

**Registers of Scotland**

**RoS Board**

**14<sup>th</sup> December 2021**

**People & Workspace  
Threats & Opportunities Workshop Response**

**Purpose**

1. To provide the RoS Board with a paper detailing the refined outputs from the threats and opportunities of hybrid working and the assessment of each key threat and opportunity identified as part of the board workshop on 15<sup>th</sup> September.

**Recommendation and rationale**

2. The board are asked to note the assessment of each key threat and opportunity to ensure they are content with the controls that are currently in place.

3. The board are asked to note the recommendation that on current reflection hybrid working does not warrant a key corporate level risk explicitly of its own.

**Background**

4. The People & Workspace project provided a progress update to the RoS Board on 15<sup>th</sup> September.

5. The project update included two questions posed to board members. (see below) These were addressed through a workshop exercise.

***Question 1: Based on the project design principles and delivery of hybrid working, what do the board see as the top 3 key risks and opportunities as we move towards a hybrid workforce in RoS?***

***Question 2: How do we best mitigate these potential priority key risks identified and realise the key opportunities that may arise?***

6. The board members were split into two groups to assess the threats & the opportunities then playback to the full board to agree as a collective group. The outputs of the workshop are under Annex A.

7. The key threats and opportunities identified have been assessed by the project manager of People & Workspace and the Head of Enterprise Risk. The outputs from the workshop have been cross referenced with the key risk register (KRR) and the key project artefacts such as the business case, benefits profile and project RAID log.

8. The tables below summarise the results from the KRR & project analysis, identifying where controls are in place.

### Threats

Key threats	Response (Preventative controls)	Current ownership
Culture shift and sense of belonging	<ul style="list-style-type: none"> <li>Currently captured under People &amp; Change threat risk (i.e. the more negative aspects of existing culture).</li> </ul>	Keeper - KRO
Productivity & performance	<ul style="list-style-type: none"> <li>Currently 'Operational capacity' key risk 3, with productivity as a cause. See preventative controls 4 to 9 for responses.</li> </ul>	Accountable Officer -KRO
Reduction in learning	<ul style="list-style-type: none"> <li>People &amp; Change key risk, causes 6 (lack of collegiate management approach) &amp; 7 (COVID19 impacts) relevant. Controls include GOO, Future Leadership Development Strategy, SWPG and others.</li> </ul>	Keeper - KRO
Difficulty of managing in hybrid environment	<ul style="list-style-type: none"> <li>Controls from Operational Capacity key risk: Management Essentials content adapted for WFH context (confirmed with L&amp;D team 09/21); PAT commissioned Leadership Diagnostics work role of TL</li> </ul>	Accountable Officer - KRO

### Opportunities

Key opportunities	Response (Enabling controls)	Current ownership
Total cost of operations	<ul style="list-style-type: none"> <li>Included within "Cost" benefits profile / measures of success (guiding principle 10)</li> <li>Robust Estates Strategy &amp; Tech strategy</li> </ul>	Project Estates & IT
Culture shift	<ul style="list-style-type: none"> <li>Development of overarching principles to influence, promote and adopt new ways of working in hybrid sense</li> <li>New ways of working strategy</li> </ul>	Project HROD
Environmental factors Carbon footprint reduction	<ul style="list-style-type: none"> <li>Included within "Environmental" benefits profile / measures of success (guiding principle 11)</li> <li>Less travel, less paper, less energy usage - Link to Climate Change &amp; Sustainability strategy</li> </ul>	Project Sustainability
Ability to serve the customer	<ul style="list-style-type: none"> <li>Included within "Customer" benefits profile / measures of success</li> <li>Increased awareness of customer behaviours</li> </ul>	Project

### Other considering factors

9. Productivity: The board members group discussions were heavily focused around the organisation getting back to a fully productive state. As a result of this the project has enacted by devising a planned approach to enable office-based access for around 50 colleagues who have been identified as having performance related issues before the end of the calendar year. These colleagues will be channelled through an early returner process. This is with a clear view to boosting productivity, performance and wellbeing.

10. The Future of the estate: Exploration of space sharing initiatives is well underway, and a pilot is being run with colleagues from Scottish Futures Trust and a team from Revenue Scotland utilising the Glasgow office space. The latest RoS organisation wide survey results have demonstrated a further shift in preference to remote working, indicating that limited on-site capacity will not be a significant risk to RoS. The work in the project will continue to align to and shape the Estates strategy which will be presented back to RoS board in quarter 4 of 2021-22.

## **Conclusion**

11. The main conclusion is that hybrid working does not currently warrant a key risk status of its own, however there are already other key organisation wide risks identified that form part of the corporate level key risk register in which hybrid working could have a positive mitigating impact to risk or pose as a potential threat. The appropriate preventative controls are in place to mitigate risk at project level and the project continues to leverage opportunities through progressing key deliverables of the project in the attainment of its objectives.

12. The board are asked to note the paper and are invited to provide their thoughts and advice on the assessment of the key threats and opportunities as well as the other considering factors.

13. The project will provide a further progress update to the RoS Board in March on the results of the hybrid experimentation and provide the projects recommendations and rationale prior to fully embarking on hybrid working.

**People & Workspace Project Manager**  
**Corporate Directorate**  
**November 2021**

Annex A - Output from RoS Board Workshop

