

**By Email**

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Our Ref: MC-108-2025

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Date: 30 January 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 December position is [now available](#). We are continuing to reduce the volume and age of our open casework. Q3 performance is slightly lower than Q2 performance although that is largely a result of seasonality (high intake of work immediately before Christmas period followed by a drop in clearance rates over that period owing to annual leave levels). We anticipate the position will improve again in Q4. Overall, our clearance rate of open casework remains steady but lower than forecast.

**Transparency of Land Ownership**

At the end of December 2025, 96% of land mass coverage in Scotland was held in our Land Register (59.6%), casework in progress (4.4%), and Indicative Sasines data (32.0%). In the last 12 months land mass coverage held in the Land Register has increased from 55.3% to 59.6%, which is supported by the casework in progress decreasing from 6.2% to 4.4% as the land was registered in the Land Register.

**Finance**

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

**Customers**

The Autumn 2025 Customer Satisfaction Index (CSI) results show strong progress, with over 1,000 customers providing a robust sample. Already excellent scores improved across all segments: Professional customers reached 85.7 (+2.3 points),

placing RoS in the best-in-class bracket alongside leading brands such as John Lewis and Nationwide; Citizen customers scored 82.6 (+2.1 points); and the combined score rose to 83.9, well above the UK public sector average (74.7) and all-sector average (78.2), exceeding corporate plan targets.

Our Customer Effort score also fell (smaller is better) to 3.5 compared to the UK public sector average of 5, meaning customers find it easier than ever to achieve their goals with RoS.

Over the past quarter, work has progressed to embed our Customer Experience Strategy with major strides made towards our new Customer Charter and Channel Strategy development whilst beginning work on our Citizen Strategy. These will ensure we continue to provide excellent service to our customers.

## **Commercial Services**

RoS operates a number of commercial market-facing services in addition to its core statutory services. In response to customer feedback, we are moving to a more regular and predictable fee change model going forward. New commercial income will in turn support investment in a broadening range of innovative commercial products and services that help grow Scotland's economy.

## **Digital Services**

By December, we expanded our automation approach to include dealings requiring manual intervention, but still suitable for partial automation. Over the next 3 months we will further expand this and partial automation of dealings with a target of c57-61% of standard dealings being automated by the end of March '26, allowing colleagues to focus on more complex outstanding casework.

Work is already underway on 'Automation 2.0' as we build on the success of automation in our dealings and expanding it into our other transaction types to automate more and further leverage our investment in technology.

To strengthen our cyber resilience amid a rapidly evolving threat landscape, we are investing in enhancements to our existing recovery and continuity capabilities. This work focuses on advancing maturity in strategic recovery planning and ensuring robust business continuity for statutory and business-critical services. These improvements will help maintain service reliability and safeguard public trust, even in the event of a significant cyber incident.

## **People**

In April 2025 we introduced a new pay framework to attract DDAT professionals and reduce our reliance on contingent workers. Nine months on we have exceeded the 29 targeted roles for recruitment this financial year, with 36 offers accepted. This means we are already delivering some of the 30 roles planned for recruitment in FY26/27. The initiative is therefore ahead of plan to deliver the expected financial savings and improve the sustainability of our digital workforce. In addition, we have recruited 15 Modern Apprentices to join in January 2026 which supports our outcome to improve our age diversity.

The 2025 Civil Service People Survey has now concluded, and we will advise the Committee of the results once the Cabinet Office has confirmed these can be publicly released.

We achieved Platinum in the 'We Invest in Wellbeing' accreditation. This is the highest level of award in the Investors in People accreditation framework.

RoS has now implemented the 2025–27 pay award following an overwhelmingly positive PCS members vote in favour of the offer.

## **Estates**

Work continues to finalise the business case relating to the Glasgow element of the RoS Estates Strategy, and work will begin imminently on the Edinburgh site part of the project.

## **Public Service Reform**

Following the pay deal agreement, work has been progressing with PCS to develop a joint statement on organisational reform. This collaborative effort focuses on establishing shared principles and ensuring that proposed reforms support both ROS strategic objectives and effectiveness and workforce interests. This is now in its final stages.

Following our successful Microsoft Copilot rollout, an AI assistant that supports back-office tasks and productivity, we shared our experience with the Scottish Government. We provided practical insights and strategic guidance which shaped and strengthened their successful pilot deployment. This collaboration demonstrates our commitment to improving the wider public sector and supports the Scottish Government's approach to shared learning and collective benefit.

## **Development of the next RoS corporate plan (2027-2032)**

Development of the next 5-year Corporate Plan for RoS (covering the period 2027-2032), is on track. Initial external engagement to gather views on what RoS should prioritise in our next corporate plan took place in December 2025. A proposed set of strategic objectives and outcomes is scheduled for formal consideration by the RoS Board in March 2026. Once endorsed these will be discussed in detail with customers and wider stakeholders to seek further feedback ahead of finalising and publishing our next corporate plan.

## **Further updates**

### **Geovation Scotland**

Cohort 7 of the Geovation Scotland accelerator are coming to the end of the second stage of the programme ('Exploration') and will be moving on to the 'Traction' phase. The companies, who are using geospatial and land and property data to address challenges in agritech, healthtech, proptech and biotech, have received support and practical advice on IP, sustainable team growth, and user testing.

In the last quarter, external investment and funding raised by Geovation Scotland startups has increased by £6m to £14.8m. This additional funding has been received by Geovation alumni companies, including recently disclosed funding for Space Intelligence, MARKED Wayfinding Systems and Rail Geospatial. In the same 3-month period, an additional 5 jobs have been created, bringing the total number of jobs created by Geovation Scotland startups to 118 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

A handwritten signature in dark ink, appearing to read 'J Henderson', written in a cursive style.

**JENNIFER HENDERSON**  
**Keeper of the Registers of Scotland**