

By Email

Daniel Johnson, MSP
Convenor Economy and Fair
Work Committee
economyandfairwork.committee@parliament.scot

Your Ref: N/A
Our Ref: MC-017-2026

Reply to: Edinburgh Office
Department: Senior Management
Contact: Jennifer Henderson
Telephone: 0131 357 8199
Email: rossecretariat@ros.gov.uk
Date: 24 March 2026

Dear Mr Johnson

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 March position will be available to view from early April. Volume and age of open casework continues to reduce, although slightly below forecast. We have made steady progress this year by further reducing open casework to an acceptable age and volume, and thereby giving certainty to customers on completion dates, which will remain the central focus of next year's delivery plan.

Transparency of Land Ownership

The percentage of land mass moving from the General Register of Sasines into the Land Register, and casework in progress, continues to increase steadily. At the end of February 2026, 96% of land mass coverage in Scotland was held in our Land Register (59.8%), casework in progress (4.6%), and Indicative Sasines data (31.8%).

Finance

We continue to anticipate a breakeven position this financial year, with potential for a small surplus position.

Customers

The Executive Management Team have approved a proposed Customer Charter, which will form part of our wider ambition to strengthen customer focus and seek full future accreditation from the Institute of Customer Services.

Communications

RoS participated in the 2025 annual MSP survey for the seventh consecutive year -

findings from the survey show a strongly favourable view of RoS, and enable us to benchmark our performance against other public bodies. MSP awareness of our role and confidence in our effectiveness has improved compared to the previous survey.

Digital Services

RoS has increased the automation of standard dealings to 50% by implementing new automation measures.

The 'Automation 2.0' initiative is making strong progress in enhancing the First Registration process. A recent pilot demonstrated a high match rate and confirmed the effectiveness of our approach, paving the way for faster and more accurate case processing.

The publication of a revised Cyber Resilience Strategy and delivery plan provides a clear foundation and framework for managing digital risk and aligning to strategic focus on cyber resilience.

To date we have converted around 39 contingent DDaT roles to permanent positions, attracting strong talent in the marketplace and generating a financial return for RoS, as well as better managing our risk profile. As we enter the second year of the revised Pay Framework, we are on track for annual savings exceeding £2m by FY26/27.

People

Workforce initiatives continue to support capability, inclusion and long-term sustainability, including apprenticeships, strengthened support for carers, responsible AI adoption, and refreshed behavioural and dignity at work frameworks. 15 Modern Apprentices between the age of 16 and 24 were onboarded in January, diversifying our workforce and providing opportunities for youth employment in critical skills pathways in our organisation. In March we agreed a progressive Carers' Leave Policy in partnership with the PCS Union, building on our reputation as an award-winning organisation based on our support of carers.

In line with Cabinet Office and SG, we have responded to the delays in pensions processing by providing Transitional Support Loan scheme for Civil Service pension members who are experiencing hardship because of the provider issues.

Over the course of the current Corporate Plan period, our workforce has reduced by 3.5%. With our Supporting Service Review and continued tech-enabled reform, we aim to achieve a net 10% reduction in the first year of our new Corporate Plan from 2027.

The full Civil Service People Survey (CSPS) results have now been published following the lifting of the Cabinet Office embargo.

Geovation Scotland

The current Geovation Scotland cohort has progressed through the final stage of the accelerator, with the wider programme continuing to support innovation, investment and job creation linked to land and property data. External investment and funding raised by Geovation Scotland startups has increased by £1.1m to £15.9m, with a total of 119 FTE jobs created by startups to date.

Public Service Reform

RoS held a pilot workshop for six other public sector bodies on 03 March to share lessons we have learned over the past 10 years that have allowed us to reduce our customer service team size by 50% whilst increasing our Customer Satisfaction scores from 70.9 in 2021 to 85.7 in 2025. Future events are planned in support of the public sector reform (PSR) agenda.

RoS continue to engage with other public bodies such as National Records for Scotland and the Crofting Commission to explore opportunities to improve service delivery efficiency for customers who use both our services.

Progress continues on agreed estate and partnership arrangements that will support organisational transformation.

We have agreed a joint statement on organisational change and reform with the PCS Union, setting out expectations of partnership working in the context of Public Sector Reform.

Development of the next RoS Corporate Plan (2027-2032)

The RoS Board have endorsed a set of draft strategic objectives for RoS' 2027-32 Corporate Plan, as follows:

- Deliver end-to-end digital registration that is simple, predictable and trusted.
- Deliver authoritative land and property data that is trusted, fit for purpose and enables public value.
- Ensure RoS can deliver reliable, trusted services through disruption, change and uncertainty.
- Build a skilled, adaptable and engaged workforce that can evolve with customer and service needs.
- Develop commercial services that support core RoS outcomes and deliver sustainable public value.
- Strengthen land administration and prepare RoS to support public sector reform.

These draft strategic objectives will be used to support detailed engagement with colleagues, customers, and wider stakeholders to inform their refinement ahead of finalisation and publication of the next corporate plan in 2027.

If you require anything further in relation to the information provided in this update, or in regards to the development of our next Corporate Plan, please let me know.

Yours sincerely



JENNIFER HENDERSON
Keeper of the Registers of Scotland