

Registers of Scotland**RoS Board****10 December 2024****Future assumptions for 2030 -
Board workshop back brief & TOM update****Purpose**

1. This paper aims to provide an update since the September 2024 future assumptions Board workshop and to give a brief indication of the progress that continues to be made on the development of the TOM.
2. The Board are invited to note the progress made to date and continue to effectively engage with the process during Q4.

Future assumptions back brief

3. In September 2024 Board members took part in an exercise to collect views on the proposed assumptions for 2030. This same exercise has now also been undertaken with the ARC, C2 colleagues and our union colleagues in PCS.
4. Annex A contains a high-level overview of the assumptions discussed with each cohort during the workshop part of the exercise and provides insight into where there was significant overlap on areas of disagreement with the assumptions *as currently drafted*.
5. Board members will be offered an opportunity (on a 1-1 basis) during December to have a follow-up discussion on elements in the future assumptions list that they felt were important to be highlighted, but that were not discussed during the Board workshop. This will support the fullness of the qualitative data gathering, however this 1-1 session is entirely optional for those that wish to have this further engagement opportunity.

TOM next steps to end of March 2025

6. The Executive Management Team will consider the outputs of the future assumptions work with the aim of agreeing a final set of assumptions in December 2024. This will be the initial basis for developing the 2030 TOM.
7. During Q4 the finalised set of assumptions will be used to develop the 2030 (enterprise level) TOM and undertake some deeper analysis including:

- a. An initial analysis of the business/change impacts associated with the TOM.
- b. An analysis of the risks involved with the development and implementation of the TOM. ARC were presented with a proposal on how this will be done in November 2024 and will be engaged in activities in January and February to further this work.
- c. A review of the current or planned work that is relevant to each element of the TOM as well as identification of any gaps that require consideration and in what timescales this should be undertaken (with consideration of the impacts this may have on (i) delivering our number one objective (ii) our wider current corporate plan strategic objectives and (iii) resource availability).
- d. A review of the dependencies/reliance that certain elements of the TOM have in relation to each other, to provide insight into where knock-on impact may occur if there is change, either instigated internally or where there may be external influence/changes imposed on RoS (aligned with the risk analysis, see above).
- e. Further stakeholder analysis and planning for meeting the varied stakeholder needs.

Communications and engagement

8. C1 colleagues will be offered the opportunity to take part in the future assumptions review exercise during December and January.

9. Wider communication and engagement activities are planned to socialise the assumptions for 2030 with colleagues. The intent is to show colleagues a direction of travel for what will be different (and what is likely to remain the same) as RoS moves beyond 2027 into our next corporate plan period. This is likely to take place in Q1 of CP year 4.

Interim Operating Model 2027 update

10. As we continue to deliver against our strategic objectives *and* consider our key priorities and deliverables for year 4 (and by extension the key priorities and deliverables for year 5), the view of RoS in 2027 is becoming ever more in focus. Alongside this, as highlighted above, the proposed analysis to be delivered in line with the development of the TOM will provide further insights into where we are now, the gaps that exists and the direction of travel to our 2030 vision.

11. Working *forwards* to project our progress to 2027 and *backwards* from the 2030 future vision is one part of developing the IOM. The analysis undertaken over this next quarter will also be used to identify recommendations needed to ensure that the IOM is achievable, fit for purpose and in line with the TOM. It is assumed that this will be relevant for both work in train and future proposed delivery, as well as provided insight to influence the order in which deliverables are prioritised as we move into year 4 (and 5).

12. The Head of Corporate Development will continue to work across all areas of the business to ensure that relevant insights are fed into planning activities (in

particular, development of service plans and the year 4 budget planning cycle) throughout Q4 whilst the development of the TOM (and IOM) is completed for presentation to the Board in March 2025.

Conclusion

13. Significant progress continues to be made in relation to the development of RoS Target Operating Model and Interim Operating Model for 2030 and 2027 respectively.

14. The remainder of Q3 and Q4 will focus on finalising the future assumptions narrative and delivery of the analysis of areas related to the TOM that will provide valuable insights into areas such as risk, business impacts, dependencies and work in train or proposed within this Corporate Plan timeframe.

15. Communications and engagement in Q4 will focus on C1 leadership teams (in relation to socialising the future assumptions and engaging to ascertain their insights), across relevant functions and directorates during year 4 planning, continued stakeholder analysis and planning, and preparation for wider colleague engagement in Spring/Summer 2025.

16. The 2027 Interim Operating Model (IOM) is becoming more in focus as we refine the future assumptions and TOM development and relevant insights will be fed into current planning for year 4 (and 5) delivery during this next quarter *whilst* the design and development of the TOM is ongoing.

17. The proposed 2027 IOM will be presented alongside the 2030 TOM to the Board for discussion at the March 2025 Board meeting.

**Head of Corporate Development
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November 2024**