

Registers of Scotland**RoS Board****10 March 2026****Delivering Customer Excellence****Purpose**

1. This paper provides the RoS Board with an overview of how we capture and use the voice of the customer to identify areas for improvement and how we position this work as a core part of our RoS-wide continuous-improvement approach that progressively drives down costs while incrementally raising service excellence.

2. This paper complements the previous agenda item on the Year 5 Corporate Delivery Plan (agenda item 9), which provides the detailed analysis of how the specific activities planned for Year 5 address customer concerns and insight. Together, the two papers offer a comprehensive view of how customer feedback is shaping our prioritisation, decision-making, and continuous-improvement activity across RoS.

Recommendation

3. The RoS Board is invited to:

- Note how the voice of the customer is being embedded into governance and decision making and prioritisation.
- Note the ongoing development of RoS' customer insight capability, including the Customer Insight Hub, to ensure RoS-wide access to confident, evidence-based insight as a key business tool.

Background

4. RoS captures the voice of the customer through a wide range of feedback channels, including Customer Satisfaction Index (CSI) score surveys, complaints, Customer Relationship Management (CRM) interactions and other qualitative and quantitative mechanisms. CSI benchmarking through the Institute of Customer Service provides comparative insight across government and industry, while analysis of complaints and CRM feedback helps identify customer expectations, sentiment and pain points.

5. Targeted research from our User-Centred Design (UCD) team, including user research, usability testing, journey mapping and service analysis, provides deeper understanding of customer behaviours and pain points, supporting continuous improvement and enabling RoS to anticipate and respond to emerging needs.

6. The Customer Insight Hub, launched in March 2025, now consolidates CSI data, sentiment and call analysis, complaint's themes, UCD outputs and CRM feedback into a single, accessible repository. The Hub is becoming increasingly dynamic and self-service, with work underway to explore integrating Copilot capabilities and to further embed the Hub into decision-making processes such as Opportunity Cards, business cases and governance forums.

7. Further work will continue to strengthen RoS' insight capability and customer-focused governance through a clear sequence of activity. We are first enhancing how we measure customer experience, including deeper CSI analysis, aligned to Corporate Plan and CX Strategy goals. These insights directly shape the Channel Strategy, our key mechanism for delivering CX outcomes, as well as other initiatives like the Citizen Strategy.

8. To close the accountability loop with customers, we are introducing the Customer Charter to set out our service promise and are exploring a Customer Panel to test ideas and support more meaningful dialogue. All of this is underpinned by consolidation of customer insight within the Customer Insight Hub, which will ultimately offer self-serve searchability to give teams rapid access to high-quality information. To give a strong link to the Year 5 Outcomes these are set out in the Corporate Delivery Plan paper (agenda item 9), including the activities to alleviate these customer concerns.

Top Customer Requests

9. Our latest CSI results (82.6 for citizens and 85.7 for professionals, industry-leading against the public sector average of 77.3) supported by deep-dive analysis from the Customer Insight Manager, has identified the top five priorities, and causes of dissatisfaction, for both professional and citizen customers. These centre on managing casework, accessing support, navigating digital services, understanding guidance, and ensuring clarity and consistency in our processes. The themes below summarise these priorities at a high level, with sub-themes.

10. **Open casework and tracking** - Professionals highlight the need to reduce open casework volumes and accelerate processing times. Citizens raise similar concerns, with strong demand for clearer progress tracking, estimated completion times, and more visibility of where their case sits in the process.

11. **Customer Contact** - Professionals emphasise the need for clear, direct routes to the right expertise when dealing with complex queries. Citizens want more support channels, a single point of contact where possible, and more proactive communication from RoS throughout their interactions.

12. **Digital Tools** - Professionals request improvements to online account access, streamlined digital workflows, and more flexible payment options. Citizens want simplified digital journeys, easier-to-use web forms, and clearer, more intuitive payment processes.

13. **Guidance** - Professionals consistently ask for simplified, consolidated guidance and clearer contact pathways for specific query types. Citizens emphasise the need for user-centred guidance, plain language explanations, transparency about what to expect, and communication that feels more tailored to their situation.

14. **Internal Processes** - Professionals highlight the importance of "right first time" outcomes, consistency across staff and teams, and clearer ownership of cases. Citizens also emphasise the need for consistent messaging and assurance that processes are predictable and applied fairly.

Next Steps and Conclusions

15. RoS will continue to strengthen our customer-insight capability through a clear and repeatable cycle of measuring customer experience, measuring the return on investment, interpreting insight, and applying it to targeted, cost-effective improvement. Deeper analysis of the spring 2026 CSI results alongside wider insight sources will identify emerging customer needs and guide prioritisation across directorates through the appropriate governance routes.

16. Insight will continue to drive delivery, with the Channel Strategy acting as the key mechanism for achieving the CX outcomes set out in the Corporate Plan. In parallel, we are refining and consolidating the suite of customer policies to ensure a consistent and supportive framework aligned with the CX Strategy.

17. To close the accountability loop with customers, we are introducing a Customer Charter and exploring the establishment of a Customer Panel to validate service-change proposals and strengthen two-way engagement. These activities, supported by the maturing Customer Insight Hub, will increasingly enable rapid, high-quality insight access and form the foundation of a more proactive and data-driven customer-centric culture.

18. Insight will continue to drive delivery, with the Channel Strategy acting as the key mechanism for achieving the CX outcomes set out in the Corporate Plan acting as the key mechanism for achieving the CX outcomes set out in the Corporate Plan. In parallel, we are refining and consolidating the suite of customer policies to ensure a consistent and supportive framework aligned with the CX Strategy.

19. A major Year 5 focus will be a deeper evaluation of the Return on Investment (ROI) of our customer-support activity, ensuring that improvements deliver clear value, complement wider organisational priorities, and remain achievable and cost-effective.

20. The Board and NXDs will be kept updated on VoC related activities and insight captures through various update opportunities including the monthly NXD update and relevant Board papers.

21. Taken together, these actions reinforce RoS' commitment to continuous improvement, gathering the right insight, applying it in a structured way, and using it to drive outcomes that strengthen customer trust, improve experience, and contribute to long-term organisational success and customer experience excellence.

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