Registers of Scotland

RoS Board

10th September 2024

Prioritisation Model

Purpose

1.   To provide the RoS Board with an overview of the proposed prioritisation model that we expect to rollout across RoS within the coming quarter.

Recommendation

2.   Board are asked to note the proposed Prioritisation Model and the approach for its use and provide feedback.

Background

3.   As we discussed at the June Board as RoS moves into years 4 and 5 of the corporate plan, it is crucial to have a robust prioritisation framework to ensure that resources are allocated effectively and efficiently. There are several different ways and solutions to deliver RoS strategic objectives and as such decisions around investments that provide value require to be prioritised.

4.   This document outlines the need for such a framework and presents a proposed model that can be used to guide prioritisation decisions within RoS.

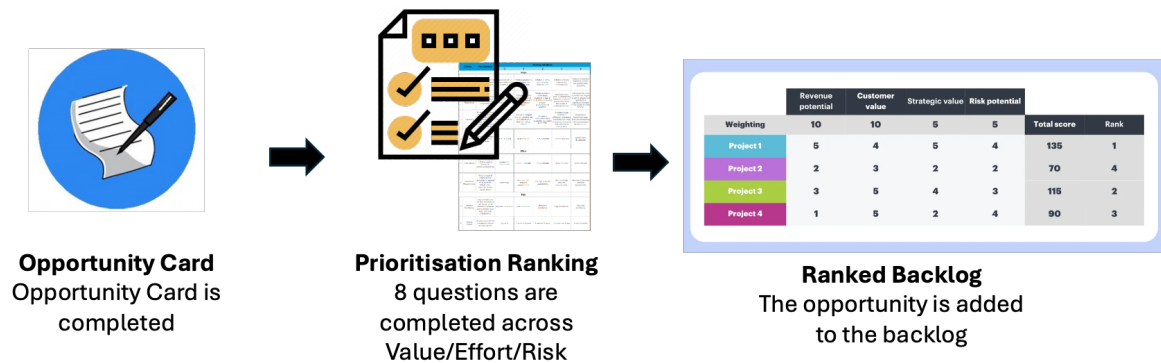**Summary of the Proposed Model**

5.   The intent of the Prioritisation Model is to create a strategic framework that considers several key factors, including:

  - The **Value** of the opportunity (including its strategic alignment, potential impact on business outcomes and its ability to drive efficiency in the business);
  - The **Effort** to deliver the opportunity (including the specific SME resource availability and time to realise the value); and
  - The **Risks** associated with the opportunity

6.   By evaluating these Value/Effort/Risk factors, the model helps to identify and prioritise opportunities that are most likely to drive significant value for RoS. Alongside the full strategic framework that will be used for investment cases, a prioritisation "lite" version has been created. This draws from the strategic framework and allows for initiatives to be assessed relatively quickly and easily without significant time and cost spent on analysis.

Summary of the Proposed Approach

7.   The proposed model is designed to help ensure that strategic investment decisions, product and change initiatives are aligned to the delivery of the Corporate Plan. It involves a systematic process of assessing and prioritising opportunities based on the 3 key factors mentioned above (Value, Effort and Risk).

8.   In summary the model will be used as follows:

1. An **opportunity card is completed** capturing the details of the idea, the problem statement, what it would involve etc [See appendix C for the 'App Create' opportunity card]
2. The initiator runs the opportunity through the 'lite' version of the **Prioritisation Model** by scoring 8 questions on a scale of 1-5 to give an indicative scoring. [See appendix D for the questions used in the model]
3. The **opportunity is added into the overall backlog** and ranked based on this indicative scoring.

Opportunity Card	**Prioritisation Ranking**	**Ranked Backlog**
Opportunity Card is completed	8 questions are completed across Value/Effort/Risk	The opportunity is added to the backlog

Annual Investment Plan

9.   At the start of the year this backlog will be used to inform opportunity candidates that we wish to invest in, from which a full Investment Case will be prepared and submitted to EMT for the year ahead. Whilst the Investment Case will outline the likely candidates from the backlog that will be delivered during the year ahead it will focus predominantly on confirming the key outcomes and deliverables aligned to the RoS strategic objectives. The various sub committees, for example Strategic Change Authority (SCA) or Strategic Development Authority (SDA) will be responsible for delivering these outcomes and are responsible for determining which initiatives are best suited to achieve these strategic outcomes.

10.   Appendix A provides a flowchart outlining how the model will be used throughout the year in line with RoS governance and shows that the prioritisation model will be used continuously, but with monthly feeds into SCA/SDA and a quarterly cadence of review at EMT.

In year investment

11.   During the year it will be necessary to review and prioritise new or changing initiatives as external influences including financial pressures apply. To support the agility of the teams a "lite" version of the more comprehensive Investment case criteria has been developed that will allow in year prioritisation

12.   Appendix B shows the process and decision-making points with the key distinction being:
- If the initiative sits within SCA/SDA and the initiative will help deliver/improve the outcomes **within** the previously approved investment funding then these groups will assess the initiative against the existing workload and prioritise as appropriate to deliver the agreed outcomes; or
- If the initiative requires **new investment**, or a significant change in outcomes, then the initiative will be escalated to the EMT. EMT will review these initiatives and decide on whether to approve, reject or add to the backlog. If approved an investment case will be created and submitted to EMT with full prioritisation completed for approval.[1]

13.   The expectation is that EMT will move towards a quarterly cadence for investment appraisal, whereby they will consider the current and forecast financial position of RoS, the progress of existing delivery work, and a review of the change backlog with a view to considering further investment. The use of the Prioritisation Model will help EMT focus the investments on the key areas; and the model will help the product teams on a day-to-day basis prioritise their work and focus on the right initiatives.

14.   By placing the onus on the initiative owner to complete the opportunity card **and** the prioritisation scoring, we are reinforcing the personal accountability and ownership themes that the new governance model aligns to; whilst providing governance around changes in our delivery plans through SCA, SDA and the quarterly EMT investment reviews. The combination of this provides empowerment to the teams, but with sufficient oversight to ensure that RoS remains focused on delivering to the strategic objectives.

Pilot Approach

15.   To validate the effectiveness of the proposed model, we have conducted a pilot test on existing opportunities within the SAT team. This involved engaging with various teams and consulting with Gartner to refine the model. The pilot results have been promising, and we plan to roll out the model for further testing over the next quarter. During the pilot:

- Gartner were engaged to help create the model, working closely with RoS to ensure it was relevant and aligned to our business
- Different initiatives, both current and new, were run through the model as it has developed, and these included:

---

[1] Where an opportunity identified has the potential to cost more than £1m the Board will be consulted for advice

1. The 'App Create' development opportunity to release capacity due to Automation delivering less capacity release than previously forecasted. This initiative is now scheduled as part of the Q3 roadmap

Initiatives	Total Value Score	Total Effort Score	Total Risk Score	Initiative Prioritization Composite Score	Initiative Prioritization Ranking
App Create	36	13	0	49	1

2. ETS, RLP Saughton House Data centre relocation project and HR system development were run through the model and prioritised by the scale of the benefits identified (providing comfort that the scoring criteria is appropriate).

Initiatives	Total Value Score	Total Effort Score	Total Risk Score	Initiative Prioritization Composite Score	Initiative Prioritization Ranking
ETS	27	11	-14	24	4
RLP Uptake	33	12	-13	32	2
Data Centre	21	13	-9	25	3
HR Systems	23	17	-3	37	1

- Finally, colleagues from Benefits, HROD, Finance and Risk were involved in the development of the model criteria.

16. During the early pilots a more comprehensive scoring mechanism was used (up to 60+ questions). Whilst the feedback and accuracy of these early pilot scoring was positive it required a considerable amount of work across a range of teams and was felt unnecessary for a quick assessment of the likely Value, Effort or Risk associated with an initiative. Consequently the 'lite' version of the Prioritisation Model was created to help SDA/SCA assess the respective ranking of initiatives across the investment case outcomes. At the point that it is being prioritised and taken into the delivery workstack a more fuller assessment is completed to properly size the work and benefits.

Summary of Benefits

17. The proposed prioritisation framework offers several benefits:

- **Personal accountability**: As the sponsor completes the assessment, it fosters a sense of personal accountability and supports a focus on outcomes.
- **Standard framework**: The model provides a standardised framework to guide the prioritisation of work, recognising that it is not perfect and that prioritisation decisions may need to be adjusted based on changing circumstances.
- **Agile way of working**: The framework supports an agile approach, with a continuous backlog of work that is reassessed as new opportunities arise, promoting continuous improvement.
- **Clarity of workstack and priorities**: The model provides clear visibility into the workstack and priorities within the organisation, helping to ensure that resources are allocated effectively.
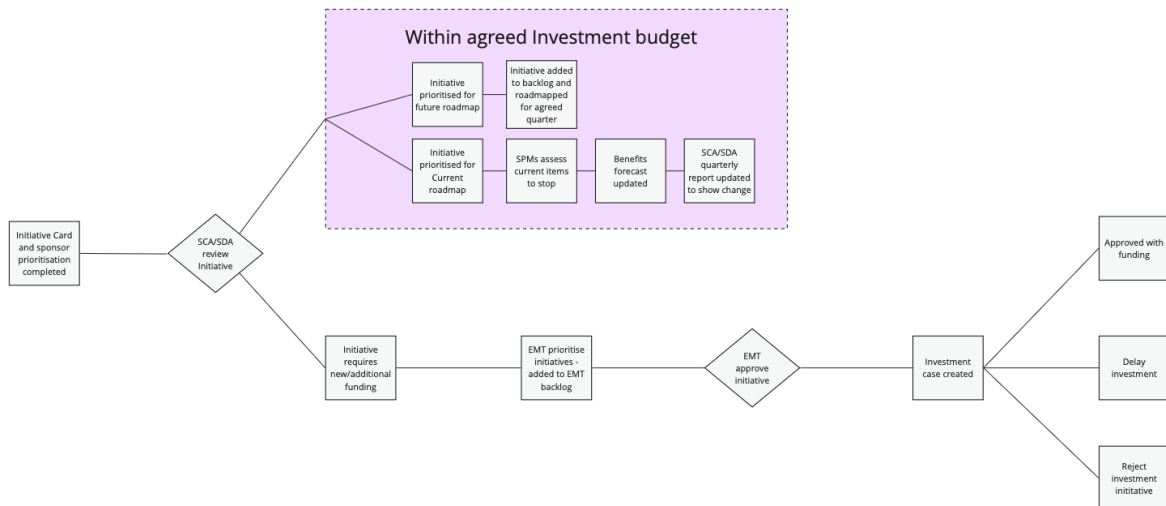
Conclusion

18.   As noted above there are a range of benefits of using a prioritisation model. Whilst we recognise that the model may evolve and the ranking is unlikely to be an absolute measure when making investment decisions, nonetheless it provides a strong consistent guide for colleagues that helps RoS focus its limited resources appropriately.   Consequently we are planning to rollout the model in Q3 ahead of our delivery planning for FY25-26.

Head of Delivery / Head of Product
Corporate Services / DDaT
23 August 24

Appendix A: Timeline outlining how the Prioritisation Model will be used throughout the year
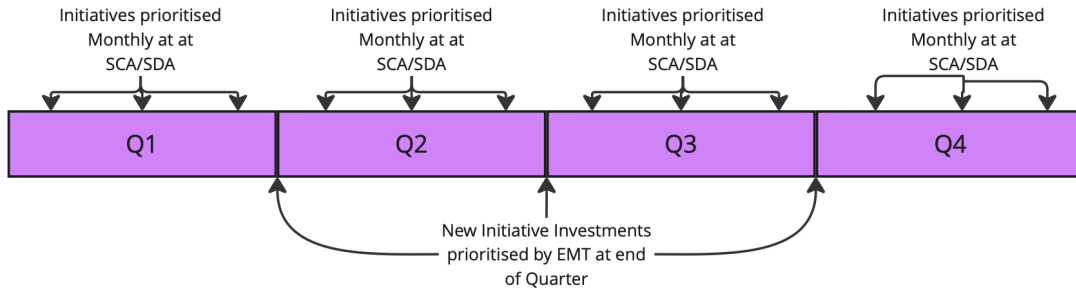
Appendix B: Process flow outlining the key decision points in the various forums across RoS

Appendix D: The 'Lite' Version of the Prioritisation Model

Initiative Value Scorecard - First Gate

Instructions: Use the drop-downs to fill in dimension scores for cells shaded orange. Generally, a high score indicates high value within a specific criterion, and a low score indicates low value within a specific criterion. For Criteria 7 and 8, manually input a score of either 1 or 0 for each Initiative. The score in the cells shaded gray is automatically calculated to display the Total Value Score for the proposed Initiative.

	Criteria	Key Question	Scoring Definitions					Initiative A
			0	1	2	3	4	
Value - * = Double Weighting								
1	Strategic Alignment *	To what extent is this initiative aligned to the corporate plan	Has no direct or indirect relationship the corporate plan	Initiative peripherally addresses the corporate plan	Initiative is partly aligned to the corporate plan	Initiative primarily aligns to the corporate plan	Initiative is explicitly aligned to number one priority (open casework)	
2	Customer Satisfaction/ Experience *	To what extent does this Initiative/issue increase customer satisfaction?	Has a marginal or no effect on customer satisfaction.	Addresses a core, nondifferentiating product/service or a small customer group.	Affects a small or nonstrategic customer group, or raises the quality of a smaller product/service segment.	Addresses very large, or strategically important, customer groups and raises the quality of products/services.	Addresses the most important and largest customer groups and represents a significant increase in the quality of a key service.	
3	Efficiency	To what extent does this initiative/issue increase efficiency in internal processes (i.e., leading to increased revenue or	Creates no change.	Creates a marginal change, which is not likely measurable (low volume/low effect).	Creates a measurable effect, saving the equivalent of "x" FTE.	Creates a large increase in efficiency; addresses commonly occurring processes, removing large amounts of internal	Removes or streamlines large, resource-demanding internal processes, saving "x" FTE.	
4	Revenue	How much income will the initative generate	up to £100,000	up to £250,000	up to £500,000	up to £1,000,000	greater than £1,000,000	
Effort								
5	Cost (setup)	How much will the initiative need to deliver its outcomes/objectives	greater than £1,000,000	up to £1,000,000	up to £500,000	up to £250,000	up to £100,000	
6	Resource Requirements	What amount of organizational resources is required to support this Initiative (i.e., financial, human capital, time)?	Dont Know	Has very high resource requirements.	Has high resource requirements.	Has moderate resource requirements.	Has low to very low resource requirements.	
Risk								
7	Initiative Confidence	How confident are we that this initiative will deliver on its intended objectives and business value (e.g., return on investment)?	Very low confidence.	Low confidence.	Moderate confidence.	High confidence.	Very high confidence.	
8	Time to Impact	At what point will the investment release its main benefit	5+ years	3 years to 5 years	1 years to 3 years	3 month + to 1 year	Under 3 months	