

Registers of Scotland

RoS Board

8th June 2021

Back Brief from the Board's People Workshop of March 2021

Purpose

1. The purpose of this paper is to provide a back brief of the People Workshop at the RoS Board session in March. It will describe how the advice of the Board has been translated within the delivery plans for the People & Change function in support of performance improvement for the organisation.
2. Board members are asked to note how their input and advice has been utilised.

Background

3. The People Workshop comprised of a presentation of the internal and external influences that both constrain and enable organisational performance improvement. These influences reflected a very broad range of factors of relevance to our workforce and employment offer. These included the impacts of the pandemic, our relationship with our trade union, our generous terms and conditions and our current performance management systems. Board members were invited to engage in a force-field analysis based on these influences with the aim of illuminating where RoS might most fruitfully focus its efforts to drive a significant improvement in organisational performance.

People and Change Delivery Plans

4. At the People Workshop in March, we heard Board members encourage healthy disruption to a *legacy culture* that may be achievable through increased focus on new organisational design, expansion of modern ways of working and a far clearer translation of deliverables in to specific, measurable and motivating objectives for individuals. We also heard Board members encourage sustained focus on employee engagement, building on our progress in this area and advancing the inclusion agenda as part of this effort. Board members emphasised the key role of leaders and managers in performance improvement and the need to continually advance their capabilities, as well as the capacity to upskill our people more broadly and manage our talent more effectively.

5. With sensitivity to the steer of the Board, the People and Change function have subsequently developed a detailed goal tree to describe how our efforts will align to deliver on our three highest level goals in service of the Corporate Plan over its initial 3-year period:

- That RoS has a performance management & development approach that enables optimum performance
- That RoS has the right people with the right skills in the right place at the right time, affordably, to deliver services that our customers need and value
- That [as a place to work] RoS is transparent, inclusive and fair

6. The People and Change goal tree identifies a range of critical outcomes that we believe we must meet in order to achieve our three goals above. Some examples include:

- That RoS is able to manage individuals in an effective, efficient, respectful and appropriate manner
- That our managers support, coach & mentor colleagues; recognising team delivery
- That we develop performance systems that are valuable and valued by all
- That RoS meets the aspirations of our EDI strategy
- That RoS has a flexible, multiskilled workforce
- That RoS has an organisational design that supports current & future delivery aspirations

A number of supporting conditions are then identified, representing the enablement we believe we must provide to realise these outcomes. From these, we have developed a 'critical path' for delivery in 21/22 and will define an annual pathway of priority deliverables in each subsequent year of the Corporate Plan.

The critical path for delivery this year focusses our effort on the organisation design and development of the new squads-based team working in Registration. It is designed to accelerate delivery of the following benefits:

- An increase in the available operational workforce capacity for casework
- An acceleration of the maturity of our squads, lending to improved productivity and faster progress towards the next horizon of change implementation which looks to a multi-skilled, product agnostic workforce
- A concerted and coordinated effort to advance the broader objective of 'turning the tap off' in Registration – stopping the arrear growing and facilitating arrear eradication
- A smaller population of people leads within future-focussed roles, lending to improved performance in people management and operational leadership
- Capacity for intensive HROD support to a reduced number of people leads in order to advance a range of value-adding practices including performance management and development, attendance, conflict and conduct management, engagement and wellbeing
- Implementation of a new approach and policy that supports redeployment as both a process and an experience and which anticipates a future in which career transition is a far more routine part of the employee life cycle
- An accelerated cultural shift, achieved by removal of legacy structures and routines
- The opportunity to experiment and test new approaches to performance management and development before wider adoption across the organisation and with the opportunity to roll back from unsuccessful interventions

7. The impacts implied within this back brief are as follows:

- Strategic alignment including corporate plan:
The focus of delivery for the People and Change function has been designed as a direct enablement of the developments to our workforce that are required to deliver the Corporate Plan, in alignment with the objectives of our People Strategy

- Political, policy and stakeholder impact
There are planned developments to a priority selection of HR policies under the delivery plan for 21/22. These are intended to respond to the new context for hybrid working, anticipate an increase in redeployment activity and pursue continuous improvement to our resourcing practices. Changes to organisational design will be undertaken in consultation in partnership with our trade union, PCS.
- Finance and resourcing
The People and Change function plan to deliver within the budget allocations set out at the beginning of this financial year. The benefits of the approach indicate an increase in productivity in the registration function.
- Legal
Organisational change will be managed within the parameters of the employment contract and with respect to employment law and in consultation, as required, with PCS.

Conclusion

8. Board members are asked to note the influence of the People Workshop in the development of a goal tree that prioritises performance, organisational design and an inclusive culture as the frame for a focussed approach to annual delivery plans that support the Corporate Plan in line with the People Strategy.

Head of HR
People and Change
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