

Registers of Scotland

RoS Board

12 September 2023

We Invest in People – Paper for Noting

Purpose

1. The purpose of this paper is to introduce the We Invest in People (WIIP) 2023 report to the RoS Board.

Recommendation

2. We invite RoS Board to note the contents of the report and covering paper. We also ask RoS Board to note the actions that are in plan, through the People and Change Critical path and missions, to address the recommendations.

Background

3. We achieved the Gold award for We Invest in People in 2021. This interim assessment marks the end of the 2nd year of this three-year assessment period. The full assessment for WIIP will be held in May 2024.

4. During the assessment our assessor met with 20 colleagues. The assessor also met with EMT and PCS. This has meant that over the past 12 months, including the Investors in Young People and We Invest in Wellbeing assessments, our assessor has spoken to over 90 colleagues.

5. The WIIP report is used to provide assurance that our people interventions are delivering as expected. It gives us insight into the overall impacts of our People Strategy and Corporate Plan through feedback from colleagues and data review.

We Invest in People overview.

6. As can be seen in the report, see appendix 1, we continue to meet the requirements for the Gold level accreditation. Looking at the framework, see appendix 2, there has been no regression and we have seen some positive progress over the last year:

- a. The 'Setting Objective' theme has now met the requirements at the advanced/gold level.
- b. The 'Understanding People's Potential' theme has been assessed at the high performing level.

7. The only theme not assessed at the advanced/gold level is 'Participating and Collaborating' under the 'Empowering and Involving People' indicator. The assessor indicates that the reason for this is although colleagues are involved in decisions, and feel their input makes a difference, it is less clear if all colleagues consistently participate as there are some who do not feel that they want to be consulted with.

8. It was noted that the 'Managing Performance' indicator has seen the most improvement over the last couple of years due to the introduction of check ins which give colleagues more control over the process. The move from mid and end of year appraisals has been well received by colleagues and the assessor indicated that colleagues are having more meaningful one to one conversation with their managers. There is still work to be done to embed this across the full organisation but the work that has been done already has helped us improve under this indicator. As mentioned previously the 'Setting Objective' theme, under the 'Managing Performance' indicator, has now met the requirements at the advanced/gold level. This indicates that the objective setting approach, where objectives are cascaded down from senior managers, has had a positive impact.

9. 'Building Capability' is another indicator which has seen improvement over the last year. Colleagues are taking more ownership of their learning and development while online modules are allowing them to learn at their own pace. The 'Understanding People's Potential' theme, under the 'Building Capability' indicator, has now been assessed at the high performing level. This indicates that work carried out through the Grow Our Own programme, the review of the induction and onboarding process and manager and leadership development has had a positive impact.

10. The assessor did state that achieving the high performing level in the 'Measuring and Assessing Performance' theme of the 'Recognising and Rewarding' indicator will be a challenge for the organisation. They state that one of the reasons for this is *'the nature of the organisation means that financial recognition and rewards must be transparent, and the culture of the organisation doesn't really encourage widespread use of graduated non-financial rewards.'* However, it was outlined in the report that it is clear there is a culture of appreciation where people feel valued and are recognised for their efforts and performance. To support and encourage colleagues to give and receive recognition we plan to run a small non-financial recognition trial within People and Change. The data from this trial will feed into future work on Recognition across RoS

11. To achieve Platinum, the assessor has said that there is still progress required to bring seven out of the nine indicators up to high performing with all others at Advanced. They also informed us that to achieve Platinum the final decision on whether an organisation has achieved Platinum is made by a panel. An important part of this process is the WIIP online survey, and they recommend that we use this in the assessment next year.

12. As with every WIIP report we were given recommendations which are designed to help us evolve and improve outcomes. As can be seen in appendix 3 the recommendations fit under the 3 RoS wide themes that were identified following analysis of the CSPS (Civil Service People Survey) and Wellbeing survey. As a result, work is already ongoing which links to some of these recommendations including Employee Value Proposition, performance management approach and changes to the people manager sessions which are now run by the Leadership Development Team.

13. The report has been discussed with EMT and will be shared with the SAT P&P people epic and associated missions/teams to ensure that the insight is harnessed to support delivery of our organisational goals.

14. The WIIP report has been shared with PCS and will be discussed with them in the August partnership meeting. We will publish the report to all colleagues following this discussion.

Conclusion

15. We continue to demonstrate that we achieve the outcomes that indicate Gold level accreditation for WIIP. The report shows some progress against the framework and recommendations have been outlined to help us progress further. These recommendations link with work that is already ongoing through the People and Change critical path and SAT P&P people epic missions. The RoS Board are invited to note the information provided.

Colleague Experience Manager
Corporate Directorate
01 August 2023

INVESTORS IN PEOPLE®

We invest in people



Feedback

Registers of Scotland

Project number: SCO-23-00

Specialist: [REDACTED]

Date: MAY 2023



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You did it!

INVESTORS IN PEOPLE™
We invest in people Gold

We're delighted that you are continuing to achieve the Gold level of our We invest in people accreditation. Congratulations!

Feedback and recommendations inside...

- What to be proud of
- What to work on
- Our recommendations
- What's next

Key dates

Accreditation date	12-month review	24-month review	Accreditation expiry
19 AUG 2021	16 JUN 2022	30 MAY 2023	12 MAY 2024

At a glance

Result of the staged review

This staged review formed the second part of your assessment for the 2024 renewal of your We Invest in People (WIIP) accreditation, following your successful Gold accreditation in 2021, and the first annual review last year. The change in terminology from annual assessment to staged review has come about because of the move from Remarkable to the IIPCIC, and reflects the fact that next year there will be a full assessment of the organisation, which I recommend includes the online survey.

I am very grateful for the help of [REDACTED] and [REDACTED] in planning this assessment, and as usual participants were selected by me from an anonymised staff list, based on job title, department, grade, length of service, and other factors, to produce a representative cross-section of colleagues. I am also extremely grateful to [REDACTED] for her hour-to-hour help and support during the assessment, and for her unfailing good humour. I'd like to take this opportunity to wish her a long, happy, and well-deserved retirement.

You have held WIIP accreditation continuously since 2000, and were also accredited with We Invest in Wellbeing (WIIW) at the higher level of Gold last year, and Investors in Young People (IYYP) at the higher level of Silver earlier this year.

This means that I have held conversations with over 90 people, including representatives of the PCS Union, and the EMT over the last 12 months. For this staged review, meetings were planned with 22 people, of which 20 attended. In line with the hybrid working practices, this review was carried out remotely using Teams.

I was also given access to a large number of documents covering the Corporate Plan, and updates, CSPA 2023 action planning, Big Picture Live, Hybrid working policy, Team Ways of Working (TWOW), Grow Our Own, inclusive language, performance and productivity, as well as the Equality and diversity mainstreaming report 2023.

This review confirms that you are still operating at the higher level of Gold, but that there is some work to do to achieve Platinum. IIPCIC uses a system of Platinum advocacy, where the final decision on whether an organisation has achieved Platinum is made by a panel to which the specialist carrying out the assessment presents.

This report seeks to identify some of the gaps which exist at the moment, and I am happy to talk to you more about these, if that would be helpful. However, I am unable to specify actions which if taken would lead to Platinum accreditation.

As the Corporate Plan demonstrates, this is a time of great change for RoS. As well as innovation around digital and automation, work-flows, and learning and development, the organisation is maturing into a sustainable way of working in a hybrid environment.

Work done by HROD continues to make this successful, and particularly around learning and development, it was great to see the convergence of thinking between the EMT members and representatives of the PCS Union.

As an organisation, you continue to provide a high level of support for remote working, as well as favourable terms and conditions, and people consider the organisation to be a great place to work.

Congratulations on continuing at Gold!

You care about your people, and we know you're ambitious to do even more for them.

Our feedback focuses on what you need to do to keep improving.

Our recommendations

We've considered **who you are** and **where you're at** as an organisation. Our recommendations are designed to get you **where you want to be**.

- It would be a good idea to understand more about the motivation of colleagues who are not engaged with the greater organisation, the causes of this, and reflect on what management can do about it
- In order to move psychological safety in the organisation to the next level It would be good to investigate the work of Amy Edmondson or Gustavo Razzetti
- Consider refining the message that things are going well, but everyone needs to do more, so that people don't see it as a mixed message
- Continue to monitor and analyse the ways in which people use hybrid working so that any long-term effects become apparent before they become a problem
- Look for ways to make learning and training take account of the fact that asking for help takes more effort when working remotely
- There is scope to increase opportunities for line managers to talk and learn from each other
- Consider producing online modules to make acronyms, jargon, and organisational structure more accessible for new starters having less time for informal interaction
- Consider whether there should be an Alumni Network to provide social interaction and preserve knowledge
- Actively seek out imaginative ways to positively affect social isolation where colleagues infrequently attend in person
- Look at the part that language can play in developing leaders at every level and consider

including this in Management Essentials

- Consider the work of David Marquet and the importance of words, in improving decision-making and execution in a team.
- There is a feeling that objectives may be too long term to review at every meeting, and where this is the case, colleagues should be reassured that this is not a problem

Staged review

Your results by indicator

Following this staged review, the table below gives an indication of where the organisation currently sits against the framework. Since last year there have been improvements in many areas, and two themes have progressed to the next level: Setting Objectives which has moved to Advanced, and Understanding People’s Potential which is now at High Performing.

Themes		Developed <i>In place and understood</i>	Established <i>Engaging and activating</i>	Advanced <i>Creating positive outcomes</i>	High Performing <i>Embedded and always improving</i>
1. Leading and inspiring people	Creating Transparency and trust				
	Motivating people to deliver the organisation's objectives				
	Developing leadership capability				
2. Living the organisation's values and behaviours	Operating in line with the values				
	Adopting the values				
	Living the values				
3. Empowering and involving people	Empowering people				
	Participating and collaborating				
	Making decisions				
4. Managing performance	Setting objectives				
	Encouraging high performance				
	Measuring and assessing performance				
5. Recognising and rewarding high performance	Designing an approach to recognition and reward				
	Adopting a culture of recognition				
	Recognising and rewarding people				
6. Structuring work	Designing roles				
	Creating autonomy in roles				
	Enabling collaborative working				
7. Building capability	Understanding people's potential				
	Supporting learning and development				
	Deploying the right people at the right time				
8. Delivering continuous improvement	Improving through internal and external sources				
	Creating a culture of continuous improvement				
	Encouraging innovation				
9. Creating sustainable success	Focusing on the future				
	Embracing change				
	Understanding the external context				

Your last full assessment was carried out by [redacted] in 2021 and you were accredited at the Gold level, with six out of nine indicators at Advanced, Indicator 9, Creating Sustainable Success at High Performing, and Indicator 3 and 4, Empowering and Involving People, and Managing Performance, at Established, as shown in this heat map.

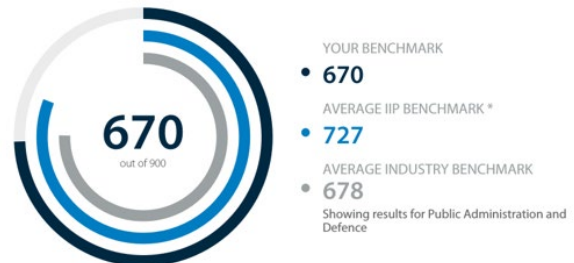


The progress you have made since then is notable, and your people-centred leadership and management, and culture in a hybrid environment themes for 2023 - 2024 continue to build on this. In the last 12 months you have also achieved We Invest in Wellbeing (WIIW) accreditation at the higher level of Gold, and Investors in Young People (IIYP) accreditation at the higher level of Silver.

Your aim is to achieve the Platinum level of WIIP accreditation, and there is still progress required to bring as many indicators as possible to High Performing. To achieve Platinum, seven indicators will need to be at High Performing with any others at Advanced.

IIPCIC uses a system of Platinum advocacy, where the final decision on whether an organisation has achieved Platinum is made by a panel. An important part of this process is the WIIP online survey, and so I recommend that we use the survey as part of next year's assessment. For a valid online survey result, we'll need a response rate of at least 11%.

It's also important that the benchmark score is as high as possible, and certainly above the average, which in 2021 was 727, and is now 728. In 2021 the benchmark score was 670.



What your people told us

Leading

LEADING AND INSPIRING PEOPLE

Management are really good at communicating down

It's great when senior people say hello at Big Picture Live

Big Picture this year was done in a really meaningful way - what the future looks like, and how we will behave

Big Picture means- I trust everything is going in the right direction

Big Picture live was a worthwhile event. It was a lot of work getting that many people together but was really positive in person

I really enjoyed the social aspect of going to the office for Big Picture Live

It's quite hierarchical, but the Keeper will happily talk to anyone

I'm on RoSnet at least twice a day

I rarely look at RoSnet - maybe once or twice a week would be a lot

I've never been to any Big Picture stuff. It's not relevant to me. I know what I have to do and I do it as best as I can and then leave for the day. I don't try to understand things that don't impact my job

Above my manager I don't really know anyone's name. Even when we were in the office, managers weren't very visible

This assessment took place around the time of Big Picture Live, and many people were keen to talk about its effects. Whilst not everyone could, or wanted to, attend BPL, those who did were complimentary. The only suggested improvement was that time for discussion, at 20 minutes, was too short and there is a widespread desire to increase it to 30 minutes.

As can be seen in the comments, the in-person aspect of BPL was also an attraction, and people were energised by meeting colleagues and talking about the future of the organisation.

However, it can also be seen in the comments that not everyone feels that this is relevant to them. There is a spectrum of people in the organisation, ranging from those who are fully engaged and committed, to those who view what they do as just a job.

There is a risk, particularly with the freedom to work remotely full time, that people who are not engaged become more and more detached. This could end up with a two-tier workforce.

For some, this won't be an issue and they will continue to be motivated to get on with the job as best they can, but research shows that engaged employees give more discretionary effort, which can lead to greater productivity and quality, as well as a desire to solve problems rather than passing them on to others, or doing nothing about them.

The effect of this is that the extent to which leaders motivate and inspire people to achieve results above and beyond what is expected of them, is unclear.

It would be a good idea to understand more about the motivation of colleagues who are not engaged with the greater organisation, the causes of this, and reflect on what management can do about it.

LIVING THE ORGANISATION'S VALUES AND BEHAVIOURS

It's been brilliant since I started - night and day to where I've worked before - managers and everyone are so lovely

RoS is a family at heart - there's a sense of community

People here are kind and respectful. There's very little brash behaviour

RoS looks after it's people - you're a person and not just a number

EMT and everyone are supportive of protecting individuals

The organisation's values are at the heart of everything it does, shaping the way it operates, and colleagues act in an **impartial, customer focused, professional** way.

There is no doubt that the organisation itself, and the majority of people in it are also **forward thinking**, although there remains a question about the less engaged people. As mentioned under Indicator 1, research shows that engaged employees are more likely to exercise discretionary effort in order to solve problems and be forward thinking, rather than just waiting for issues to arise.

There is no obvious reason why people should feel uncomfortable challenging behaviours that are not in line with the organisation's values, but there is little evidence that holding people to account is widespread. This could be because there is a low amount of behaviour that doesn't conform with the values, but it may also be a result of some people feeling less engaged and less involved.

Organisational culture embodies unspoken values and there is a widespread culture of respect at RoS. Comments show that people respect colleagues and feel respected by others. This ranges from respect from senior management, to what many people described as kind behaviour. Whilst many people talked about this in different ways, the comment above, talking about the absence of brash behaviour, sums it up well.

This leads to most colleagues really feeling part of a community.

EMPOWERING AND INVOLVING PEOPLE

We're great at listening to the staff - with surveys and consultation

Big Picture Live was all really positive and engaging

The Keeper is really good at responding to all the comments

We're given a framework to work in - get to this outcome, use these principles

We're not always good at drawing on the knowledge of the people at the coalface

At Big Picture Live it would have been better to have longer for discussion - maybe 30 minutes instead of 20

Empowering and Involving People remains the only indicator not yet at Advanced or High Performing. Whilst it is clear that people are involved in decisions that have an impact on them and feel their contribution makes a difference, it is less clear that all colleagues consistently participate in decisions.

This comes back to the same point about engagement. Most people I spoke to who had attended BPL were full of praise for the way it was organised and for the content. The only real criticism was a request for more discussion time - it was felt that 20 minutes was too short, and at least 30 might have been more appropriate.

However, there is still a stubborn proportion of people who do not feel that they want to be consulted. Getting these people to actively participate is a challenge, and something that is not addressed in the Hybrid Working Policy.

Colleagues are consulted through consultation and surveys, notably CSPS. The participation in CSPS 2022 was around 80%, which is impressive, and higher than CSPS 2021, however the engagement score had fallen marginally. There is interest in and support for the CSPS Action Plan, which make colleagues feel listened to.

The simple question is whether everyone, particularly in Registration feels that participation, collaboration, and teamwork are at the heart of the organisation's approach to decision-making. TWOW hybrid working principles state that:

Teams are empowered to make the right choices about how they operate together to best deliver the services they are responsible for

RoS has chosen to empower teams to collaboratively decide how they need to work to deliver their services, rather than create mandated rules across the organisation. Leaders will be provided with guidance to support them through the process of having these discussions with their teams

This is a start, but as it stands, it is still possible for team members to opt out of the team decision-making process, and to some extent, to opt out of the decision itself. There is also evidence of really good practice with teams using brainstorming techniques to get the best decisions.

Leaders are open and transparent about sharing information, enabling people to make decisions themselves, but it is less obvious that colleagues feel empowered to challenge the status quo. Again, it is not obvious why people don't feel empowered, as the organisation feels like psychologically safe space to air contradictory opinions, but it would be a good idea to investigate the work of Amy Edmondson or Gustavo Razzetti to see how to move psychological safety to the next level.

Supporting

MANAGING PERFORMANCE

Check-ins are like, How are you, what are you working on, how can I help you?

I don't feel pressured to do check-ins - I find it useful. I look forward to it

With check-ins, the staff are more in control - they can go back in and review it

You're never hassled to get stuff done. Sometimes they talk about a deadline, but I've never felt pressure

Objectives don't vary that much

Nobody has told me if there's an expectation of how many cases to do each day

I was getting through work too quickly - I could have all my allocated cases done by lunchtime

4	Themes	Developed <i>In place and understood</i>	Established <i>Engaging and activating</i>	Advanced <i>Creating positive outcomes</i>	High Performing <i>Embedded and always improving</i>
	Setting objectives	People know what is expected of them and understand how their individual objectives fit the organisation's objectives	Leaders involve people in setting clear and achievable objectives. People are regularly reviewed against those objectives	Stretching individual and team objectives are aligned to the organisation's objectives and performance measures. People take responsibility for monitoring their own performance	People take the lead in setting stretching objectives that support and respond to the organisation's goals and plans for change
	Encouraging high performance	Line managers invest time in managing performance and ensure people understand the performance process	Line managers have open and honest conversations with people about their performance	Line managers are highly effective and consistent at supporting high performance and addressing underperformance through effective, constructive and open dialogue	People are expected and actively supported to strive for high performance at all times
	Measuring and assessing performance	People's performance is regularly measured and assessed against objectives. People receive feedback on their performance	People's behaviours are assessed against the organisation's values	Performance data and evidence of behaviours are captured and used effectively to improve the performance of people and the organisation	Giving and seeking timely feedback on an informal basis, engaging in performance discussions and coaching are a core part of the day-to-day running of the organisation

Managing Performance is the indicator that has improved most over the last couple of years. This is largely a result of greater use of the check-in system, replacing mid-year reviews, which gives colleagues greater control over the process.

Colleagues describe the flexibility of timing and content, with the ability to increase the frequency and have greater control over the content of the conversation.

Colleagues are able to agree stretching individual objectives, aligned to their team and the organisation's objectives and performance measurement. This means that colleagues are increasingly able to take responsibility for their own performance.

These features of the check-in system encourage and support colleagues to strive for high performance at all times.

One area of criticism of the system was the frequency of monitoring progress against objectives, particularly in Registration. There is a feeling that objectives may be too long term to review at every meeting, and where this is the case, colleagues should be reassured that this is not a problem.

There is also a question around the extent to which personal targets or the average of peers are being used to focus on productivity. I understand that this is a live issue with a trial currently underway.

Colleagues value the Performance Pic, and are able to use it to judge their contribution to organisational success.

Performance management has also improved as a result of efforts put into training and developing line managers, particularly through increased importance attached to Management Essentials. The system is not yet perfect, and was subject to a short pause while requirements and options were being reviewed, but where managers do take part, they are enthusiastic about the benefits.

Changes are in progress to make the process more convenient for managers to join at any point in the year, rather than having to wait for a new course to start.

RECOGNISING AND REWARDING HIGH PERFORMANCE

I'm so proud of my staff and tell them that they've been amazing

If you've done something well, they'll acknowledge it

My manager will always recognise and acknowledge when I've done something successfully

I feel appreciated

We're obviously well paid

Achieving the High Performing level in the Measuring and Assessing Performance theme of the Recognising and Rewarding High Performance indicator will be a challenge for the organisation.

It is difficult to see that high performing people and teams receive greater financial or non-financial recognition and rewards. The nature of the organisation means that financial recognition and rewards must be transparent, and the culture of the organisation doesn't really encourage widespread use of graduated non-financial rewards.

However, through surveys and consultation people are involved in designing the organisation's approach to recognising and rewarding people. It is also clear that there is a culture of appreciation where people feel valued and are recognised for their efforts and

performance, with people at all levels talking about being motivated, and feeling valued and appreciated by the way their manager acknowledges the work they do.

The only exception to this is where people talk about a mixed message of appreciation, with organisational, and hence team, messaging saying it's all going well, but we've got to do more.

Conversations with senior leaders suggest that rather than being a mixed message, this is actually the key point to get across. Leaders appreciate the amount of effort being put in, but the organisation still has a lot to do. Perhaps it would be a good idea to refine the message so that everyone understands this.

There is also widespread acknowledgement that pay and benefits as well as terms and conditions are good, with several people making a favourable comparison to jobs they had before joining RoS.

STRUCTURING WORK

It's great getting together in a room to build relationships

All the team leaders were in the office on Thursday to discuss CSPA and come up with objectives

We're not micromanaged

Any of the other team leaders will help me

I have lots of autonomy - I'm told what to do very little

You can start and finish when it suits you

I need peace and quiet when I'm working, so I would wear headphones in the office, but I do miss a couple of people, but mostly I don't miss anyone

They were really good at flexibility before the pandemic if you needed it

It was a few months before I met everyone in person, but it felt like I'd already met them in person

Glasgow and Edinburgh now work the same way more - it was a problem before when Glasgow and Edinburgh worked together. Collaboration has improved

The organisation has handled hybrid well

People have got used to not coming in - saving cost and time

We just work away by ourselves

We haven't nailed the culture side of hybrid yet

It's hard to get mindsets to shift

We need to work out why we're going to the office

In Registration, you only interact with other people when things get complicated

People have lost a bit of confidence - people are very comfortable at home

We have met in the office a couple of times, but I felt that I already knew these people from online

People miss the contact. We used to be in banks of six desks - it was social and good for quick questions

Newer people tend not to have contacts or a network

Working from home you can feel like you're bothering people or intruding when you ask a question

People are referring cases because there's no-one sitting near them to ask

Going to the office resets my brain

If I go into the office I feel I've had a much better day at work

The social part of people's day at work is missing

I don't know that many people in the wider team

I would like more frequent time in the office with my colleagues, but they're not necessarily there

I'm not sure I'd like to be joining RoS today if I was starting out. I worry about how hybrid will affect them

At 4pm on a Friday we'd all be queuing up to key out and go to the pub

The office is a shadow of its former self - it's sad when you think about it

For two years I done very little if I'm honest - it was awful - very frustrating

Once you get above my manager, none of them really know what we do - they didn't really know what skills we had

Hybrid working continues to be a lively subject, although it is clear that for most people it is no longer a novelty, and they just get on with their work in whatever way suits them. As has been previously discussed, colleagues approach hybrid in a range of ways, and it is important that this continues to be monitored and analysed so that any long-term effects become apparent before they become a problem.

This is particularly important amongst colleagues who only really contact someone else or a manager out of necessity, either because they have to attend a meeting, or because they need help.

There are still people who have a nostalgia for the office, but increasingly there is a realisation that the pre 2020 environment no longer exists.

Whilst people are encouraged to create formal and informal networks, it is not always obvious that the organisation's structure encourages people to create networks to maximise collaboration. Whilst the Edinburgh/Glasgow split has effectively been removed, there are still differences between Registration and Corporate, and within Registration between

Plans and Legal, which unintentionally discourage collaboration and forming networks.

Outside the organisational structure there is very successful collaboration and inclusion on a number of non-work-related issues. The Carers Network, Neurodiversity Network, and Pride Network are all examples of this.

One question that has been asked is whether there should be an Alumni Network which could serve two purposes. One would be to provide social interaction for older people who leave the organisation, and the other would be to preserve knowledge, experience, and contacts, including amongst pre-retirement colleagues who go on to other opportunities.

Some people still refer to some level of social isolation, or conversely the emotional benefits of meeting in person. Again, it would be good to actively seek out imaginative ways of positively affecting this where colleagues infrequently attend in person.

Improving

BUILDING CAPABILITY

It's a great company to work for and very flexible and great if you want to progress in the business

It was brilliant training even though it wasn't face to face

Anything you need help with, there's a step-by-step guide to access

Even though I've only been here a short time, I'm booking time in with my team leader to understand how progression works

I'm being mentored by an experienced team member

I'm learning and challenged every day

Progression is pretty much up to you

I'm really grateful for the opportunities they've given me

We're given time for self-development - you're not made to feel guilty

I'm happy about the potential to go for promotion or maybe change departments

People are understanding when you're new

I've applied for GOO. It's helping people advance

Anyone who wants experience can get it, but you need to know where to look

You learn things overhearing people chat or you can step in and help them

It's different having to call someone and wait until they're free. Out of the office it's a different dynamic if you're wanting to learn

It would be good to have more discussion about potential career paths (like a playlist of opportunities or case studies)

I have a really good mentor, but it's frustrating on Teams because you can't just turn round and ask

By not sitting next to someone you're not getting hints and tips and tricks

I would like the option to do different jobs and learn about different sections - sideways progress -we talked about it a few years ago but it never happened

It's very hard to move from Plans to Legal so you tend to get stuck in one

7	Themes	Developed <i>In place and understood</i>	Established <i>Engaging and activating</i>	Advanced <i>Creating positive outcomes</i>	High Performing <i>Embedded and always improving</i>
	Understanding people's potential	Line managers have development conversations with people to identify their potential and ensure learning and development needs are met	Learning and development opportunities are provided in line with the organisation's objectives and enable people to achieve their full potential	The organisation is flexible in the way it develops people, using innovative solutions that meet learning and development needs	People take ownership of their own learning and development to effectively support the organisation's objectives
	Supporting learning and development	Development advice and guidance is well communicated throughout the organisation	People have the opportunity and support to put new skills and knowledge into practice	Investment in learning and development is evaluated to understand the impact on people's progression opportunities	Continuous learning is part of the culture of the organisation
	Deploying the right people at the right time	Recruitment and selection is fair, efficient and effective and fits with the organisation's objectives	Resource planning is actively managed to support the organisation's objectives	The organisation uses succession planning to ensure critical roles are filled and people can progress	Leaders continually look to the future to identify and plan the capabilities people will need to deliver success

Building Capability is another indicator where there has been improvement over the last year. It is apparent that people increasingly take ownership of their own learning and development to effectively support the organisation's objectives. Extensive provision of online modules allows people to learn in ways that interest them and at their own speed.

I was also told about work in progress around learning and development, and building a sustainable pipeline of leadership talent, that should mean that continuous learning becomes part of the culture of the organisation.

People are very complimentary about the induction and onboarding process, and this was covered in this year's IYP report. With remote working giving less time for informal interaction, new starters can struggle with acronyms, jargon, and even the shape of the organisation. Consider producing some online modules to make this more accessible.

GOO is universally acknowledged as a good thing, and there is agreement at all levels that the effects of it will benefit colleagues, and the organisation.

There is a question around how hybrid working influences the way that people learn at work. For some there is a feeling that remote working removes opportunities for overhearing or copying behaviour, making role models less important. Others point to the fact that mentoring can be more effective when done remotely, and therefore privately.

It is undeniable that asking for help takes more effort when working remotely, and it may be that learning and training should take account of this.

One area where people were critical about building capability was where they have looked for opportunities to shadow, in order to learn more about a different department, but have not been able to because of pressure of work in their own department.

There is a feeling that it is difficult to move from Plans to Legal, or the other way round, but the development of the Single Settler is a work in progress towards rectifying this.

People talk about communities of practice and the benefits that they deliver. There is scope to increase opportunities for line managers to talk and learn from each other.

DELIVERING CONTINUOUS IMPROVEMENT

We don't celebrate success very well (we tend to deliver and move on), but we're good at identifying where things went wrong and learning from it

We're good at doing innovation online

First Registration have monthly sessions to discuss the process. It's an open discussion or you can drop a comment in the chat

I've never been made to feel bad about making a mistake

We're always encouraged to offer up suggestions and new ideas

We have the opportunity and freedom to make changes or to trial things

Our risk appetite is low but growing

We're reluctant to allow short-term slowing down for long-term speeding up

Lockdown made people understand they want change, but they're slow to want to change back

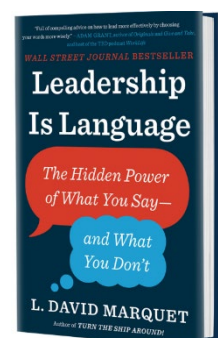
For the organisation, everything that happens is seen as an opportunity to review, learn, and improve. It may be that, at times, these improvements are not instant, and there is a feeling amongst some that change comes a distant second to the aim of reducing the backlog.

As delivering the benefits of a completed land register is your primary focus, this may be appropriate, but there is undoubtedly a balance to be struck between action today, and improvement for tomorrow. However it is clear from recent events, and from improvements that were in train before the pandemic, that the organisation is forward thinking.

Nevertheless, as seen in Indicator 2, not everyone takes responsibility for continuous improvement. As we have seen there are a number of colleagues who do not look to the world around them for new ideas and innovation, and then deliver change in line with this.

As mentioned in last year's report, The Corporate Plan 2022 - 2027 has a stated ambition that colleagues will not only take responsibility for their own career development, but also take responsibility for continuous improvement. In order to achieve this it would be a good idea to look at the part that language can play in developing leaders at every level.

In his book, Leadership is Language, David Marquet talks about the importance of choice of words, and ditching industrial age language, in improving decision-making and execution in a team. The six areas in the



book are summed up as follows:

- **Control the clock, don't obey the clock:** Pre-plan decision points and give your people the tools they need to hit pause on a plan of action if they notice something wrong
- **Collaborate, don't coerce:** As the leader, you should be the last one to offer your opinion. Rather than locking your team into binary responses ("Is this a good plan?"), allow them to answer on a scale ("How confident are you about this plan?")
- **Commit, don't comply:** Rather than expect your team to comply with specific directions, explain your overall goals, and get their commitment to achieving it one piece at a time
- **Complete, not continue:** If every day feels like a repetition of the last, you're doing something wrong. Articulate concrete plans with a start and end date to align your team
- **Improve, don't prove:** Ask your people to improve on plans and processes, rather than prove that they can meet fixed goals or deadlines. You'll face fewer cut corners and better long-term results
- **Connect, don't conform:** Flatten hierarchies in your organization and connect with your people to encourage them to contribute to decision-making

There is a huge amount of knowledge held by people in the organisation and this would be a good way to draw it out and encourage everyone to contribute new ideas and innovate.

Another post-industrial idea is the move away from focusing on inputs (ie time), and instead focussing on outputs. I know work is at an early stage with this, but it is an exciting development to becoming more output focussed.

CREATING SUSTAINABLE SUCCESS

It's a really great place to work - they're always there for you and there are opportunities

I enjoy the work at RoS - we have a passion for delivery

The culture contributes to why people stick around. It's a positive respectful culture

It's the best place I've worked. I wouldn't voluntarily leave

I wouldn't want to leave RoS

We couldn't ask for a better employer

The conditions are absolutely amazing - even more so now working from home

My sister-in-law told me it's a good company to work for

You are an organisation with an appetite for meeting future challenges. Your approach to hybrid working as a reaction to the difficulties of lockdown is one example of this, GOO is another, but there are many others.

The Equality and Diversity Mainstreaming Report 2023 acknowledges that you should aim for a workforce that reflects the society it serves, and also acknowledges the challenge you face, not least because of successful retention:

We are fortunate to be an organisation that retains our colleagues. The average length of service of those who left RoS in 2023 was 12 years. Over a third of colleagues who left RoS, did so after more than 10 years with the organisation. This also means we must make the most of our external recruitment campaigns to increase our diversity

This last point is particularly important. In the past there has been a high level of recruitment as a result of word of mouth. When talking to colleagues, it is notable how many joined RoS because they knew about it from family or friends. Again, this is a symptom of the success of your people practices and processes.

The recent AO recruitment campaign was run differently to try and impact this issue, and selection processes were altered so that local knowledge was less important. However, whilst this campaign attracted a more diverse pool of applicants, there is still progress to be made. RoS can be seen for many as a valid alternative to a university education, but these applicants need to be encouraged early.

Impacting EDI will take time, but the mainstreaming report, and the evidence that informs it demonstrates your commitment to EDI, and the positive impact you are having on the communities and markets you serve.

It is also clear that a significant majority of colleagues believe that the organisation does important work and is a great place to work.

What's next?

When you've had a chance to read this report, we can meet to discuss your results in our **feedback meeting**. An initial feedback meeting with [REDACTED] took place on Thu 1 JUL

WHO?

The meeting will include: [REDACTED], and anyone else you think it would be good to have there

WHEN?

We'll meet at 1400 on Wed 12 JUL 2023

WHERE?

The meeting will be on Teams

WHAT?

Together, we'll...

- **Discuss your result** and our recommendations in detail
- Brainstorm how to turn our recommendations into **tangible activities**.
- Develop an **action plan**, which we'll be able to review one and two years on.

To keep your accreditation, you need to:

- Keep meeting (or exceed!) the **requirements** of your award
- Meet us **12 and 24 months** down the line. We won't be assessing you again, but it'll give us the chance to **chat through your progress** against your action plan
- Be **reassessed** no more than three years on from this assessment

Don't forget to celebrate!

Please **thank everyone** who took part for giving up their time to speak to me. **Let your people know** how you did, **reward them** for their hard work and **include them** in the journey you're on.

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Want to get in touch?

info@investorsinpeople.com

Appendix 2: 2023 assessment against the framework

<i>Themes</i>		<i>Developed</i> <small>In place and understood</small>	<i>Established</i> <small>Engaging and activating</small>	<i>Advanced</i> <small>Creating positive outcomes</small>	<i>High Performing</i> <small>Embedded and always improving</small>
1. Leading and inspiring people	Creating Transparency and trust				
	Motivating people to deliver the organisation's objectives				
	Developing leadership capability				
2. Living the organisation's values and behaviours	Operating in line with the values				
	Adopting the values				
	Living the values				
3. Empowering and involving people	Empowering people				
	Participating and collaborating				
	Making decisions				
4. Managing performance	Setting objectives				
	Encouraging high performance				
	Measuring and assessing performance				
5. Recognising and rewarding high performance	Designing an approach to recognition and reward				
	Adopting a culture of recognition				
	Recognising and rewarding people				
6. Structuring work	Designing roles				
	Creating autonomy in roles				
	Enabling collaborative working				
7. Building capability	Understanding people's potential				
	Supporting learning and development				
	Deploying the right people at the right time				
8. Delivering continuous improvement	Improving through internal and external sources				
	Creating a culture of continuous improvement				
	Encouraging innovation				
9. Creating sustainable success	Focusing on the future				
	Embracing change				
	Understanding the external context				

Appendix 3: Outline of recommendations aligned to CSPS themes

CSPS themes	WIIP Recommendations
People-centred leadership and management	<ul style="list-style-type: none"> • Consider the work of David Marquet and the importance of words, in improving decision-making and execution in a team. • Look at the part that language can play in developing leaders at every level and consider including this in Management Essentials • There is scope to increase opportunities for line managers to talk and learn from each other. • Consider refining the message that things are going well, but everyone needs to do more, so that people don't see it as a mixed message. • In order to move psychological safety in the organisation to the next level It would be good to investigate the work of Amy Edmondson or Gustavo Razzetti
Culture in a hybrid environment	<ul style="list-style-type: none"> • Continue to monitor and analyse the ways in which people use hybrid working so that any long-term effects become apparent before they become a problem. • Look for ways to make learning and training take account of the fact that asking for help takes more effort when working remotely. • Actively seek out imaginative ways to positively affect social isolation where colleagues infrequently attend in person. • Consider producing online modules to make acronyms, jargon, and organisational structure more accessible for new starters having less time for informal interaction
Performance	<ul style="list-style-type: none"> • There is a feeling that objectives may be too long term to review at every meeting, and where this is the case, colleagues should be reassured that this is not a problem. • Consider whether there should be an Alumni Network to provide social interaction and preserve knowledge. • It would be a good idea to understand more about the motivation of colleagues who are not engaged with the greater organisation, the causes of this, and reflect on what management can do about it