

By Email

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Your Ref: N/A
Our Ref: MC-034-2025

Reply to: Edinburgh Office
Department: Senior Management
Contact: Jennifer Henderson
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Email: rossecretariat@ros.gov.uk
Date: 22 July 2025

Dear Mr Smyth

REGISTERS OF SCOTLAND – EFW QUARTERLY PROGRESS UPDATE

I am writing to provide the Economy and Fair Work Committee with a quarterly update on the work of Registers of Scotland (RoS) as part of our agreed reporting. For ease of reading, I have outlined the latest updates against relevant headers below.

Performance

Key Performance Indicator (KPI) progress is updated quarterly on our external website and the end of June position is [now available](#). Overall, we continue to reduce the total volume of open casework. This casework is proving to be more time consuming than anticipated for colleagues who participated in our recent upskilling programme; however, we are seeing improvements being made as their experience and knowledge improve.

The operational performance KPI is stable compared to the previous quarter, with Dealing with Whole (DW) cases ahead and expected to improve further as new technologies are introduced. Transfer of Part (TP) indicator remains at target, and First Registrations (FR) KPI is still behind indicator due to a continued increase in complex applications and a shift in focus to prioritise the completion of older FR casework and expedite requests. Our upskilling of large numbers of colleagues in this area continues and when complete will contribute to modernising our future service needs/demands.

The Registers of Moveable Transactions are now live and being well received by customers. Uptake has, as anticipated, started quite slowly as lenders etc. become familiar with the legislation, though it has been growing month on month and we expect that trend to continue. Further awareness raising is planned. Up to 12th July we have seen 529 registrations (227 Assignations and 302 Statutory Pledges).

Property market volumes and our income continue to be at, or around, expected levels and within the bounds of our forecast.

Transparency of Land Ownership

At the end of June 2025, 95.9% of land mass coverage in Scotland was held in our Land Register (57.8%), casework in progress (5.3%), and Indicative Sasines data (32.8%).

Finance

We continue to anticipate a breakeven position this financial year, although will be closely monitoring the property market and related income.

Customers

RoS delivers the best customer satisfaction scores of public bodies in the UK that participate in the biannual surveys conducted by the Institute for Customer Services (ICS). Our commitment to delivering a high-quality service is reflected in our latest Customer Satisfaction Index (CSI) scores (83.4 for professional customers and 80.5 for citizens) both significantly above the Public Sector Benchmark (73.7) and the UK all-sector benchmark (76.1). We measure staff alignment to customer needs with ServCheck - a whole organisation survey of staff attitudes by ICS. RoS' customer approach, recently captured in a new Customer Experience Strategy, scored 67.07 in February 2025, surpassing the UK Government Benchmark of 66.09. RoS is actively working towards achieving a score of 70.0. As part of our public service reform ambition, we are exploring how best to help other bodies achieve similar levels of effective and efficient delivery.

Commercial Services

RoS operates a number of market-facing services in addition to its core statutory services. As part of a strategic modernisation of these services to reflect wider RoS objectives, financial constraints and PSR aims, commercial fees are being comprehensively reviewed and updated to reflect market conditions. From 19 August, fees will be updated for our signature Plans Report service. Changes to other commercial products and services are being planned for later in the year. Customer feedback (from 1200 contacts) has to date generated minimal expressions of concern.

Stakeholder engagement

Sponsored by Claire Baker MSP, RoS colleagues participated in a Parliament Exhibition Stand 24-26 June. The purpose was to deliver on our commitment towards transparent, proactive engagement with the Scottish Parliament; and increasing our reputation as a knowledgeable, accessible, and responsive organisation. Through presentation content, graphics, and conversation colleagues informed MSPs and their staff about:

- How to self-serve access to land and property information
- Land Registration and its role in conveyancing
- The Register of Persons Holding a Controlled Interest in Land (RCI)
- Geovation Scotland and the innovative use of land and property data
- The new Registers of Moveable Transactions
- Our contributions to Public Service Reform

We have also continued to offer meeting / event space as part of our commitment to efficient use of the wider estate; with JNCC (Joint Nature Conservation Committee) and Social Security Scotland holding meetings in MBH in the last quarter.

Digital Services

In February, we expanded automation services to support Dispositions (deeds transferring ownership of land and property). In Q2, we are on track to further expand our automation services to combinations of Dispositions and Standard Securities (deeds securing the loan for the purchase of land and property). This initiative will result in a higher volume of automated Dealings, with additional improvements (leveraging AI) anticipated later in the summer following the implementation of 'partial automations'. These developments are part of a multi-year programme to automate the high volume/low complexity cases and will help reduce the volume of outstanding casework through focussing our staff on more complex applications.

In September, RoS will meet with the Digital Director at the Scottish Government, as part of the Once for Scotland series. The session will support ongoing collaboration across public services and provide a forum to discuss shared priorities, including shared digital services, cyber resilience and the use of artificial intelligence.

To maintain our cyber security and resilience we've built on the 'live' Cyber Incident Exercise (CIE) we ran last year and procured Pentera (a continuous automated security testing tool) as part of our maturing Cyber Resilience capability to enable us to run penetration testing inhouse and conduct vulnerability scans to mimic incidents such as the one we ran during the CIE.

People

On 1st April we implemented a new pay framework with the aim of attracting talent to employment in Digital Data and Technology roles and thus alleviating our reliance on contingent workers. The rate at which we are now hiring DDAT employees gives us confidence that we will achieve our target for 60 contingent worker replacements.

We have been progressing and refining our strategic workforce planning efforts. This work has enabled us to establish more clarity on the levers we will use to deliver a headcount reduction of at least 10% once we have achieved the outcomes of our current Corporate Plan.

Following the introduction of a new process, succession planning for all our executive management team (EMT) roles has been completed. A similar process is now in progress to identify successors to the senior leadership cohort beneath the EMT. Development themes have been identified and associated development plans are being progressed.

We remain in discussions with PCS union about our potential pay deal for FY25/26+.

On 15th May, we published our Equality and Diversity Mainstreaming Report. This cited the evidence of our impact since our last report in 2023, including improvements to the quality of our diversity monitoring data; an increase in the proportion of colleagues who believe we are committed to being a diverse and inclusive organisation, and the effectiveness of our Colleague Voice sessions, networks and strategy delivery groups.

Our focus for 2025-27 includes further improvement to how we use D&I data; strategies for the attraction of diverse talent to our vacancies; improving the experience of disabled colleagues in particular, and developing additional learning and resources.

Public Service Reform

RoS continues to support the ambition of the recently published Public Service Reform strategy through our in-house reform activities. In addition to the registration reform activities, we are undertaking a corporate services review to identify further opportunities for more efficient delivery within these functional areas.

The development of our self-service copy deeds approach for customers was featured as a case study in the National Audit Office report on [Smarter delivery - improving operational capability to provide better public services - NAO insight](#). (page 41). The opportunity to be included arose from our participation in UK Operational Delivery Profession events, which are a valuable forum for sharing and gaining best practice in efficient and effective service delivery from a wide range of Scottish and UK government bodies.

More broadly we continue to collaborate with other public sectors colleagues on reform themes. I recently hosted a SDBG workshop on data sharing to explore where organisations currently share data, what further opportunities there are and what barriers would need to be addressed to facilitate this. Work is now in hand to follow up on actions agreed at the meeting and I will keep SG PSR colleagues informed of progress.

Further Updates

Geovation Scotland: Six start-up companies have now been selected for cohort 7 of the Geovation Scotland accelerator and, subject to final checks, will start the programme in July. Over the next 12 months, cohort 7 companies will be using location, land and property data to address challenges in agritech, healthtech, proptech and biotech. Total additional investment and funding raised by Geovation Scotland startups now stands at £5,282,075 and jobs created stand at 110 FTE.

I do hope you find this helpful, and please do not hesitate to contact me if you require anything further in relation to the information provided in this update.

Yours sincerely



JENNIFER HENDERSON
Keeper of the Registers of Scotland