

**REGISTERS OF SCOTLAND**  
Executive Agency



Information about Scotland's land & property

# Our Vision and Values



## Our Vision

*“We want to be recognised  
as one of the most effective  
and efficient land registries  
in the world.”*



## Background

By April 2003 the Land Register will have been extended to all areas of Scotland. This is a significant milestone in our history. The Management Board has set out its **vision** for the next 5 to 10 years so that we are all clear about the direction in which the Agency is going and how this may impact on our working lives.

We also set out **values** which are built on the output from the staff focus group following the Employee Opinion Survey. The Management Board is fully committed to these values becoming a reality in the Agency and will do all they can to encourage everyone in the Agency to adopt them.

## What will working towards our vision mean for staff?

### Staff Numbers

Overall we foresee a significant and varied volume of registration and other related work for the Agency, well into the second decade of the 21<sup>st</sup> century. The development of our information and other services will provide additional opportunities for staff. ARTL will free up resource which will be required to handle the changes arising from the Abolition of Feudal Tenure etc. (Scotland) Act 2000, the Title Conditions Bill and potential changes to the triggers for First Registration. Overall, therefore, the Agency is confident that our staff complement will remain close to our current level for the next 5 or so years.

### A Changing Workforce

The pressures on individuals in all areas of life are changing. The Agency, at the same time, needs to work as efficiently as possible. We will, therefore, seek to improve our work/life balance by introducing more flexible ways of working. Initial discussions on this are already underway. We also aim to create an environment where we will have the opportunity to have greater control and responsibility for our working lives.

### Changes in our jobs

The world of work is changing faster than ever. In the Agency, we will continue to face major changes driven by legislation, changing technology, the growth of e-business, the increasing maturity of the Land Register, improvements to processes driven by Business Process Re-Engineering and customer requirements. This will undoubtedly mean ongoing changes for all of us in the way we work. To help us deal successfully with this we have adopted a more focused approach to managing change through Programme Management of Projects and a Business Change team charged with the coherent implementation of change. These are recognised as best practice methods of developing and introducing change.

### Developing and sharing skills

To be successful we must provide ourselves with the skills and knowledge needed to give us confidence to undertake our jobs with the minimum of direct supervision. We are committed to providing training so that our staff can operate our registers effectively and deliver an excellent and expert service. In addition, we must provide staff with the tools they need to have better access to knowledge and information. The Knowledge Management Project is designed with this in mind and to help encourage the sharing of knowledge and skills.

## What will working towards our vision mean for our customers?

At the heart of our service to the Scottish public and business is our responsibility for registering deeds and titles. Our customers expect error free, up to date registers and accurate information provision. Our aim is to provide this. The introduction of Registers Direct is increasing the demand for information from our registers. This brings added impetus for us to improve the quality of our data. Irrespective of our roles we all have responsibility for the work we produce to be of high quality and to ensure that it meets customer expectations. We are committed to providing the appropriate tools, support and training to staff to achieve our aim of error free registers and accurate information provision. If we all play our part, the Agency will enhance its reputation as the provider of a quality service.

## Our Vision

**"We want to be recognised as one of the most effective and efficient land registries in the world."**

### How will we achieve our vision?

We will do this by:

- increasing the number of properties registered in the Land Register bringing the benefits of registration of title to the people of Scotland
- improving land registration processes for the Scottish public.
- developing our information services and working with others to provide better information for the benefit of Scottish public and Scottish business.
- acquiring a wider knowledge of how land registration operates in other countries and sharing our experience with others.

Our Corporate and Business Plans will contain objectives which will help us achieve our vision.

### Our values

To improve the organisation and to help us achieve our vision, we need to set out our values. As an organisation we want to encourage all of us to:

- work together as a team
- value and respect our customers
- value and respect one another whatever our role is
- foster trust and integrity
- encourage acceptance of responsibility
- acknowledge work done well

### Dealing with other issues which might impact on us achieving our vision

As we take forward business activities we must also be respond positively to new Government initiatives, policy drives and new work which may affect us in the years to come, but which we ourselves cannot foresee at present. The work coming to us from Large Scale Voluntary Transfers of public housing stock is a good example of one such new and relatively unexpected Government initiative. We are working closely and positively with the parties involved to ensure we can handle the registration workload. We need to be flexible in our thinking and our business planning so that we can meet new requirements and any unforeseen developments that will inevitably arise in the future.

## What will working towards our vision mean for our business?

The Management Board sees three strands of business activity for the future.

### Registration

The registration services that we provide in our 15 registers will always form our core business. The **Land Register** of Scotland is our largest register and growing fast. The shift of work from the Sasine Register to the Land Register will continue. Since 1981, when the first Registration County went live, about 800,000 title sheets have been created which represents around one third of all registrable interests in land in Scotland. There is much work still to be done before we achieve the long-term goal of all properties in Scotland being registered in the Land Register. As we work to achieve this a number of important developments will be taking place that will affect the business of registration and determine both what we will be doing in the future and how we will be doing it.

Our registration activities will be subject to major legislative changes over the coming years:

- The **Abolition of Feudal Tenure etc (Scotland) Act 2000** and the **Title Conditions Bill** will require major changes to the ways in which we will compose the Burdens Section of Land Register title sheets. The changes planned under the legislation are likely to mean that much of the material in the D (Burdens) Section of existing title sheets is obsolete. We will need to plan to ensure that all existing title sheets are edited in accordance with the timescale allowed by the legislation. This will be a major task requiring new processes and significant resources. This work will eliminate the last vestiges of feudalism and create better, more accurate title sheets without irrelevant material in the burdens sections.
- The Scottish Law Commission will commence a **review** of our governing legislation, the **Land Registration (Scotland) Act 1979**, in September 2002. This will entail a wide ranging consultation process amongst the legal profession and others with an interest in land registration. A draft Bill is expected in 2004, with legislation following thereafter. We have made a comprehensive submission to the Scottish Law Commission on how the 1979 Act has served the system of land registration in Scotland. The new Act will affect how we conduct the business of land registration

In addition we are driving major changes in how we carry out the land registration processes to produce a better and more efficient service to the public and to business. These are:

- The process of land registration in respect of straightforward property transactions will be revolutionised by the introduction of **Automated Registration of Title to Land (ARTL)** which will create an automated registration of title to land for Dealings with Whole. This will offer a cheaper, quicker and streamlined service to our customers.
- **Business Process Re-engineering** will help us become more efficient and help us work smarter and more flexibly through innovations such as the electronic case-bag.
- The **IT Partnership Project** will provide us with the next generation of IT systems to better support our business. This will address the issues and constraints surrounding our present multi-platform systems.

### Information Provision

The provision of information from our registers is an increasingly important service. The way in which we provide information is changing with the development of **Registers Direct**. This service will grow and further develop. We will identify what needs to be done to create additional databases to expand our information provision services. We will also explore ways in which we can join with other public and private bodies to improve the provision of information to the public and business (for example, "pooling" address data from various sources to form a comprehensive record of all property listings across Scotland). These activities will provide additional development opportunities for staff.

### Other Services

These services are relatively small at the moment but we forecast that they will grow. An example we have already introduced is our **International Consultancy** business which is developing successfully. In aiming to be recognised as one of the most effective and efficient land registries in the world, we need first-hand knowledge of other registration systems and developments in other countries. International project work allows us to acquire that knowledge. International consultancy also provides opportunities for staff development, giving those who participate an awareness of foreign land administration systems. Our work in this field has already heightened our profile and we are becoming known and respected across the world. This work also enables us to become more open and outward looking, and use our expertise to develop new services and help counterpart organisations in developing countries. When demand arises for other new services, we will develop them around our skills and resources and create further development opportunities.