



**MINUTE OF THE REGISTERS OF SCOTLAND  
BOARD MEETING  
18 May 2017**

<b>Chair</b>	<b>Sheenagh Adams, Keeper</b>
<b>Board members present</b>	<b>Kenny Crawford Janet Egdell Billy Harkness Shrin Honap John King Deepa Mann-Kler Fiona Ross Jayne Scott</b>
<b>In attendance</b>	<b>Jim McConnell - items 8, 9 and 10 Charles Keegan - items 8, 9 and 10</b>
<b>Secretariat</b>	<b>Gillian Martin</b>

### **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 (RoSBrd2017/05/01)**

3. The minute of the meeting of 9/10 February 2017 were accepted as an accurate reflection of the meeting.

### **Action Log (RoSBrd2017/05/02)**

#### **Actions**

##### **Action 2756**

4. The board noted that this action was ongoing and would come back to the November meeting.

##### **Actions 2755, 2757, 2758, 2759, 2761, 2762, 2763, 2764, 2765, 2766, 2767, 2768**

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

## **Action 2760**

6. The board noted that this action was ongoing and would come back to the August meeting.

## **Business Transformation Programme Update (RoSBrd2017/05/03)**

7. John King presented the board with an update on the progress of the business transformation programme since the last meeting. He highlighted that there have been significant deliverables since the last meeting including:

- Big Picture 2 was moving at pace and was scheduled to be rolled out in June 2017
- A new content management system has been introduced to parts of registration dealing with first registration and will be ramped up to all land register products in the coming months.
- The digital discharge service has been officially launched and a digital uptake team is now in place to promote the benefit of this service to customers.
- The capture once tool was now being implemented within some parts of registration and is scheduled to be rolled out to the whole business in the coming months.

8. John advised that staff are now becoming accustomed to the constant levels of change being delivered by the programme and are embracing the change well.

9. The board considered what would be an appropriate time to initiate closing the business transformation programme as a programme including an overall benefits evaluation. John King advised that the business transformation board consistently consider the realisation of the benefits for the programme and that where looking to pull together a composite report for the programme in October/November. John added that he would be happy to share this with the board.

10. The board agreed that John King would provide the audit committee with an update on the programme at their next meeting. The board agreed that Jayne Scott, as chair of audit committee would work with John King on pulling together a timeline for the formal closure of the business transformation programme to their August meeting.

## **Big Picture 2**

11. Janet Egdell provided the board with an update on progress of Big Picture 2. Janet explained that EMT felt that it was the right time to create a second visionary picture to tie in with a number of key business activities such as implementation of significant deliverables within the programme, the launch of the new competency framework, development of the new RoS code and completing the first 100 days in our new Smart Working Glasgow premises.

12. The board welcomed progress on a further big picture and the non-executive directors agreed that they would be happy to assist in the delivery of some of these sessions.

### **Future Transformation Programme**

13. Charles Keegan provided the board with a presentation on the key themes and aspects that he would be looking to take into a future transformation programme. Charles explained that the key areas that he would be looking at are mandated digital registration, customer service delivery, data improvement activities and maintaining a robust business model.

14. The board discussed Charles presentation and acknowledged that whilst the current business transformation programme had delivered lots of benefits for RoS, that further transformation was needed if RoS was to achieve it's fully digital by 2020 vision.

15. The board agreed that an outline business case for a new transformation programme should come to the August board for consideration. The board also agreed that future transformation would be a standing agenda item until further notice.

### **Infrastructure Strategy (RoSBrd2017/05/04)**

16. Jim McConnell presented the board with a future infrastructure strategy that would see Meadowbank House adopt the same working principles that have been implemented in St Vincent Plaza and assist RoS in achieving its fully digital by 2020 vision.

17. Jim provided the board with potential concepts and visual representations of what Meadowbank House could look like, highlighting that full delivery would take 2 to 3 years. Jim explained that the indicative spend for the project would be around £12-15 million and would comprise three key practical elements of Smart Working, IT and Estates.

18. The board considered Jim's presentation and agreed that they were happy with the direction of travel intimated for Meadowbank House and that they looked forward to seeing progress in this area, following the success of St Vincent's Plaza.

19. Jim added that he would be making recommendations to the RoS programme steering group in how best to support the overall delivery of this initiative as a programme and that he would bring back an overarching business case to the board when firm delivery options had been developed.

### **Land Register Completion Update (RoSBrd2017/05/05)**

20. Charles Keegan presented the board with an update on activities in relation to land register completion. Charles explained that he wanted to

provide the board with an update on progress on Keeper induced registration (KIR) and a revised resourcing approach for the scaling up of activity.

21. Charles provided the board with an overview of the success of the pilots that had been undertaken in research areas and that the volumes expected would bring RoS significant progress over the life of the current corporate plan.

22. Charles went on to outline his approach for delivery of the 125,000 KIR titles expected this year explaining that he was confident that this would be achieved this year and this would then see a large scaling up of KIR activities over the coming years. Charles added that he would like to revise the model for delivering KIR in the coming months and would look to bring this back to the August board meeting.

23. The board considered Charles' overview and agreed that they acknowledge that KIR is a key tool in enabling RoS to complete the land register within the timescales set by Ministers and are content to make significant investment to move this project at pace.

24. The board also discussed some potential operational changes and agreed that these would be remitted to EMT for further consideration. The board also agreed that they would like to see a fully developed options appraisal including different delivery models brought back to the August meeting.

25. The board approved the recommendations within Charles's paper.

### **Reserves Policy Review**

26. The board approved the RoS reserves policy and agreed that they would continue to review the policy on a bi-annual basis.

### **Performance and Financial Management Report**

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

### **Strategic Workforce Planning**

28. Billy Harkness updated the board on key strategic work-force planning activities since the last meeting. Billy explained that the staffing committee had now been re-named the strategic workforce planning group and have revised their terms of reference to have oversight of current and future workforce planning activities on behalf of EMT.

29. Billy presented the board with an overview of the expected resource savings from the transformation programme within the current corporate plan. He explained work was ongoing in relation to the re-allocation of staff released from the transformation programme but that the expected savings well outweighed any potential re-allocation or re-skilling for staff.

30. Billy presented a paper outlining a draft voluntary exit scheme and accompanying timeline for the board's consideration. Members agreed that they felt that this gave RoS an opportunity to re-structure the business and that this would be an ideal time to offer a voluntary exit scheme.

31. The board approved a voluntary exit scheme up to the value of £7.5 million and agreed that they would like to see a progress report at the August meeting.

### **Audit Committee Update**

32. Jayne Scott provided the board with an update on the key activities of the audit committee since the last meeting. She explained that the committee had met in April in St Vincent Plaza and they had agreed that all future audit committee meetings would be held in Glasgow.

33. Jayne stated that the April meeting had focused on bringing the 16/17 year to an end and detailing the appropriate reporting and oversight of the end of year audit process. Jayne advised that all this work was going well and she expected the end year audit and the creation of the 16/17 annual report and accounts to be a smooth process due to RoS mature governance framework.

34. Jayne wanted to bring to the boards attention that the fellow audit committee members were grateful to be invited to the RoS risk review session that took place in April and that they would have a fuller discussion on the new key risk register and issues tracker at their July meeting, as due to timing it had not been available for the April meeting.

35. The board thanked Jayne for her update.

### **Key risk register and issues tracker (RoSBrd2017/02/07)**

36. The board noted the new key risk register, issues tracker and risk appetite statements.

### **On Board Guidance**

37. The board noted the update provided by Gillian Martin on the publication of new On Board Guidance from Scottish Government and any potential impacts for RoS.

### **Complaints Update**

38. Kenny Crawford provided the board with an overview of RoS complaints process. Kenny highlighted that RoS adhere to the Scottish Public Services Ombudsman's Model Scheme and that the process is well understood across the business.

39. Kenny explained that RoS currently receives around 100 complaints within each financial year. The majority of complaints are in relation to a customer being unsatisfied with a decision taken by RoS on their application for registration.

40. Kenny added that steps have been taken across the business to address any complaints in relation to standard of service and this has escalated some of the smaller areas of change within the business transformation programme.

41. The board thanked Kenny for his update and agreed that regular reporting in relation to complaints should be included within the performance and financial management report to ensure strategic oversight of this area.

### **Papers for noting**

#### **Tracker 16/17** *(RoSBrd2016/11/13)*

42. The board noted the 16/17 tracker, wishing to pass on their thanks to all who helped achieve the outcomes that RoS delivered in 16/17.

#### **Tracker 17/18** *(RoSBrd2016/11/13)*

43. The board noted the new 17/18 tracker and looked forward to seeing progress against these outcomes throughout the year.

#### **Environmental Policy** *(RoSBrd2016/11/13)*

44. The board noted the environmental policy.

#### **Health and Safety Policy** *(RoSBrd2016/11/13)*

45. The board noted the health and safety policy.

#### **Board / Audit Committee Reporting Arrangements** *(RoSBrd2016/11/13)*

46. The board noted the paper highlighting the administrative arrangements between the board and audit committee meetings.

#### **Board agenda planner** *(RoSBrd2016/11/13)*

47. The board noted the agenda planner.

### **Any other business**

48. None.

### **Date of next meeting**

49. The date of the next meeting is 29/30 August 2017 – New Lanark Mill Hotel, New Lanark