

# Registers of Scotland

## RoS Board

8 March 2022

### Digital Overview

#### Purpose

1. The purpose of this paper is to deliver a high-level overview of RoS digital structure, strategies, and costs.

#### Recommendation

2. The board are invited to review this paper and to provide feedback and/or insights into the Digital delivery models and strategies outlined in this paper.

#### SAT Strategy & Structure

3. RoS digital is comprised of two organisational functions, Product Domains, and IT Enablement.

4. Product domains represent the enduring digital teams which build, run, and own the operational products which underpin our digital registration and customer facing services.

5. IT Enablement represent the platform and productivity capabilities which provide all digital hosting and digital workplace services.

6. The Service Alignment Team (SAT) was formed in 2018 replacing the RoS digital transformation program.

7. SAT consists of senior managers from across RoS: Chief Data Officer, Chief Architect, Head of People and Change, Head of Product, Head of Service Delivery, Head of Registration, Head of Service Design & Innovation. (Appendix A)

8. Domains are similar in structure to the 'Spotify Model'<sup>1</sup>, Domains (like 'Spotify Tribes') are staffed from various communities of practice (like 'Spotify Chapters') including Agile, Business Analysis, Developers, Service Designers, Product Managers, Testers, Service Designers and User Researchers.

9. Costs for IT Enablement in FY2022/23:

- a) Staffing: 15.4m per annum
- b) Non-Staffing: 1.2m per annum

10. SAT is both a leadership and governance group for RoS' digital product teams inside the following domains:

- Customer Facing, Data, Land Registration, Mapping Other Registers, supporting (Appendix C, with a further breakdown of the products and services for each domain shown in Appendix D)

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<sup>1</sup> <https://blog.crisp.se/wp-content/uploads/2012/11/SpotifyScaling.pdf>

11. SAT has 3 core strategies.
  - I. Product Sustainability – ability to safely manage and maintain all products,
  - II. Service Acceleration – increasing the efficiency of our core registration services through enhanced tooling and ways of working
  - III. Data Certainty – ensuring our data is “machine readable” making it fit for future products and services.
12. Product Sustainability has been achieved by each domain having enduring, clear ownership / operation of their products. This includes a clear prioritised roadmap both to achieve strategic objectives and to stabilise / retire legacy products.
13. Domain teams work to the principles outlined by Government Digital Services<sup>2</sup> and Scottish Governments Digital Scotland Service Standard<sup>3</sup> – new services are subject to assessment from the SG Digital Assurance Office at key milestones,
14. Progress towards the Product Sustainability strategy is shown in heatmaps and a ‘product sustainability’ score. Both are maintained quarterly and part of the SAT investment case to the EMT.
15. Appendix E illustrates the starting heatmap from 2019, contrasted against the current heatmap (March 2022).
16. Achieving these outcomes would not be possible without the underpinning support of IT Enablement key examples of this include
  - a) Leveraging the RoS cloud platform to build out archive as service capability resulting in the migration of Sasines deed archive and an enhanced deed search service.
  - b) Creation of cloud register template architecture in the build out of the RoJ replacement which has significantly accelerated the subsequent development of ROI and RCI.
  - c) Empowering core collaboration capabilities during the covid crisis, through the introduction of Microsoft365 suite of products.

## **IT Enablement Strategy & Structure**

### **IT Enablement Strategy**

17. IT Enablement can be viewed as a collection of foundational services in which all Digital operations are delivered. This includes:

#### **Digital Hosting & Security:**

- On-Premises and Cloud Platform hosting and software tooling for Digital Product Development.
- IT Security and Assurance Services, moulded around core pillars of Protect, Detect & Respond and Validate.

#### **Digital Workplace Services:**

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<sup>2</sup> <https://www.gov.uk/guidance/government-design-principles>

<sup>3</sup> <https://www.gov.scot/publications/digital-scotland-service-standard/>

- Digital Workplace Services such as Communication, Collaboration and End-User Computing services
- IT Service Enablement, including Service Desk support, Business to digital self-service and cross-digital change, problem, request, and incident management services.

18. Registers of Scotland's vision is to "Become a digital registration and information business, trusted for its integrity".

19. The continued business drive towards customer self-service, data restructuring, new registers and automation of registration processes necessitates the need to empower and accelerate our digital development capabilities (Product Domains/SAT Roadmap) in a manner that is secure and resilient.

20. Furthermore, our Corporate Plan also aims to build a Smarter Workplace within a Hybrid working model. The Smarter Workplace aims to build a digital workplace that is smart, collaborative, and agile.

21. IT Enablement will support this by delivering technology and process improvements that enrich flexible and collaborative digital working, improving the support interactions and efficiency of IT Support services, and working towards a modern engagement model which can sustainably support business driven and continuously improved digital workplace services.

22. To realise the corporate plan vision, IT Enablement have coalesced its missions around:

23. **Digital Hosting & Security:** "Delivering simple, zero-friction, self-service access to on-premises and public cloud hosting services, enabling our product domains to develop at speed with agility, security, and resilience."

- I. Sub-Strategy: Digital Resilience
- II. Sub-Strategy: Cybersecurity
- III. Sub-Strategy: AWS Cloud – Product Development Agility and Innovation

24. **Digital Workplace Services:** "Creating a digital working environment which securely enables, empowers, and supports colleague productivity needs and promotes a positive working environment experience."

- I. Sub-Strategy: Communications & Collaboration Strategy
- II. Sub-Strategy: Information and Records Management Strategy
- III. Sub-Strategy: Frictionless and streamlined business to IT Interaction.

## **IT Enablement Structure & Costs**

25. Following on from the 2018 SAT incarnation and the re-imagining on our project orientated development teams into enduring Product owning Domains, the traditional IT Services department embarked on a similar model

26. IT Enablement re-structured its resource from technically orientated, discipline silo's, to multi-disciplinary, service focussed enablement teams:

27. The visual in Annex E illustrates the relationships between the Enablement services, capabilities, team structure and primary customer/consumer base.
28. Costs for IT Enablement in FY2022/23:  
a) Staffing: 8m per annum  
b) Non-Staffing: 8m per annum
29. Annex D illustrates a further breakdown of staffing structure, headcount, staffing costs and non-staffing costs.

### **IT Workforce**

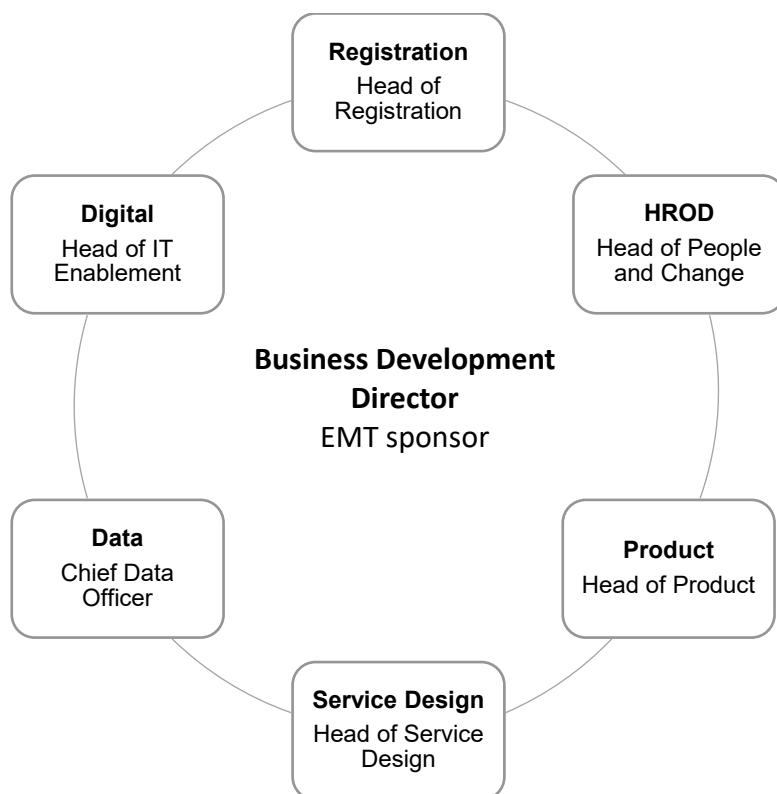
30. The SAT and IT Enablement strategies are delivered by a blend of permanent staff and contractors. The use of contractors allows the workforce to rapidly expand and contract to meet emergent demand.
31. The current team make-up and costs are included in Appendix B.
32. Whilst not rigid rules, the following principles guide the approach to the IT workforce:  
a) Enduring ownership  
b) Team sustainability  
c) Product sustainability  
d) Prefer permanent staff over contractors for enduring roles  
e) Prefer contractors over permanent staff for non-enduring roles  
f) Prefer contractors over professional services  
g) Prefer in-house over outsourcing  
h) Grow our own
33. Not all enduring roles are currently filled with permanent staff. The long-term approach to address this is:  
a) Improving our on-going recruitment for senior roles to draw on best practice to shape our attraction strategy  
b) Continue our "Grow Our Own" programme

### **Conclusion**

34. The Board are invited to review this paper and to provide feedback and/or insights into the Digital delivery models and strategies outlined in this paper.
35. Colleagues presenting at the March board will utilise the visuals in Appendix F to refresh the core aspects of this paper. Following on from this, the board will be invited to engage in a question and answer "deep dive" discussion on any of the areas summarised within this paper.

**Head of IT Enablement, Head of IT Development & Head of Service Design**  
**22 February 2022**

## Appendix A: SAT membership



## Appendix B Costs teams 22/23

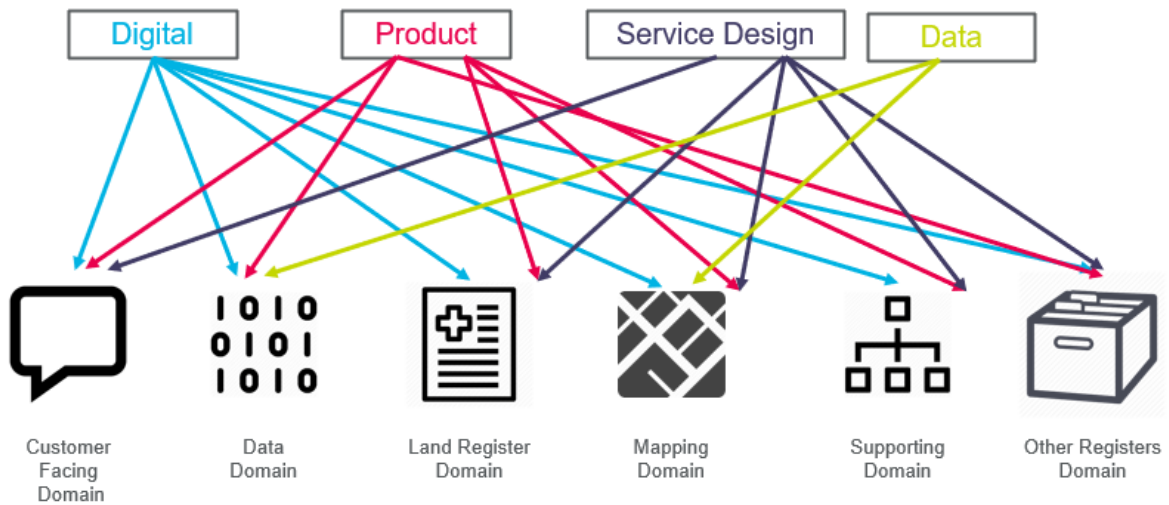
### Product Domains

<b>Team Name</b>	<b>Perm headcount</b>	<b>Temp Headcount</b>	<b>Total Headcount</b>	<b>Staffing Costs</b>	<b>Non-Staffing Costs</b>	<b>Totals</b>
Customer Facing	9	20	29	£3.5m	£0.1m	£3.6m
Data	9	7	16	£1.7m	£0	£1.7m
Land Registration	13	17	30	£3.4m	£0.5m	£3.9m
Mapping	11.5	6	17.5	£1.6m	£0.1m	£1.7m
Other Registers	5	7	12	£1.4m	£0.1m	£1.5m
Supporting Domain	8	20	28	£3.8m	£0.4m	£4.2m
<b>Totals</b>	<b>55.5</b>	<b>74</b>	<b>129.5</b>	<b>£15.4m</b>	<b>£1.2m</b>	<b>£16.6m</b>

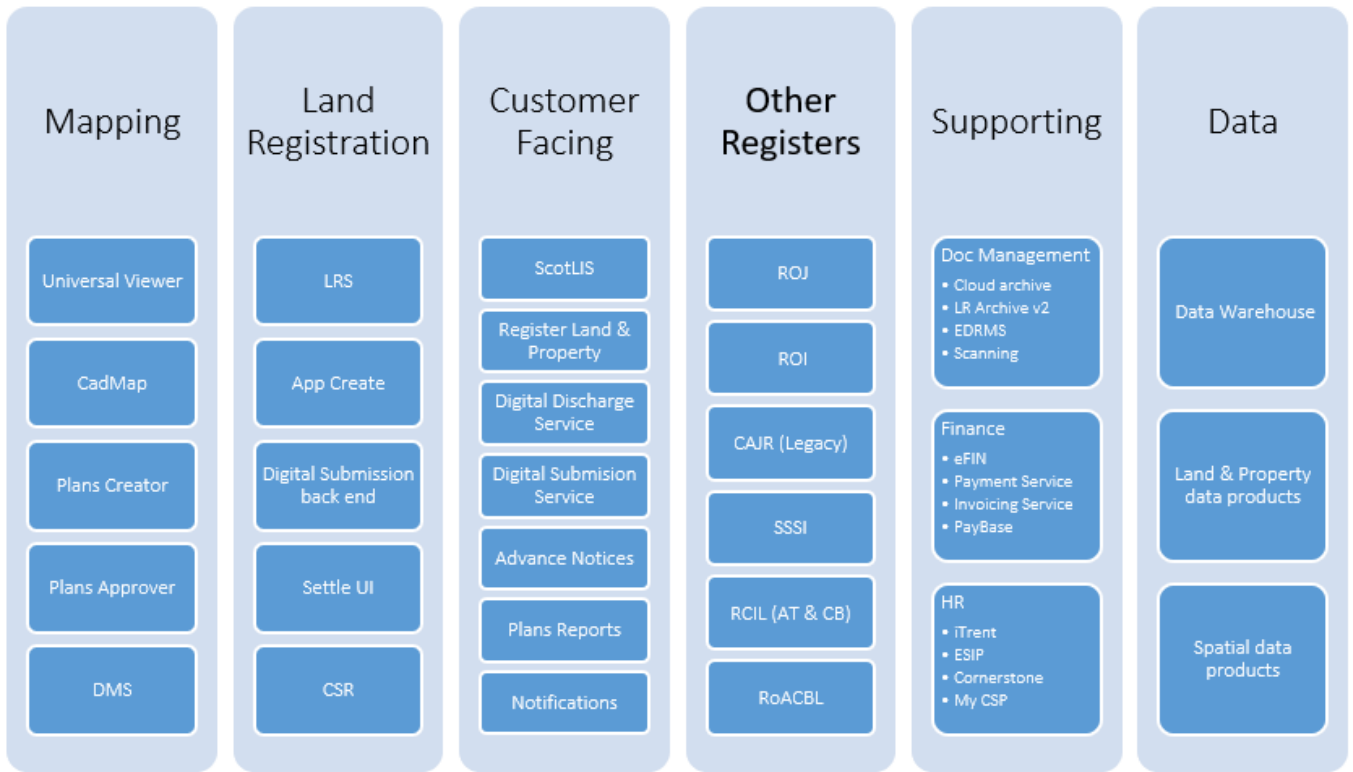
IT Enablement

Team Name	Perm headcount	Temp Headcount	Total Headcount	Staffing Costs	Non-Staffing Costs
Site Resilience	3	10	13	£1,788,762.50	£3,037,692.94
Development Enablement	6	11	17	£2,099,181.90	£1,396,154.98
ITSEC & Identity	5	7	12	£1,430,148.20	£800,821.23
<b>Digital Hosting &amp; Security</b>	14	28	42	£5,318,092.60	£5,234,669.15
Employee Enablement	11	5	16	£1,424,606.50	£2,467,633.92
Service Enablement	5	4	9	£913,684.60	£285,666.63
Service Desk	9	0	9	£392,802.30	£10,489.38
<b>Digital Workplace Services</b>	25	9	34	£2,731,093.40	£2,763,789.93
<b>Totals</b>	<b>39</b>	<b>37</b>	<b>76</b>	<b>£8,049,186.00</b>	<b>£7,998,459.08</b>

**Appendix C: Functional Budgets & Domains**



## Appendix D Domain teams – Products / Services & Enablement Teams



## IT Enablement Overview

