

Registers of Scotland**RoS Board****11 June 2024****People Workshop – RoS Board back brief****Purpose**

1. The purpose of this paper is to provide a back brief on the People Workshop which was delivered by the People & Change Leadership Team to engage Board members on the substance of some key deliverables under the new People Strategy.

Summary of discussion

2. The People Strategy was outlined at a high level and Board members received the draft strategy document for comment outside of the March Board meeting.

3. RoS Board members were invited to explore three themes from our People Strategy delivery plan, each of which have significance to the organisation beyond 2026: Strategic Workforce Planning, Employee Value Proposition and Succession Planning.

Strategic Workforce Planning

4. Members were presented with a worked example of how strategic workforce planning will clarify problems to solve and attach actions plans to deliver solutions so that the right people with the right skills are in place at the 2027 and 2030 planning horizons. During the Board workshop, the example provided was a set of potential solutions to the current DDAT workforce planning intent: to reduce reliance on contingent workers in base operating roles. The solutions explored and a simple summary of the input at the workshop is summarised in the artefact at appendix 1.

5. Other contributions from Board members during this session were noted. They included:

- Consider other delivery models such as outsourcing.
- Focus the plan – don't attempt to do all of this.
- Consider a preferential EVP for DDAT roles.

6. There was strong encouragement to prioritise and deliver solutions, accepting some unavoidable risk or challenge whatever option is pursued.

Employee Value Proposition

7. Board members were supportive of the key themes from the EVP research on what RoS has to offer employees, and also on the skills, attitudes and behaviours we expect in return. We have incorporated the following feedback from board members into current EVP activity:

- Make sure the EVP works for neurodivergent people.

8. Since the board meeting, we have met with all colleague networks across RoS, including our neurodiverse network and received feedback on the EVP. This has resulted in some changes to language that may have been unknowingly off-putting to certain groups of existing or potential employees. We are also carrying out a final Equality Impact Assessment. The EVP has been well socialised now and we are content that it is attractive to all target audiences.

- For DDAT roles, really emphasise the interesting tech that people are working on and where RoS are leading and advising on innovation and digitalisation, get our own employees to tell our story on this.

9. We have this data now from IT and we have identified individuals we would like to tell this story for our career microsite.

- How can we make our purpose stand out from other public services? Board suggestion to use customer stories in terms of how we have made a difference and added value to Scottish citizens. Isla Macleod is now supporting the EVP project with input on this for our career microsite.
- Increase our visibility at forums (particularly Digital forums) and careers events to sell our EVP.

Succession Planning

10. Members were presented with cards for Executive Level and C-band level from the RoS Competency Framework. Within each of the three high-level competencies; "Setting Direction, Engaging People and Delivering Results"; Board members were asked to prioritise the leadership behaviours that would be more/most important for RoS in 2030. The output summary is shown at appendix 2.

11. Other contributions from the Board on leadership competencies were as follows:

- Ensure focus on costs... leaders must produce a level of return that exceeds the costs incurred
- Offer choices and provide contextualisation of this to inform decision making
- Leaders should empower their teams and win hearts and minds

12. It was acknowledged that there is an opportunity to make it easier for current RoS competencies to be applied in a leadership development and succession planning context.

Chief People Officer
People Directorate
May 2024

	Proactive Recruitment	Pay Framework Review	EVP	License to Sponsor	Emerging Talent Porgammes	Further GOO Programmes	DDAT Career Path/Development	Recruitment Agency
In Progress?	Green	Yellow	Green	Red	Red	Red	Considered an extension of emerging talent with similar profile on this matrix	Green
Popularity with Board	Green	Green	Yellow	Red	Green	Red		Green
Benefits	Light Green	Green	Yellow	Yellow	Light Green	Light Red		Light Green
Risks	Green	Red	Green	Yellow	Yellow	Red		Green
						GOO lite?		

Competency	Thinking Wider	Changing & Improving	Analysis and making effective decisions	Leading and communicating	collaborating and partnering	Building capability for all	Delivering value for money	Delivery a quality service	Demonstrating commitment & drive	
Board selection	L4	Anticipates economic, social, legal, political, environmental and technological developments to keep activity relevant and targeted.	Encourages and recognises a culture of initiative and innovation focused on adding value - gives people space and praise for creativity	Draws together and presents reasonable conclusions from a wide range of incomplete and complex evidence and data - able to act or decide even when details are not clear	Leads by example, communicates in a truthful, straightforward manner with integrity and impartiality, and supports the Registers of Scotland vision, values and	Works as an effective team player, managing team dynamics when working across Registers of Scotland boundaries and other boundaries	Identifies capability requirements needed to deliver future team objectives and supports teams to succeed in delivering to meet those needs	Balances policy aspiration and delivery, outlines risk and benefits of different options to achieve value for money ensuring all submissions contain appropriate financial information	Creates regular opportunities for colleagues and customers to help improve service quality and demonstrates a visible involvement	Gets the best out of people by being positive and encouraging about priorities, objectives and expectations
	L5	Anticipates and predicts the long-term impact of national and international developments, including economic, political, legal, environmental, social and technological, on own business area.	Encourages a culture of imaginative thinking and measured risk taking and genuinely listens to ideas from employees and stakeholders	Articulates options and large-scale reputational risks and impacts, including economic, environmental, political and social, and recommend plans to manage and mitigate	Communicates with conviction and clarity in the face of tough negotiations or challenges and resolves ambiguities	Encourages and establishes principles of working effectively across boundaries to support the business	Identifies capability requirements to deliver Registers 3-5 year strategy and grow sustainable capability across all groups including those identified as having high potential	Develops and applies market and economic understanding and insights, working with commercial experts and internal teams, to support sound commercial decision-making and recommendations	Uses customer insight to determine and drive customer service outcomes and quality throughout own area	Translates strategic priorities into clear outcome-focused objectives for managers and provides the energy and drive in achievement of these objectives
	L4	Creates policies, plans and service provision to meet citizens' diverse needs based on current knowledge of needs, issues and relevant good	Effectively captures, utilises and shares customer (internal and external) feedback from a diverse range of stakeholders to ensure better policy and delivery	Pushes decision making to the right level within their teams, not allowing unnecessary bureaucracy and structure to suppress delivery	Clarifies strategies and plans, communicates purpose and direction with clarity and enthusiasm			Achieves the best return on investment and delivers more for less on specific budgets by managing resources and maximising the use of assets	Exemplifies positive customer service behaviours. Promotes a culture of meeting customer needs	Maintains effective performance in difficult and challenging circumstances, encourages others to do the same
	L5	Develops an in-depth insight into customers, citizens, services, communities and markets affected by their business area and the wider public sector context	Identifies step changes that quickly transform flexibility, responsiveness and quality of service	Interprets a wide range of political and national pressures and influences to develop strategies	Promotes team working with peers; shares knowledge and resources across functions			Manages strategic commercial relationships and delivery arrangements effectively to provide ongoing value for money	Facilitates flexible use of resources across grades through innovative structuring of teams and resources within own area	Acts as a role model for delivery by injecting enthusiasm and energy to achieve results
	L4		Considers the cumulative impact on own business area of implementing change (culture, structure, service	Makes difficult decisions by pragmatically weighing the complexities involved against the need to act						
	L5		Creates effective plans, systems and governance to manage change and responds promptly to critical events	Outlines direction of travel, recommendations and decisions for their area						

Colour coding/ legend for Board selection of competencies	3 people selected this	2 people selected this	1 person selected this