

Registers of Scotland**Board****9 September 2024****People & Change Critical Path****Purpose**

1. This paper outlines the proposed critical path of People & Change deliverables that will support the organisation to realise the outcomes of our People Strategy (2024-27) and the strategic objectives articulated in our Corporate Plan (2022-27).
2. Board members are asked to
 - note the features of the proposed critical path
 - comment on the merit of the deliverables or activities proposed, citing any perceived gaps in pursuit of the intended outcomes
 - suggest specific areas on which the Board would like to engage further, through reporting, updating, deep dive etc.

Background

3. Our People Strategy anticipates three key outcomes for people in 2027:
 - We're skilled, capable and innovative, operating at the highest standard to deliver the best public service for Scotland.
 - We're a diverse and inclusive organisation with a respectful and supportive culture, ensuring our colleagues and customers feel valued, listened to and respected.
 - We're recognised as a learning organisation that continuously improves, confident in our knowledge and skill to respond to external drivers and better link our services to customer needs.
4. Within our Corporate Plan, Strategic Objective 4 (SO4) is most closely aligned to the investments we make through the People & Change critical path. It commits our effort to:
 - Inspire our people to adapt, grow and innovate to empower a thriving, and inclusive organisation.

This is monitored by the following KPIs:

- We raise the engagement index score reported through the annual Civil Service People Survey
- We raise our participation rate in the annual Civil Service People Survey
- We retain or improve our status designation in the following accreditations:
 - We Invest in People
 - We Invest in Wellbeing
 - Investors in Young People

5. RoS' number 1 priority frames the context in which we seek to achieve SO4, as expressed in Strategic Objective 1:

- Deliver the benefits of a completed land registration: reducing stock and delivering casework within improved timeframes.

6. We are committed to support the operation to achieve a target of no case older than 2 years by March 2026 as a waypoint to sustainable arrear eradication.

7. At the same time, Strategic Objective 3 is already starting to evidence the significant people impact and workforce reshaping implied for RoS as we:

- Develop and deliver digital improvements that support a sustainable business where the needs of our customers are fully satisfied.

8. Other key factors defining the context in which we will deliver our People Strategy and achieve SO4 towards 2027 are:

- Public Service Reform
- Digital innovation
- Business development
- The housing market
- Our financial constraints
- Our workforce demographics
- Partnership with PCS
- Our employee value proposition, extending to reward
- Labour market conditions, particularly competition for talent in DDAT roles
- The employment legislation anticipated under the new government

People & Organisation in 2027

9. In 2027 we expect to have sustained higher productivity and to have cleared the backlog of open casework. Digital enhancements will have enabled us to move towards our target operating model for an integrated digital-operation, providing core services to our customers as best meets their needs and with minimal manual handling by multi-skilled caseworkers, increasing resilience to changes in the housing market. We expect this to result in the requirement of circa 140 fewer people in the operation, based on the services we deliver today.

10. In 2027 we expect to see efficiencies in our corporate services, with a different balance of hosted/shared service and in/out-sourced activities as represents best-value for RoS whilst reflecting the intended benefits of PSR. The further potential reductions in the number of people needed to deliver the corporate services which provide support to frontline operations is yet to be quantified.

11. In 2027 we will be working to a clear strategy for business development. As demand reduces, some of our people who were previously working in the core operation and corporate services may pivot to contribute to commercial activities. We may utilise new organisational structures for commercial activities, potentially with different arrangements for employment or engagement.

12. Whilst our modest turnover rate (averaging 5.5%) is not expected to change significantly, the attrition anticipated through retirement in the operation over the next 2-3 years provides a partial solution to the anticipated workforce resizing, provided that our learning infrastructure and digital developments keep pace to facilitate the workforce flexibility required to enable us to absorb headcount reductions.

13. It may be prudent to negotiate additional levers to manage future decreases in headcount, but we would look to our strategic workforce plan (2027-30) and modelling

for confident assumptions to inform which mechanisms are appropriate, recognising the costs and risks associated.

14. We intend to reduce the cost of the contingent workforce, particularly in DDAT roles, where conversion to employment in base operating roles would deliver £2m+ savings per annum. The reward review work within DDAT internally in 24/25 could potentially extend to further pay and grading review where this aligns to our target operating model and strategic workforce plan.

15. We will increasingly market our EVP, and particularly the freedom associated with our ever more unique hybrid and flexible working approaches. This will attract talent to employment in RoS in a highly competitive labour market, reduce reliance on contingent workers and provide us with any new skill sets that we can't grow in-house.

16. We will consider whether to engage in a further multi-year pay deal when the current 2-year agreement completes at the end of the current financial year. Public Sector Pay Policy recommended a 3-year deal lasting to 2027 with a 3% rise next year. The UK government has signalled a 5.5% rise for many public servants outside of Scotland. Flexibilities to change the profile and size of our workforce from 2027 may be core to the pay deal we seek to negotiate in 2025 or 2026.

17. In 2027 we will have our next full IIP assessment. We believe that meeting the standards required to achieve a platinum award is where we need to be in order to meet our strategic objectives for 2027 and to have the people culture in place to deliver our next strategic horizon (2027-2032) (see appendix A for IIP heat map). The cultural work we need to do in the interim must ensure that we increase the skill of leaders and people managers to better manage change, and to ensure that high engagement is consistent across both the operational and non-operational directorates, with a keen focus on our cohort of 'least participative' colleagues.

18. In 2027 we will have succession plans in place for all leadership and critical roles, with talent mapping and robust development plans against all of these roles/post-holders.

19. By 2027, we will have made significant progress in delivery of our Diversity and Inclusion Strategy 2023-28. As a result of the outcomes implemented, we will have improved the quality of our data and make more sophisticated use data to target improvements; we will have increased our diversity by attracting, appointing and promoting a broader range of people to and within our organisation; we will be more accessible and inclusive, and we will be better informed through more effective learning and development.

20. The achievements already evident in our performance culture will, by 2027, have led to further iterations of our performance management and development approach, whereby contribution to outcomes will be more transparent and systems of time-centric contribution will be decreasingly relevant.

21. As above (para 11), the effectiveness and experience of our learning and development infrastructure/approaches is going to be key to both change management and engagement as our operating model shifts.

22. Having laid these foundations in delivery of the existing People Strategy through our Critical Path, we will enter a new phase of ambition for people and culture to meet the strategic horizon 2027-2030. A People Strategy for this period will point to

an organisation in which leadership and people management skills are transformed to support high levels of autonomy and radical flexibility from highly engaged, flexibly skilled and digitally empowered colleagues who are motivated by public service, who understand the outcomes of their contribution and whose performance is transparent in pursuit of the value they add to the organisation. We will understand and harness the talents of the individuals in RoS and provide ways of working that fuel collaboration, innovation and productivity. As an organisation in 2030 we will reflect the diversity of Scotland as a whole and excel as a truly inclusive place to work, positively impacting the wellbeing of all colleagues.

The People & Change Critical Path

23. The outcomes of our People Strategy will be achieved through interconnected shifts in our culture, capabilities, ways of organising and ways of working, all of which are informed by, and respond to, the key external and internal influencers that define our context. We track a range of health measures to consider how effectively we are steering a course towards our target outcomes. Whilst our *dashboard* is extensive, some of the most important measures we track are:

- **Performance** (pulse survey results, use of the recording system for objective setting and 'check-ins', number of related employee relations cases, productivity and quality metrics in the operation, total stock reduction etc)
- **Wellbeing** (sickness absence rates and reasons, CSPS and wellbeing survey feedback, PERMA index scores etc)
- **Engagement and colleague satisfaction** (CSPS, IIP, locally targeted diagnostics etc)
- **Hybrid working** (CSPS, IIP, hybrid deep dive, office usage, productivity metrics, wellbeing metrics etc)
- **Diversity & Inclusion** (total job applicants and % successful applicants, workforce demographics e.g. by grade, CSPS findings by demographic breakdown, Colleague Voice participation and themes)
- **Talent** (learning delivered, internal promotion, retention, time to hire, contingent worker cost)

24. It makes more sense to us to organise the packages of work on our critical path around themes rather than aligning separate interventions with one or other strategic outcome, since these are highly interconnected and interdependent.

25. Our People Strategy articulates that we will deliver these interconnected people outcomes by focussing our effort on four specific themes: *Delivering*, *Growing*, *Connecting* and *Evolving*.

26. To meet our Corporate Plan KPIs around engagement and Investors in People accreditation, we analyse the latest findings to inform annual development themes for the organisation. The RoS-wide Action Plan for 24/25 is shown at Appendix B.

27. The People & Change function produce an annual plan (critical path) for delivery of our people strategy in contemporaneous context, inclusive of the items identified on the Ros-wide action plan.

28. The overall summary diagram which shows the links between people strategy, current people themes, RoS-wide action plan and People and Change critical path is shown in figure 1 below.



Figure 1: People and Change Critical Path

29. Many features of the People & Change critical path for 24/25 represent enduring effort towards the 2027 horizon. At a high-level, those significant and enduring deliverables over the period of the current People Strategy are:

- **Performance Management and Development**
 - Skilfully applying an effective system to leverage high performance from individuals and teams whilst proactively addressing wellbeing, role/career development and any under-performance within that system.
- **Increasing Operational Capacity through People**
 - The People & Policy Missions, whereby we leverage productivity and clear our open casework through our people – this encases the Colleague Development ‘Big Rock’ and extends to all aspects associated with operational performance through people, including their structural alignment.
- **Learning & Development**
 - Improvements to our training and development infrastructure, particularly in the operation, and in line with strategic change in the workforce to maximise flexibility and facilitate new deployments of our existing people from 2027.
- **Recognition**
 - Further development of recognition in an environment that doesn’t reward contribution through financial incentives.
- **Leadership and Management Development**
 - Supporting excellence to leverage a culture that delivers high performance through engaged, motivated colleagues.
- **Succession Planning**

- Securing a high-quality talent pipeline for leadership positions and other critical roles whilst enhancing the internal development opportunity for colleagues.
- **Hybrid Working**
 - Continuing to embed highly effective policies and ways of working as we mature as a hybrid organisation, marketing the benefits through our EVP.
- **Diversity & Inclusion**
 - Fulfilling our D&I action plan and refreshing in line with our 2025 Mainstreaming report to implement our overall D&I Strategy 2023-28.
- **Engagement**
 - Sustaining incremental improvements as evidenced through the CSPS engagement index
 - Responding with an approach to our least participative/least engaged colleagues
 - Closing the engagement gap between the operational teams and the rest of the organisation.
- **Wellbeing**
 - Continuing to support colleagues and retain our Gold award for the accreditation: We Invest in Wellbeing
- **People Policy**
 - Refreshing what we have, ensuring robust EQIA whilst planning for future policy priorities, such as redeployment.
 - Responding to significant legislative changes anticipated from the new government.
- **Partnership Working with PCS**
 - Continuing to conduct an effective and productive relationship over a period of transformational change for the organisation.
- **Young people**
 - Developing against the framework: We Invest in Young People to play our part as a good corporate citizen within the Scottish economy and to establish long-term employment pipelines for early careers entrants to RoS.
- **Colleague Voice**
 - Encouraging increased participation from a wider segment of our workforce to secure broad involvement in decision-making, collective ownership and engagement.
 - Hearing the voices of those with protected characteristics and ensuring that diverse voices influence the direction of the organisation, particularly as we approach a period of significant organisational change.
- **EVP**
 - Accompanying a far more proactive approach to talent acquisition to reduce the costs of the contingent workforce.
- **Reward**
 - Pay and grading review for DDAT roles with new pay framework introduced 25/26.
 - Job evaluation.
 - Pay in RoS negotiated annually or via a multi-year deal.
- **HR systems and Operating Model**
 - Optimising the operating model for our People & Change function by employing tech developments to reduce/eliminate manual processing
 - Making more sophisticated use of people data analytics
 - Developing and aligning the talent in our function to provide the best possible service
- **People Impact Assessment**

- Anticipating the coordinated response to the cumulative and multiple impacts of planned change, predominantly in the tech and product space, on teams and individuals; advising on change visualisation and sequencing.
- **Change Management Practice**
 - Recognising that change is a profoundly human experience and that the intended benefits of any planned change will largely be achieved or not as a consequence of 'human factor' considerations, all of which are attended to through skilful and robust change management method and practice.
- **Organisational Design**
 - Supporting the PSR agenda and revising the design of corporate services
 - Supporting business development to achieve optimal organisational forms and resourcing for the commercial activities they will promote.
 - Supporting Registration and DDAT partners to achieve the target operating model for our core operation.
- **The 2030 Vision for People**
 - Setting out what good will look like for RoS and its people as a target destination for the next people strategy, ensuring that workforce planning and development between now and towards 2027 is routed towards a more strategic vision of the future.
- **Strategic Workforce Planning**
 - Providing an initial operational workforce plan to March 2026 and then a strategic workforce plan from 2027-2030, accompanying our next People Strategy.

Conclusion

30. We welcome comment from the board as to whether the priorities and deliverables listed above are the right features for a critical path to achieve what is envisaged for people and the organisation in 2027. We welcome advice around any additions or changes to our critical path that Board members might advise on review of the information provided.

31. Over the lifespan of the previous People Strategy, and into this year, the Board and the ARC have received papers, presentations and deep dive sessions on a wide range of features from the People & Change work programme. The items previously shared are listed in appendix C. We would like to take advice on the features the Board would like to hear more about, or to receive reporting against, over the period of our People Strategy 2024-27.

Chief People Officer
People & Operational Services
26th August 2024

Appendix A - IIP Heat Map, scored May 2024

Indicator	Theme	Developed	Established	Advanced	High Performing
1: Leading and inspiring people	Creating transparency and trust	Shaded Green	Shaded Green	Shaded Green	Shaded Green
	Motivating people to deliver the organisation's objectives	Shaded Green	Shaded Green	Shaded Green	White
	Developing leadership capability	Shaded Green	Shaded Green	Shaded Green	Dark Green
2: Living the organisation's values and behaviours	Operating in line with the values	Shaded Green	Shaded Green	Shaded Green	Shaded Green
	Adopting the values	Shaded Green	Shaded Green	Shaded Green	Shaded Green
	Living the values	Shaded Green	Shaded Green	Shaded Green	White
3: Empowering and involving people	Empowering people	Shaded Green	Shaded Green	Shaded Green	Dark Green
	Participating and collaborating	Shaded Green	Shaded Green	White	White
	Making decisions	Shaded Green	Shaded Green	Shaded Green	Dark Green
4: Managing performance	Setting objectives	Shaded Green	Shaded Green	Shaded Green	Dark Green
	Encouraging high performance	Shaded Green	Shaded Green	Shaded Green	Shaded Green
	Measuring and assessing performance	Shaded Green	Shaded Green	Shaded Green	Dark Green
5: Recognising and rewarding high performance	Designing an approach to recognition and reward	Shaded Green	Shaded Green	Shaded Green	Shaded Green
	Adopting a culture of recognition	Shaded Green	Shaded Green	Shaded Green	Shaded Green
	Recognising and rewarding people	Shaded Green	Shaded Green	Shaded Green	White
6: Structuring work	Designing roles	Shaded Green	Shaded Green	Shaded Green	Shaded Green
	Creating autonomy in roles	Shaded Green	Shaded Green	Shaded Green	Shaded Green
	Enabling collaborative working	Shaded Green	Shaded Green	Shaded Green	White
7: Building capability	Understanding people's potential	Shaded Green	Shaded Green	Shaded Green	Shaded Green
	Supporting learning and development	Shaded Green	Shaded Green	Shaded Green	Dark Green
	Deploying the right people at the right time	Shaded Green	Shaded Green	Shaded Green	Shaded Green
8: Delivering continuous improvement	Improving through internal and external sources	Shaded Green	Shaded Green	Shaded Green	White
	Creating a culture of continuous improvement	Shaded Green	Shaded Green	Shaded Green	Shaded Green
	Encouraging innovation	Shaded Green	Shaded Green	Shaded Green	Shaded Green
9: Creating sustainable success	Focusing on the future	Shaded Green	Shaded Green	Shaded Green	Shaded Green
	Embracing change	Shaded Green	Shaded Green	Shaded Green	Shaded Green
	Understanding the external context	Shaded Green	Shaded Green	Shaded Green	Shaded Green

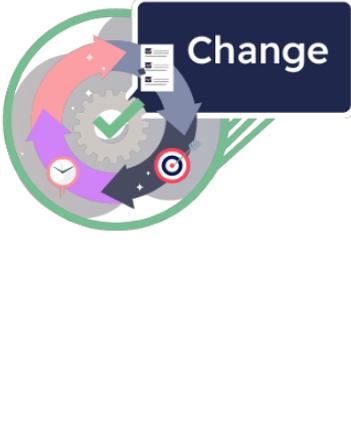
Key:

Shaded green box = level standard met

Dark green box = improvement achieved since previous assessment (May 2021)

Appendix B - RoS-wide Action Plan

RoS themes for 2024-25	Actions	Contributors
 <p>Performance</p>	<ul style="list-style-type: none"> • Recognition – complete a recognition review to identify the most effective and inclusive ways we can provide recognition in RoS, ensuring it helps all our people feel valued for their contribution. Include peer to peer, team, and leader recognition. • Colleague voice – review mechanisms to share continuous improvement ideas. Implement an approach to capture and address new ideas that will support improved performance. • Performance routines – continue activity to support colleagues to embed new performance routines including objective setting, check-ins, performance pulse surveys, skip-level 1:1s and deep dive performance reviews. 	<p>Colleague Experience team</p> <p>Colleague Experience team Internal Communications team</p> <p>Performance and Change People Managers All colleagues</p>
 <p>Culture in a hybrid environment</p>	<ul style="list-style-type: none"> • Social connectedness – develop a proposal on ways to increase social connection and inclusion in RoS that focusses on both individual and RoS wide contributions. Ensure the proposal captures ways to connect in-person and virtually in recognition of our hybrid and inclusive working environment. • Sense of belonging – work with colleagues to support the growth of established diversity and inclusion (D&I) networks and set-up new D&I networks. Raise awareness and understanding across the organisation of the experiences and needs of colleagues with protected characteristics, focussing on how we can all become better allies. 	<p>Colleague Experience team Internal Communications team Social Events Group Civil Service Sports Council Estates All colleagues</p> <p>D&I lead D&I colleague forum Colleague networks All colleagues</p>
	<p>Develop recommendations on how to help bring people closer to the RoS culture to increase a sense of belonging in a hybrid culture.</p> <ul style="list-style-type: none"> • Team Ways of Working (TWoW) – embed good practice in establishing team ways of working which equally support high performance and the wellbeing, protected characteristics, and engagement of individuals. Evaluate the first phase of TWoW implementation and ensure periodic feedback mechanisms are in place to test the effectiveness of our hybrid policy and approach over time. 	<p>Performance and Change</p> <p>Performance and Change People Managers All colleagues</p>
 <p>People-centred leadership and management</p>	<ul style="list-style-type: none"> • People management support – to create more consistency in the role of a People Manager, we will: <ul style="list-style-type: none"> • organise a People Manager Conference to raise awareness and ensure understanding of the People Manager Responsibilities • provide ongoing learning opportunities for managers aligned to the People Manager Responsibilities allowing managers to practice and demonstrate these • focus on learning related to diversity and inclusion to further our progress to create a diverse and inclusive workplace • create a People Manager Community Session plan for the year to increase manager engagement with peers through learning • ensure the People Manager Responsibilities are set out during the recruitment of managers to ensure that expectations are clear and people manager capability is consistently assessed • Succession planning and leadership – create and implement a plan to provide a consistent RoS wide approach to succession planning in line with an empowered, enabled, diverse and inclusive culture. 	<p>Leadership and Management Development team Resourcing team People Managers Executive Management team (EMT) D&I lead</p> <p>Leadership and Management Development team EMT People Managers</p>

	<ul style="list-style-type: none"> • Effective change management – as part of change implementation, focus will be on helping managers to fulfil People Manager Responsibility 7: implement change and support your team to adopt and embed change to ensure organisational change is sponsored, well communicated and effectively embedded. • People impact assessment – interpret the full SAT (Service Alignment team) roadmap in terms of the impacts on our colleagues. We will improve collaboration through increasingly effective governance arrangements so that anticipated change can be articulated in one place and assessed for impact cohesively. We will ensure equality impact assessments are completed and people plans are in place. • Communicating change – we will more clearly communicate change through describing what the change is, when it will take place, and the benefits to RoS and our customers to help colleagues understand the reasons for change. • Registration learning support – we will set up a Registration Learning Hub to ensure that all learning needs are captured and required learning support is allocated to ensure that learners are equipped and enabled to adopt and embed new learning. • RoS wide learning – L&D will work with managers and department learning co-ordinators to capture departmental learning needs, using a structured learning needs assessment (LNA) framework to ensure learning is relevant, effective and can be well embedded. As part of the LNA process, learners will be given time to participate in learning opportunities. 	<p>Performance and Change People Managers</p> <p>Performance and Change PMO Risk team Business Readiness Benefits SAT D&I lead</p> <p>Internal Communications team People Managers</p> <p>Learning and Development Learning Hub steering group SAT People and Policy Registration Service Leads</p> <p>Learning and Development People Managers Department Learning Coordinators</p>
	<ul style="list-style-type: none"> • Strategic Workforce Planning (SWP) – we will implement a SWP approach to capture the most useful data and create insights that better enable us to understand the shape, size, skill and demographics of our workforce today. We will agree the mechanisms to capture anticipated change impacts and likely scenarios that will determine our future workforce, helping us to plan for and respond to change. 	<p>SWP lead Business Intelligence and Analytics (BIA) team People Data team SWP group Performance and Change</p>

Appendix C

Board	
Strategic Workforce Plan	Jun-2022
Board Performance Monitoring - People	
EDI Steering Group Update	
Board Performance Monitoring	Sep-2022
Corporate Plan Workshop	
Strategic Workforce Plan Backbrief	
WIIP Assessment Report	
Civil Service People Survey Results	Dec-2022
Board Performance Review YTD	
Strategic Workforce Plan Update	
EDI Update	
NXD Diversity Summary	
Board Performance Monitoring (KPIs, Finances, People Dashboard)	Mar-2023
Hybrid Working Update/Project E Progress	
We Invest in Wellbeing Report	
Margerison-McCann Team Management Profile Output	
RoS Forecasting Accuracy (Headcount and Performance)	Jun-2023
EDI Mainstreaming Report	
SWP Update	
Board Performance Monitoring (against year 2 delivery plan) by exception	Sep-2023
We Invest in Wellbeing Assessment Report	
NXD Private 1:1 with PCS	
Enablers to the stretch plan	
Board Performance Monitoring by exception	Dec-2023
CSPS Results – First Look	
Board Performance Monitoring by exception	Mar-2024
NXD Private 1:1 with PCS	
People Workshop (Strategic Workforce Planning, Succession Planning and Employee Value Proposition)	
Board Performance Monitoring by exception	Jun-2024
People Workshop Backbrief	
People Strategy 2024-27	
DDAT Pay Framework	

ARC	
Management Essentials Evaluation	May 22
IR35 Update	Jul-22
Grow our Own (GOO) Assurance Report	Aug-22
We Invest in People Interim Report 2022	Aug-22
People and Change Key Risk Deep Dive	Sep-22
Civil Service Commission Scorecard 2021-22	Nov-22
People Assurance Data Overview	Feb-22

Q3 2022/23 Employment Law Report	Feb-22
Management Information Assurance Report	Mar-23
Absence Management Assurance Report	Mar-23
Hybrid Working Key Risk Deep Dive	Mar-23
HR Function Key Risk Deep Dive	Mar-23
IR35 Working Group Update	May-23
Q4 2022/23 Employment Law Report	May-23
Q1 2023/24 Employment Law Report	Aug-23
RoS Culture Key Risk Deep Dive	Sep-23
Worker Remuneration Assurance Report	Nov-23
Performance Management Assurance Report	Nov-23
Q2 2023/24 Employment Law Report	Feb-24
Hybrid Working and Culture Assurance Report	Mar-24
PCS Engagement Key Risk Deep Dive	Mar-24
Q3 2023/24 Employment Law Report	May-24
Leadership Succession Planning Key Risk Deep Dive	Jul-24
IR35 Compliance – Annual Update	Aug-24
People Assurance Update – Performance Management	Aug-24
Q4 2023/24 Employment Law Report	Aug-24