**Registers of Scotland**

**RoS Board**

**8 March 2022**

**People and Change Roadmap and Critical Path**

**Purpose**

1.      This covering paper has been prepared to outline the approach to people and change activities, particularly highlighting the interventions that will be focused on throughout 2022-23.  A complementary CSPS/IiP paper is part of the Board pack providing more detail on these annual activities and the valuable insight gained from them.  This insight is used to inform the priorities for the year ahead, highlighted in this paper.

**Recommendation**

2.      The Board are invited to review this paper and to provide feedback and/or insights into the People and Change roadmap outlined in this paper.

**Background**

3.      We believe that investing in our people is an enabler to the successful achievement of our Corporate Plan objectives.  The performance of our workforce, and the working environment created to enable effective performance, underpins our ability to fulfil these objectives and therefore a variety of interventions designed to support a high performing culture remains a priority focus.

4.      The context in which we are operating is volatile, uncertain, complex and ambiguous.   External factors such as the property market, political tension, transitioning out of the pandemic and the tightest labour market in a decade, perhaps a generation, are out with our influence but directly impact how RoS operates and mean that we have to be able to adapt as necessary.  Initiatives are in place and/or being developed to support delivery of our Corporate Plan 2022-27, being cognisant of the external environment.

**People Strategy**

5.      The people outcomes we are working towards are articulated in our People Strategy 2019-24, see appendix 1.

6.      Underpinning the potential of our efforts are a unique set of driving and restraining factors for RoS. These factors influence how we best achieve the outcomes identified in our People Strategy, which articulates our commitment:

   - to create an inspiring organisation
   - to create a flourishing workforce
   - to nurture and develop thriving individuals

7.      The strategy and stated outcomes are reviewed as a minimum annually in line with our Corporate Plan.  We believe the outcomes remain valid, however the strategy will be re-assessed as a consequence of the new Corporate Plan, and refreshed appropriately in line with the draft strategic objective for people: Inspire our people to adapt, grow and innovate to empower a thriving, and inclusive organisation.

**HROD goal tree and critical path**

8.      Aligned to the People Strategy and to visualise the variety of interventions ongoing or planned HROD created a goal tree that specifies the conditions we need to have in place to support delivery of the Corporate Plan – see Appendix 2.

9.      The goal tree enabled HROD to discuss and agree with the EMT a critical path of activity for 2021-22 and to dial up activity, appropriately represented on the critical path, when additional budget became available from the EMT.  It is envisaged that the high level goals will remain valid until 2024, however, the focus of effort supported by a wide range of interventions will vary depending on the context of business requirements in any given year.  Work is ongoing to review and refresh the critical path for 2022-23, and this will be discussed with the EMT.

**Benefits realisation plan**

10.     We are currently working on a benefits realisation plan to accompany our goal tree. This will enable us to demonstrate how effective HROD are in supporting the organisation and allow us to adapt our approach as required, based on benefits delivery. Our benefits plan cites some new areas of data capture which we will work towards in pursuit of an optimal suite of relevant metrics and, in time, it is envisaged that these are likely to transfer into the People Dashboard.  Working with our Benefits team, the intention was to have this work completed before now, however, due to capacity issues within the HROD function this is taking longer than anticipated.  It should be noted that this work is well underway and it remains a priority to complete before the end of this financial year.  At Appendix 3 is an extract from the plan relating to performance that outlines the high level 'so what' measures, as well as the lower level health measures that will enable RoS to better understand if what we're doing is taking us forwards as intended.

**People Metrics**

11.     Non-Executive Directors made some helpful suggestions for measures that would give a fuller picture of the health of the organisation and which do not already appear in the People Dashboard. We continue to improve the Dashboard to include trend data however this cannot be further developed until HROD are able to secure the employment of a Data Analyst.  This role has been approved by EMT but with a challenging labour market it is one of the organisational roles that is proving more difficult to fill.  We are currently engaging the contractor market to see if we can secure a skilled individual for 6-12 months after which we can review options for such resource.

**Priorities for the 2022-23 critical path**

12.      Although the 2022-23 critical path will not be exclusively focused on the interventions below, highlighted (in no priority order) are some of the key challenges that will be progressed during the coming year all of which, individually and collectively, will support continued nudging of the cultural dial:

Leadership Development

13.      The current leadership development programme has been launched for all C Band colleagues (the two grades that sit below EMT) in order to support development that equips role holders to fulfil their role, specifically in the context of a hybrid workforce and in support of organisational change.  The programme includes three key elements supported through facilitated learning, 360 feedback, coaching, and on-demand content:  what is a leader, who am I as a leader, and what makes a great leader.  A leadership objective has been rolled out to all leaders in order to help them reflect, focus, and prioritise on their objectives in support of their role as a leader, as well as helping robust conversations with line managers on delivery against this objective.

Future of Work

14.      During 2021-22 the People and Workspace project focused on continuing to support colleagues through the pandemic, also considering how and when we could start to support small numbers of colleagues into our offices.  The aim during 2022-23 is to progress our understanding of how hybrid working can help shape the future RoS environment and, as we shift from traditional office centric to people centric working, this means that the office will become an opt-in experience.  The workplace's purpose will change from an emphasis on focus work to an emphasis on engagement with others.  In other words, the physical office will move from "me space" to "we space".

15.      Early indications are that the vast majority of colleagues have no desire to return to an office centric environment.  The difference between April 2021 and October 2021 survey results is stark:

|  | Mar/April Survey | | Sep/Oct Survey | | Change +/- |
| --- | --- | --- | --- | --- | --- |
|  | Return to Work | % | People & Workplace | % | |
| Office | 76/1129 | 6.73% | 41/989 | 4.15% | -2.58% |
| Hybrid | 861/1129 | 76.26% | 442/989 | 44.69% | -31.57% |
| Remote | 192/1129 | 17.01% | 506/989 | 51.16% | 34.15% |

16.      The challenge, of course, will be to support colleagues in understanding and shaping a hybrid working approach that works for them and for RoS.

Strategic workforce planning

17.      An integral activity throughout 2022-23, which the Board have previously been sighted on the approach to.  A substantive update on progress with development the Strategic Workforce Plan will be brought to the June 2022 Board.

Grow our own (GOO)

18.     In 2021-22 the first Grow Our Own programme was launched, recruiting roles for areas of the business including Service Design; Product Management; IT, Digital and Data.  This programme was created as a pilot, to allow the creation of the framework and structure that can be used in future years, whilst allowing for an assessment of its ability and effectiveness to support our objectives.  Twenty two roles were filled via GOO at EO and HEO levels with structured development designed to equip existing colleagues with no previous experience to pivot to new disciplines and thrive in secondary careers.  GOO will evolve in line with the strategic workforce plan, with requirements being shaped by the SWP outcomes.   Opportunities to leverage the GOO approach in 2022-23 are being explored with roles being assessed against the GOO principles.

19.     We also continue to support Graduate Apprenticeships with three colleagues joining the Business Management programme at Napier University in September 2021, and four additional colleagues continuing with a Data Science or Cyber Security degree.

Engagement and Wellbeing

20.     Equipping and enabling colleagues to deliver as part of a flourishing workforce underpins our critical path and a breadth of activity has been defined in support of this.  The Civil Service People Survey (CSPS) and Investors in People (IiP) assessment provide us valuable insight on organisational health and helps us determine the effectiveness of our people strategy and goal tree outcomes.  A complementary CSPS and IiP paper has been included to provide more detail and to support discussions.

21.     The engagement and wellbeing agenda has focussed on a range of support in line with our specific needs including: wellbeing sessions (financial wellbeing, meditation, loneliness & isolation, sleep management, women's health); menopause support (menopause workshops, menopause toolkit for managers and colleagues, menopause sessions aimed at male colleagues); mental health first aider programme refreshed and embedded; Calm App provision; coffee roulette; Your Wellbeing bi-weekly comms.  The engagement action plan focusses on three themes (performance, career development & thriving culture) and a range of activities have been identified in support of these outcomes including the embedding of wellbeing provision, colleague voice opportunities, recognition approaches, and hybrid working guidance and support.

Equality diversity and inclusion (EDI)

22.     EDI remains a priority with the EDI steering group, and EDI colleague forum continuing to meet to agree outcomes and actions.  An action plan has been developed with a range of objectives scoped and in 2022-23 these will be prioritised with the support of our EDI Lead who was appointed earlier this year.

23.     An Equality Impact Assessment (EqIA) project has been set up to agree a framework within RoS to address these requirements.  Looking to 2022-23, the

framework will be embedded across RoS with training rolled out to equip and enable colleagues to confidently complete EqIAs. A colleague network strategy will be created to support the current RoS networks (LGBTQ, Carers and Neurodiversity) to enable them to focus on specific outcomes that will demonstrably support the EDI landscape in RoS, and create some further consistency in how they operate. This work will also include a review of new opportunities for additional colleague networks. RoS has been accepted to the Young Person's Guarantee which aims to connect 16-24 year olds in Scotland to opportunities via partnership between organisations and young people and a plan is being developed to support these outcomes.

24.    EDI data analysis continues with focus on specific campaigns including the recent AO and EO resourcing project. This analysis will be used to support proposed improvements to the attraction, assessment and selection processes in RoS to ensure key positive action is taken. Through the new Compliance Working Group, a cadence of mandatory EDI learning will be agreed ensuring colleagues have the knowledge to support an inclusive organisation. This is in addition to the ongoing learning calendar that includes bullying and harassment training for both colleagues and managers, active bystander training, and the embedding of the BeRoS campaign launched in 2021-22 (be respectful, observant and supportive).

Service Acceleration Strategy

25.    We continue to work in partnership with SAT and Registration colleagues to support improving the services we deliver to our customers, as well as enhancing internal performance. Currently, work centres upon supporting the SAT Service Acceleration strategy, which wraps around the Registration led initiatives to 'turn the tap off' and 'empty the tub'. With Registration leadership determining and steering activity, HROD colleagues are part of multi disciplinary 'support bubbles' working with the Registration Service Managers, and have initiated diagnostic interventions designed to support this work.

26.    To support transparency of the people impacts within Registration such as changing roles and skillset shifts, HROD will lead work around people impact and equality impact assessments. People plans will be developed clearly identifying the activities and/or interventions required, to enable the continued development of Service Streams as determined by the Registration leadership community.

Performance Management

27.    The activities HROD has delivered in 2021-22 were undertaken with the intention of reshaping our approach to performance management (PM), to make our investment in PM both valuable for the organisation and valued by all colleagues. In support of this, we ran two experiments which tested and validated good practice – grounded in research – to increase the effectiveness of our PM approach for colleagues.

28.    These improvements included the introduction of collaborative, shorter-term objective setting, where colleagues worked directly with their line managers and team colleagues to align their objectives. Furthermore, colleagues met with their line manager on a more frequent basis to discuss their delivery, personal wellbeing and

development objectives, and recorded their key discussion points via a new 'check-in' functionality, via our Performance and Learning (PAL) system.

29.     We are confident that our experimental findings demonstrate the added value that comes from focusing on these types of personal objectives.  Reinforced via frequent 1:1 check-ins with their line manager, we can be assured that colleagues will have improved PM conversations which 'shift the cultural dial' and nudge colleagues towards the belief that PM activities add value.

30.     Because of our findings, we have chosen to rollout these changes within the wider organisation.  This supports the move towards organisational PM processes which are continuous, integrated, and supportive of outcome delivery.  Our new ways of working will encourage colleagues to have positive, frequent conversations about their work and their objectives throughout the financial year.

31.     By embracing these improvements and applying them to our ways of working, we anticipate cumulative year-on-year improvement to our Civil Service People Survey (CSPS) and our Investors in People (IIP) results relating to PM.  This includes continued growth on the finding that one-to-one conversations that colleagues have with their line managers are helping them to achieve their full potential (64% positive in 2020; 67% positive in 2021).

Employee value proposition (EVP)

32.     According to Gartner 'the employee value proposition is traditionally defined around employees, designed to provide an exceptional employee experience and focused on delivering features that match employee needs.  But persistent engagement and attraction challenges, and the human crises of 2020, have proven the management principles underlying the EVP are outdated.  Employees are people, not just workers; work is a subset of life, not separate from it; and value comes through feelings, not just 'features'.

33.     In light of this, RoS is focused on continuing to develop our EVP management by delivering a more human deal centred around the whole person, designed to support an exceptional life experience and focused on the feelings and features that match employee needs.  Based on research and acknowledging the external landscape, we will consider how we support five attributes: deeper connections, radical flexibility, personal growth, holistic well-being and shared purpose via the interventions described above, recognising these as organisation wide initiatives.

34.     Although all of the interventions outlined in this paper will be purposefully designed to nudge our cultural dial, a significant element of work for 2022-23 will be to understand in what way do we wish to shift culture at RoS.  An approach to do this will be discussed and determined with EMT and could be shaped around: understand the culture, operationalise the culture and maximise leader impact.  It is anticipated that during 2022-23 we will work with the Board to help consider and shape thinking around this significant priority for the year ahead.

**Employee relations climate**

35.     RoS continues to work with the Trade Union under a partnership agreement, with specific monthly and annual activities planned throughout the year.  We continue to invite active participation in activities that impact RoS colleagues such as membership on the People and Workspace project board and all associated workstreams, and development of policies. It is anticipated that this relationship may experience some challenges in the period ahead as change continues across the organisation, and other external factors give rise to cause for concern with trade union colleagues.

**Key risk – people and change**

36.     The People and Change risk has been developed to include control effectiveness indicators and a 'route to target' has been identified describing how and when the risk will reduce to within appetite as controls are designed, developed and deployed.  Our HROD critical path, inclusive of the interventions described in this paper, is designed not only to support delivery of the Corporate Plan but also to mitigate the people and change risk via the controls outlined in the Board's Key Risk Register paper, included in the Board pack.

**Next steps**

37.     The Board are invited to review the people strategy, roadmap and critical path and offer feedback and insight to inform our plans and activities for 2022-23.

**Head of People and Change**
**Corporate Services**
**21 February 2022**