues and it would form part of the final presentation of the draft plan.

13. The board approved the paper, noting that the draft plan would be submitted to the February Board for approval.

Financial delegations review (*RosBrd2015/12/05*)

14. The board approved the annual review of RoS' financial delegations subject to some textual amendments and the inclusion of a flowchart.

Reserves strategy review (*RoSBrd2015/12/06*)

15. John Fanning presented the bi-annual review of the reserves strategy. He explained that this paper showed RoS' medium- term financial strategy that has been agreed with Scottish Ministers.

16. Jayne advised that she would like the audit committee to take on a greater role in advising on the longer term financial strategy at RoS and suggested that she and John Fanning come back to the board in the New Year on how we can potentially improve our reporting in this area.

17. The board approved the reserves strategy.

Indemnity/warranty formula (RoSBrd2015/12/07)

18. The board considered a paper presented by John Fanning on revising the approach to how RoS calculate a provision for any potential future indemnity/warranty claims. The board agreed that they were content with the current approach and that this should be reviewed ahead of the 2017 fee review.

ScotLIS

19. Kenny Crawford provided the background to the ScotLIS portal, explaining that Sheenagh had been asked by the Deputy First Minister to lead a taskforce to look into the potential for providing a land information system for Scotland and that Mr Swinney had recently approved a submission inviting RoS to develop and host the portal.

20. Kenny explained ScotLIS would be taken forward as part of RoS' digital transformation programme and that he had been appointed senior responsible owner for the project. He added that the team would initially be working on the creation of a project board, supporting groups and the development of the business case.

21. Kenny stated that it has been agreed that the first iteration of ScotLIS will be aimed at the conveyancing market and will be formally launched in October 2017.

22. The board discussed the commercial scope of ScotLIS and agreed that RoS would need firm positioning in relation to the type of business model that would apply to ScotLIS. Shrin Honap advised that he had extensive experience in pricing and would be happy to provide assistance on the project.

23. The board noted Kenny's update.

Land register completion (RoSBrd2015/12/08)

24. Charles Keegan presented an update on the progress on the land register completion project. Charles stated that RoS were currently hosting a public consultation to the approach for keeper-induced registration and that this would be complete in early January 2016

25. Charles added that he has been working with Kenny and his team on new products and services for land register completion, such as the plans assistance service, which are now up and running.

26. Charles explained that his team have been working well with large estate owners and that he was hoping to recruit a new stakeholder engagement manager for the charitable sector within the coming weeks.

27. Charles gave a presentation showing Scotland's territorial limit, including initial estimations of the categories of land within those parameters. He went on to provide an update on how his team have been progressing registration within each of the sectors and the next steps that are planned for early 2016.

28. Charles explained the next steps for the consultation process, highlighting that the outcomes would be submitted to the Minister in early February and a further update will be provided at the February board meeting.

Civil service people survey

29. Billy Harkness informed the board of RoS' civil service people survey results for 2015. Billy explained that the score had decreased from 58 to 52 this year.

30. Billy provided an overview of the scores for the previous five years, highlighting that although the score went down this year, some areas within the business, such as the registration directorate, saw significant improvements.

31. Janet explained that she would be hosting two open sessions on the back of the publication of the results and that she would feedback common themes to colleagues.

32. The board noted the results and agreed that EMT should take forward the implementation of actions arising from the results and forward action plans.

Digital transformation update (*RosBrd2015/12/03*)

33. Tom Meade presented the board with an update on the progress to date, future deliveries and challenges facing the RoS digital transformation programme.

34. Paul Singer provided the board with an overview of the programme governance, reporting and supporting mechanisms that RoS have put in place to ensure delivery of significant programme milestones. Paul outlined the milestones that have been delivered to date and the progress than this had made to the completion of the RoS digital transformation roadmap. Paul also explained that a further gate zero review was planned for the end of January 2016.

35. Tom presented an overview of the work that has been ongoing within the registrations, IT service, data, customer enhancements and mapping projects, highlighting that since the last board meeting significant outcomes have been delivered within the programme, such as automatic population of the C-section, a more efficient way for dealing with bulk registrations, the initial stages of cloud in a box, save and share of advance notices and the initial stages of matching our spatial and textual data.

36. Tom outlined the key programme milestones for 2016 advising that there were currently around 95 people working on the programme. He advised that the team would be looking to increase their capacity to ensure delivery of the milestones outlined.

37. Seth Finegan provided an overview of the work of Informed Solutions and how they will work with RoS as our digital supplier on the digital transformation programme.

38. The board considered the update and welcomed the progress that was being made within the digital transformation programme. The board also considered RoS' obligation to create a public task statement. Janet Egdell advised that this was something that EMT were reviewing and would come back to the February board for final approval.

Estates infrastructure platform business case (RoSBrd2015/12/09)

39. Billy Harkness and Jim McConnell presented the updated business case for the Glasgow estate infrastructure platform. Jim outlined the background to the business case, highlighting that he had worked alongside Scottish Futures Trust and Scottish Government colleagues on the development of the proposals.

40. Jim set out the approach that the business would take if a decision was taken to move from Hanover House, highlighting that this would incur upfront expenditure of up to £2 million. Jim outlined the consequential steps following any decision taken by the board.

41. Jim provided an overview of all of the options outlined within the business case, explaining that an updated commercial offer had been received from the Hanover House landlord and this had been included within the documentation for consideration.

42. The board considered the business case and agreed that to approve option 2, to lease St Vincent's Plaza, Glasgow for a period of 10 years subject to commercial terms. The board acknowledged that this was a significant decision for RoS as this would act as an enabler for business and cultural change throughout the organisation.

43. Janet agreed that she would inform the Deputy First Minister of the board's decision and would provide members with an update on progress made with commercial arrangements at the February meeting.

Communications review update

44. Fiona Ross tabled a paper that outlined the outcome of the communications review and the recommendations that she would like to make to the board on a future communications function at RoS.

45. The board agreed that the recommendations be taken forward by a sub-group of the board and that a report be provided outlining progress to the February board.

Key risk register and issues tracker (RoSBrd2015/12/10)

46. Janet presented the key risk register and issues tracker, highlighting that there had not been a significant amount of change in the assessment of the risks and issues since the last meeting.

47. The board agreed that they would like to see a risk included on the reputational damage that could arise from missing the efficiencies target for the second year in a row.

48. John King provided an update on the progress on the land reform bill, highlighting that RoS were still in discussions with Scottish Government colleagues in relation to a request authority. John explained that he would provide an update following the outcome of discussions with the land reform bill team.

Any other business

49. Sheenagh expressed her thanks on behalf of the Board to Stephen Dingle, Ben Gray and Jas Patyal for their contribution during their time as board members and wished them well in the future.

Date of next meeting

50. The date of the next meeting is 22-24 February 2016, venue to be confirmed.