



**MINUTE OF THE REGISTERS OF SCOTLAND
BOARD MEETING
9/10 February 2017**

Chair	Sheenagh Adams, Keeper
Board members present	Kenny Crawford Janet Egdell Billy Harkness Shrin Honap John King Deepa Mann-Kler (items 1 - 10 inclusive) Fiona Ross Jayne Scott (items 11 - 21 inclusive)
In attendance	Karen Alexander - item 10 Hilary Brownlee - item 10 Grant Hall - item 4 Cheryl Hunter - item 10 Lauren McNamara - item 9 Jim McConnell - (items 8 and 9 inclusive) Tom Meade - (items 8, 9 and 10) Jeff Miller - (items 8 and 9) Stephen Welham - item 4
Secretariat	Gillian Martin Ray Matheson (items 11 - 21 inclusive) Natalie Samuel (items 1 - 10 inclusive)

Introduction, apologies and declaration of interests

1. Sheenagh Adams welcomed everyone to the meeting. No apologies were received.
2. No declaration of interests were received.

Minute of meeting previous meeting (RoSBrd2017/02/01)

3. The minute of the meeting of 29-30 November 2016 was accepted as an accurate reflection of the meeting.

Action Log (RoSBrd2017/02/02)

Actions - 2690, 2696, 2697, 2700, 2702, 2704, 2705, 2706, 2707, 2709 and 2710

The board agreed that these actions were complete and could now be closed.

Action 2703 - Board workshops

The board noted that the workshops were ongoing with the next one, which would focus on customers, taking place in late April/early May 2017.

Action 2708 - Civil Service People Survey

The board noted that the work on the Civil Service People Survey was ongoing and that EMT would present a paper later in the year.

Corporate Plan 2017-20 (RoSBrd2017/02/03)

4. Grant Hall and Stephen Welham presented the Corporate Plan for 2017-20, including an overview of the assumptions within the plan. The board considered the document and agreed that this corporate plan sees a significant time of change for RoS and will take us to being a fully digital business by 2020.

5. The board approved the vision, values, strategic objectives and keeper's service standards, noting the financial targets of three per cent efficiency saving on our unit costs for our statutory business and achieving at least five per cent profit on our non-statutory products and services, set by Scottish Ministers.

6. The board discussed the level of investment within the land register completion programme and agreed that they would like to increase the levels of investment in this initiative to ensure that significant progress is made towards our ministerial commitment to complete the land register by 2024 during the term of this corporate plan. Members agreed that they would like Charles Keegan to come back to the May 2017 board with an options appraisal around delivering key elements of the programme, including a proposed delivery timetable and milestones.

7. The board considered the level of reserves and agreed that they will next undertake the bi-annual review of the reserves policy at their May 2017 meeting. Members added that they would like to see some further investment in transformational activities and that this should be reflected within the policy review.

8. The board discussed the revision of the current key performance indicators (KPIs) and approved the use of seven new KPIs for internal use in 2017-18, with a view to potentially replacing the keeper's service standards in 2018-19. The board also remitted the final wording of KPI 5 and 7 to EMT. Janet Egdell added that the new KPIs would be developed throughout the year and would be included within the board tracker.

9. The board agreed some further textual amendment to the corporate plan document and noted that these should be included before the final publication of the plan on the RoS website.

10. The board thanked Grant, Stephen and their teams for their contribution to this year's corporate plan.

Workforce Planning

11. The board undertook a workshop on workforce planning, led by Billy Harkness and Janet Egdell. The board agreed that workforce planning was going to be a key area of activity within RoS in the coming 18 months given the proposed level of change within the organisation and it is central to success that RoS maximises the business benefits from the transformation programme.

12. The board agreed that there would be potential for some re-structuring and would like EMT to consider this in their thinking and provide the May board with options around running a voluntary exit scheme in 2017-18. Billy Harkness agreed to take this forward.

13. The board noted the progress made on workforce planning and agreed that they would like to consider this item at least quarterly.

Business Transformation Programme Update (*RosBrd2017/02/04*)

14. John King presented a paper to gain budgetary approval for the remainder of the deliverables within the business transformation programme that will be implemented within 2017-18.

15. John provided an overview of key activities, including:

- Our relationship with our digital supplier has now come to an end and the programme is continuing to deliver at speed
- RoS have undertaken a number of stakeholder events around mandation and initial feedback has been positive
- The launch of the landlord register had taken place in January and was being well received by stakeholders
- Digital discharges were increasing through the private beta and this was progressing well.

16. The board approved the £4.7 million spend for the business transformation programme for the 2017-18 financial year.

17. Tom Meade went on to provide a presentation on the key outcomes for the programme in 2017-18. These include:

- Implementation of digital routing and improved workflow processes
- Increasing digital services for our customers
- Implementing new working practices that see our efficiency and quality improve
- Completely automate the digital discharge process and extend this to standard securities.

18. Tom provided the board with current progress on each of the above items and how we are going to implement them into our new business operating model.

19. The board noted the excellent progress that has been made within the last 12 months within the business transformation programme and looked forward to seeing the implementation of these exciting initiatives.

Customer Update

20. Kenny Crawford provided an update on key activities within stakeholder engagement and customer services. Kenny explained that both stakeholder engagement and communications teams were working well together to provide key delivery channels for RoS. He added that the teams had been building our social media base, using digital channels to promote how-to videos and creating a knowledge base tool that our customers can use to learn about changes to RoS' policies and practices online.

21. Kenny explained that the appointment service had now been launched in both Edinburgh and Glasgow customer service centres and that this was being well received. The board agreed that a customer workshop should be arranged before the next board meeting. Kenny asked if members could feed in any suggested agenda items by close of play Friday 16 February 2017.

22. The board thanked Kenny for his presentation and welcomed progress in this area.

SVP Tour

23. The board undertook a tour of our new office in St. Vincent Plaza (SVP), St Vincent Street, Glasgow.

24. The board wished to express their thanks to all involved in the delivery of the project and look forward to embracing the changes that SVP brings.

Infrastructure Strategy

25. Jim McConnell, Lauren McNamara and Jeff Miller presented an update on RoS' infrastructure strategy. Jim explained the background to the strategy and how this had led to obtaining new, flexible office premises in SVP.

26. Jim outlined the infrastructure that had been installed within SVP and the flexibility and business benefits that SmartWorking principles would give RoS as an organisation. He explained that the move from Hanover House to SVP would take place over the next three weeks and that he was hoping to see early benefits of adopting this model.

27. The board considered the future of RoS, acknowledging our aim to be fully digital by 2020 and the impact of adopting SmartWorking principles within Meadowbank House on our current business operations. The board agreed

that they would like Jim to come back to the May board meeting with initial visual concepts, investment proposals and a timeline for potential work within Meadowbank House.

ScotLIS

28. Karen Alexander, Cheryl Hunter and Hilary Brownlee gave a demonstration of the alpha system for ScotLIS. Cheryl provided a view of the current and proposed functionality within the portal, ahead of its launch in autumn 2017.

29. Hilary provided an overview of user needs and the design and data required to build the initial portal and explained how the team had developed these from the initial taskforce report commissioned by the Deputy First Minister.

30. The board thanked Karen, Cheryl and Hilary for the demonstration and looked forward to seeing the finalised product.

LRC Update (RoSBrd2017/02/05)

31. Charles Keegan presented an update on key activities within the land register completion programme. Charles outlined the progress that has been made within the public, private and keeper-induced registration projects and advised of the next significant milestones within the programme.

32. The board noted the previous discussion around increasing levels of investment within the land register completion programme. Charles advised that he would bring back a paper to the May meeting providing options for the board to consider.

Audit Committee Update

33. Jayne Scott provided an update on the key activities of the audit committee. Jayne explained that the committee had last met earlier in the week and that the minutes would follow in due course.

34. Jayne provided an overview of the highlights of the last committee meeting. She advised that the committee were sighted on the workforce planning work and that they were reassured that this was an area of significant focus for RoS management. Jayne stated that the committee had considered two positive internal audit reports and approved the external audit plan for 2016-17.

35. Jayne stated that the committee had reviewed the hospitality policy and provided management with some feedback on the format and content of the reporting that the committee would like to see in the future.

36. Jayne advised that the Committee were happy to contribute to any discussions on RoS' longer-term financial strategy and would undertake the

bi-annual review of the RoS reserves policy at their April meeting. The board agreed, in line with normal governance arrangements, that they would consider this at their May meeting.

37. The board thanked Jayne for her update.

Performance and Financial Management Report (RoSBrd2017/02/06)

38. The board noted the performance and financial management report.

Key Risk Register and Issues Tracker (RoSBrd2017/02/07)

39. The board noted the current key risk register and issues tracker.

Staffing Update

40. Sheenagh Adams provided an update on progress of the implementation of the new senior management structure that will be in place in April 2017. Sheenagh advised that Charles Keegan had taken up post as Registration and Transformation Director on 1 February 2017 and that she will inform the board of the outcome of the C2 recruitment campaign when the results are known in the coming weeks.

Data Update

41. Kenny Crawford presented an update on key activities within the data project. Kenny explained that the project had recently been re-structured due to the end of RoS contract with our digital supplier.

42. Kenny advised the board of the new data tools that were being developed and a proposed timeline for implementation. Kenny also outlined the key deliverables for the foundation programme and how this will assist RoS in achieving our data ambitions and obligations.

43. The board thanked Kenny for his update and looked forward to seeing progress in this area.

Future Agenda Items for the Board and Events over the Year

44. The board undertook a workshop outlining future agenda items and key events for the board over the coming financial year. Secretariat agreed to take this forward and produce a forward agenda planner and events plan and circulate for information.

Papers for Noting

Tracker 16-17 (RoSBrd2017/02/08)

45. The board noted the 2016-17 tracker and looked forward to seeing the finalised results at their next meeting in May 2017.

Any other business

46. None.

Date of next meeting

47. The date of the next meeting is 18 May 2017 – venue to be confirmed.