

People Strategy 2024-2027

A Thriving Organisation



Overview



The purpose of the People Strategy 2024-2027 is to support our vision and purpose, articulated in our three people outcomes. It aligns with the 2022-27 Corporate Plan and expresses our commitment to providing a supportive, inclusive, and dynamic workplace that offers flexibility and encourages excellence.

We want everyone to thrive and contribute meaningfully to our vision of being a digital registration and information business, trusted for our integrity.

- We'll work closely with leaders, managers and colleagues across the organisation to deliver the People Strategy, providing consultancy, expertise and practical tools that meet business needs.
- We'll model our values and demonstrate the behaviours that actively promote a culture of delivery through empowerment, engagement and connectedness.
- We'll cultivate an inspiring leadership and management approach that focuses on providing clarity of priority and purpose, fostering an inclusive environment where all colleagues are valued and can thrive.

Our activities will facilitate high performing teams that work together to deliver our strategic objectives. Colleagues will have a clear understanding of our priorities and will be confident that they can deliver success for our customers.

Three people outcomes and a set of principles will underpin all people related activities and will shape how we work to support the delivery of our Corporate Plan.

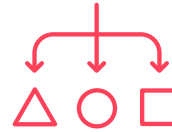
Scope

The People Strategy supports the attraction, retention and development of our people to enable RoS to deliver our 2022-2027 Corporate Plan and the goal of no casework older than two years by March 2026. Like our Corporate Plan, the People Strategy will be underpinned by annual delivery plans.

Within the scope of the strategy a number of internal and external challenges may influence delivery:

- political uncertainty, volatile housing market, public sector reform and legislative changes
- financial constraints: the need to make the most effective and efficient use of resources
- advances in technology changing how we work
- the pace of technological change and how we keep up
- increasing expectations of enhanced digital services from our long standing and new customer bases
- changing workforce demographics with an aging population
- changing expectations of colleagues regarding flexible approaches to work, health and wellbeing
- increasing competition for talent in a digital economy
- global skills shortages making recruitment more challenging
- drive to maximise colleague connectedness, engagement and empowerment

People Outcomes



1. We're skilled, capable and innovative, operating at the highest standard to deliver the best public service for Scotland.
2. We're a diverse and inclusive organisation with a respectful and supportive culture, ensuring our colleagues and customers feel valued, listened to and respected.
3. 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.

Our principles:

EVOLVING

An inspiring organisation

- resilient and sustainable
- positive impact and experience for our colleagues, customers and citizens positive impact and experience for customers and citizens
- forward thinking and transformative

CONNECTING

Thriving individuals

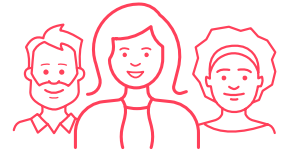
- skilled, capable and innovative
- empowered and connected
- healthy and energised

DELIVERING & GROWING

A flourishing workforce

- professional, flexible and customer focused
- adaptive and growth focused
- diverse and inclusive / committed to wellbeing

People Themes for 2024-27



DELIVERING *Performance*

We will:

Drive a high-performance, supportive and empowering culture whilst addressing complacency.

Keep Team Ways of Working (TWOW) live in our hybrid agenda so that TWOW agreements achieve both what is best for service delivery and for colleagues.

Empower colleagues to continuously improve our working practices, and to ensure excellent service delivery for our customers and for Scotland.

Communicate expectation and strategic alignment so that all colleagues, irrespective of role, recognise the value of their contribution and are accountable for their delivery.

Recognise achievement, value engagement and celebrate success.

Promote wellbeing to support a healthy and energised workforce.

Nurture a collaborative culture which drives creativity.

Ensure our performance management and development system is valuable for both colleagues and the organisation.

Embed operational performance routines that drive accountability and provide teams with support to achieve.

Equip managers to provide earlier intervention and consistency of approach in managing under-performance.

GROWING *Leadership, management, and colleague capabilities*

We will:

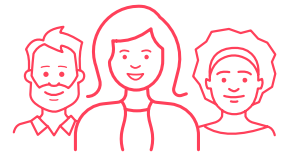
Foster inspirational leadership and management capability, promoting a culture of collective delivery and individual accountability.

Leverage learning approaches that provide impactful and timely development for colleagues.

Embed a robust, consistent and transparent approach to succession planning.

Harness effective management behaviours that focus on creating the environment that enables colleagues to develop, deliver and thrive.

Our People Themes for 2024-27 (continued)



Meet business needs by considering a range of opportunities that enable us to grow our own talent.

CONNECTING

To each other, the work we do, RoS, our values and our culture

We will:

Articulate and develop leadership and colleague behaviours that support our values and promote a diverse inclusive and growth culture.

Empower and challenge colleagues to create a collaborative culture which drives performance and creativity.

Create an inclusive working environment where colleagues feel valued and are supported to thrive.

Ensure induction approaches assist the swift integration of new colleagues into our organisation and our values.

Build a constructive employee relations climate with the trade union and colleagues.

Continually support a sense of belonging for all colleagues within our hybrid organisation, emphasising the importance of social connectedness.

EVOLVING

Our working practices, our skills, our behaviour, our attitudes as RoS and the work we do continues to change

We will:

Build our reputation as an employer of choice and develop creative approaches to secure and retain the best talent.

Work in collaboration with senior leaders and managers to build and maintain a workforce plan aligned to business needs.

Continue to evaluate and update our total reward package to ensure it remains relevant to people in different career stages.

Raise our internal capability in delivering managed organisational change with a focus on people impacts.

Recognise that the experience of change can be challenging for individuals and that the ask of people may be significant over the period of this strategy.

Seek to understand the full impacts on our people of major change initiatives and of cumulative change efforts so that we can respond with effective planning and support.

Demonstrating Success



The commitments we make in our People Strategy will be led by the People function and will be supported by our Senior Management Team (SMT) and colleagues from across RoS.

These commitments will be governed by the Executive Management Team (EMT), Strategic Workforce Planning Group (SWPG) and Service Alignment Team (SAT) to ensure we're delivering the right things.

Throughout the life of this strategy, people initiatives will be designed to positively impact our corporate KPIs. We'll clearly articulate the benefits and value released to the business for each of our people initiatives, as well as developing internal health of service measures.

