

OFFICIAL

Registers of Scotland

RoS Board

9 June 2026

Supporting Services Review (SSR) Project Update

Purpose

1. To update RoS Board on the progress of the Supporting Services Review (SSR) project.

Recommendation

2. Paper is to provide an update on progress for noting – no actions or follow up required by the Board.

Background

3. *Project definition:* To review delivery of all supporting services within Registers of Scotland, collect data, analyse findings, and identify opportunities for change, with full identification of benefits and risks, to meet our future needs.
4. *Scope:* All supporting services, except: Post Registration Enquiries and Amendments (within Policy & Legal); Property Information Team, (PIT), Plans Report Team and Land & Property Data (LPD) (within Customer Experience); and Business Development.
5. Following on from previous sessions with the Executive Management Team (EMT) in January – which were a combination of status update and information sharing (on the draft Recommendation packs for five areas), and an opportunity to ensure that the approach being taken was meeting the requirements and expectations of EMT – the project team incorporated feedback provided and progressed with the work for the remaining in-scope supporting-service areas.
6. In keeping with the options paper presented to the Business Portfolio Board (BPB) on 26th Aug 2025, Recommendation packs are being provided in batches as they complete the end-to-end process (see 'Submission of Recommendations' Annex 1).

Recommendation Packs

7. Recommendation packs incorporate the following information:
 - Summary – incorporating links to the Organisational Design Spans of Control report and External Benchmarking report (if applicable)
 - Recommendation log
 - Risk Review of recommendations
 - Benefits Review of recommendations
 - Prioritisation Matrix assessment of recommendations
 - Service Catalogue of business area (reference copy)
 - Guidance

OFFICIAL

Progress update

8. All SSR workshops were completed by April 2026.
9. The following area-specific Recommendation packs were submitted to EMT in May 2026:
 - Policy & Legal
 - Finance
 - Procurement & Estates
 - People & Change
 - Communications & Engagement
10. The Recommendation packs for the remaining areas are undergoing final review for progression and final submission to EMT in July:
 - Customer Experience
 - User-Centred Design
 - Data & Analytics
 - IT Enablement
 - Product/Agile/Business Analysis
 - Delivery
 - Secretariat
 - IT Dev & Domain Architecture
 - Risk & Information Governance
 - All Domains
11. Once all area-specific Recommendation packs have been finalised and completed their end-to-end process, the project will provide documentation that captures an overview across all supporting service review areas, including: (a) core information on the area-specific recommendations – to support review and prioritisation decisions from EMT for progression; (b) overarching, organisation-wide themes/recommendations extrapolated from area-specific workshops.
12. Working with the leadership teams of the supporting service areas, a significant number of proposed FTE reductions, efficiencies and other cost savings (such as capacity release, reduction or opportunities to reduce expenditure) have been identified, broadly in line with EMT/Board expectations at the outset of the project. The final position will depend on decisions taken when full package is delivered in June.

Strategic alignment

13. To note, the SSR project has been developed alongside the 2032 Target Operating Model (TOM). The SSR uses a collaborative, bottom-up approach, working closely with business areas to assess services end to end. By contrast, the TOM is a top-down framework shaped by the 2027–2032 Corporate Plan. The Corporate Plan sets out what RoS will deliver, while the TOM sets out how the organisation will need to change and operate to achieve those strategic objectives.
14. These two initiatives will converge as SSR recommendations are cross-referenced against the TOM framework to confirm strategic alignment.

Conclusion

15. A collaborative approach has been core to the review throughout the project, both when working with the areas to develop the recommendations and when seeking feedback on the most effective way to capture key considerations and present the information for review and decision.

16. EMT is best placed to advise if they feel that further consideration of potential options is required in any area.

17. All workshops have been completed, the five first Recommendation packs were submitted to EMT in May, the following ten Recommendation packs are undergoing final reviews for progression before submitting to EMT in July.

18. Finalisation of the area-specific review packs will in turn support finalisation of documentation in support of wider collective considerations.

Job Title: Head of Procurement & Estates

Directorate: Policy & Corporate Services

Date: 21 May 2026

Annex 1

