



# Accelerating our Progress



Annual Report  
and Accounts

2023-24



# Contents

## Performance report

2023-24: the year in numbers  
Foreword

## Performance overview

Overview  
Statement of purpose and activities  
Our objectives  
Our 2023-24  
Financial performance

## Performance analysis

### Strategic Objective 1:

Deliver the benefits of a completed land register: reducing stock, and delivering casework within improved timeframes

### Strategic Objective 2:

Deliver more benefits to Scotland by providing innovative and accessible land and property data

### 02 Strategic Objective 3: 22

Develop and deliver digital improvements that support a sustainable business where the needs of our customers are fully satisfied

### 04 Strategic Objective 4: 24

Inspire our people to adapt, grow and innovate to empower a thriving, and inclusive organisation

### Strategic Objective 5: 26

Be an effective and efficient, future-focused delivery organisation

## Accountability report 29

Corporate governance report  
Governance statement  
Remuneration and staff report  
Parliamentary accountability and audit report  
Independent auditor's report

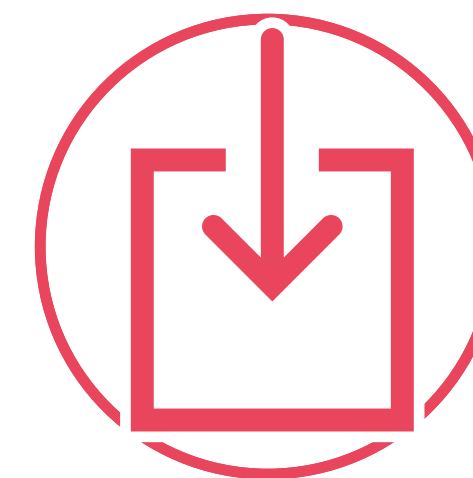
### 19 Annual accounts 2023-24 54

Notes to the accounts  
Appendices

## 2023-24: the year in numbers



90% Registration completed within 35 days (-1% compared to 2022-23)



602,922 Number of applications received (-5.5% compared to 2022-23)



33,391 Number of pre-2022 cases removed from longstanding open casework (+31.1% compared to 2022-23)



95.3% (+5.2% compared to 2022-23) of land mass coverage by the three elements of: land mass registered (53.6%), in progress (6.3%) and [unlocked in Sasines](#) (35.4%)



Income £94.6 million (up £2.0 million from 2022-23)



Operating costs £92.4 million (up £2.1 million from 2022-23)



No gender pay gap as in 2022-23



Average number of persons employed 1,272 (down from 1,278 in 2022-23)



Colleague engagement 65% (0% change from 2022-23)



Customer Satisfaction Index score of 81.7 for professionals and 84.4 for citizens – compared to 79.7 and 87.8 respectively in 2022-23



# Foreword

Reflecting on this year, I am confident that we are making good progress towards providing the consistently excellent service we aspire to.

We always want to deliver effectively and efficiently for our customers, and I believe that one of the reasons our customer satisfaction scores are above the UK and public sector averages is because we have focused on what matters most to them.

Our main priority has been to clear longstanding open casework, and we have consistently exceeded the initial quarterly target set in our 'year 2 delivery plan'. In parallel, we have made progress in delivering the benefits of a completed land register, with land mass coverage now at over 95%. But I also know that we have more to do - and I anticipate further acceleration ahead.

Given the challenging economic times, we have sought to align our activities to the Public Service Reform agenda. We are committed to achieving best value for the public purse, while making a continued contribution to the wider Scottish economy. As part of this, it is essential that we have the right leadership so that both current and future customers get the services they need. In addition to restructuring our Executive Management Team this year, we have invested in our people managers who are critical to enabling all colleagues to contribute effectively to our strategic objectives.

More widely, our digital journey has continued at pace, and we have introduced automation for our most straightforward applications. We have also reached the end of the transition period for our newest register - the Register of Persons Holding a Controlled Interest in Land (RCI).

Despite a suppressed housing market, we have achieved a break-even financial position. And looking ahead, we have a clear 'year 3 delivery plan'. This includes preparing for the introduction of the new Registers of Moveable Transactions.

Milestones like these would not have been achieved without the hard work of our people. And while it is encouraging that our Civil Service People Survey result has remained stable and our Gold 'Investors in People' accreditation has been retained, we want to do more to make Registers of Scotland an even better place to work. For example, continuing to have a joined-up approach with the trade union, which is working well, and further championing Diversity and Inclusion following this year's refreshed strategy and action plan.

Everything that we have achieved this year, has only been possible thanks to collaboration with you all. I am very grateful to everyone who has contributed in 2023-24 and I look forward to further accelerating our progress in the year ahead.

Signed by:  
  
C7C523A07457469...

**Jennifer Henderson**  
**Chief Executive and Keeper of the Registers of Scotland**  
25 September 2024



**Jennifer Henderson,**  
**Keeper of the Registers of**  
**Scotland**



# Performance overview



# Overview

This section provides a summary of Registers of Scotland (RoS) as an organisation. RoS is responsible for managing public registers of land, property and other legal documents in Scotland. We are a [non-ministerial office](#) and part of the Scottish administration. Our work secures people’s rights in land and property and helps to underpin the Scottish economy.



## PURPOSE

To support the Scottish economy for the benefit of the people of Scotland.



## VISION

To be a digital registration and information business trusted for our integrity.



## STATUTORY DUTY

The Keeper compiles and maintains the public registers for which she is statutorily responsible and makes the information they contain publicly accessible. She achieves this through our customer and online services and by investing in improvements to these such as the ScotLIS service.



## VALUES

**Impartial** – we act without bias in our dealings with our customers, stakeholders and each other, keeping information secure and presenting it accurately.

**Forward Thinking** – we must always add value for the public of Scotland, finding better ways to deliver what they and the Scottish economy need, whilst developing skills and opportunities for our staff.

**Customer Focussed** – we strive to understand what our customers need and why, so that we can design our processes and services for them.

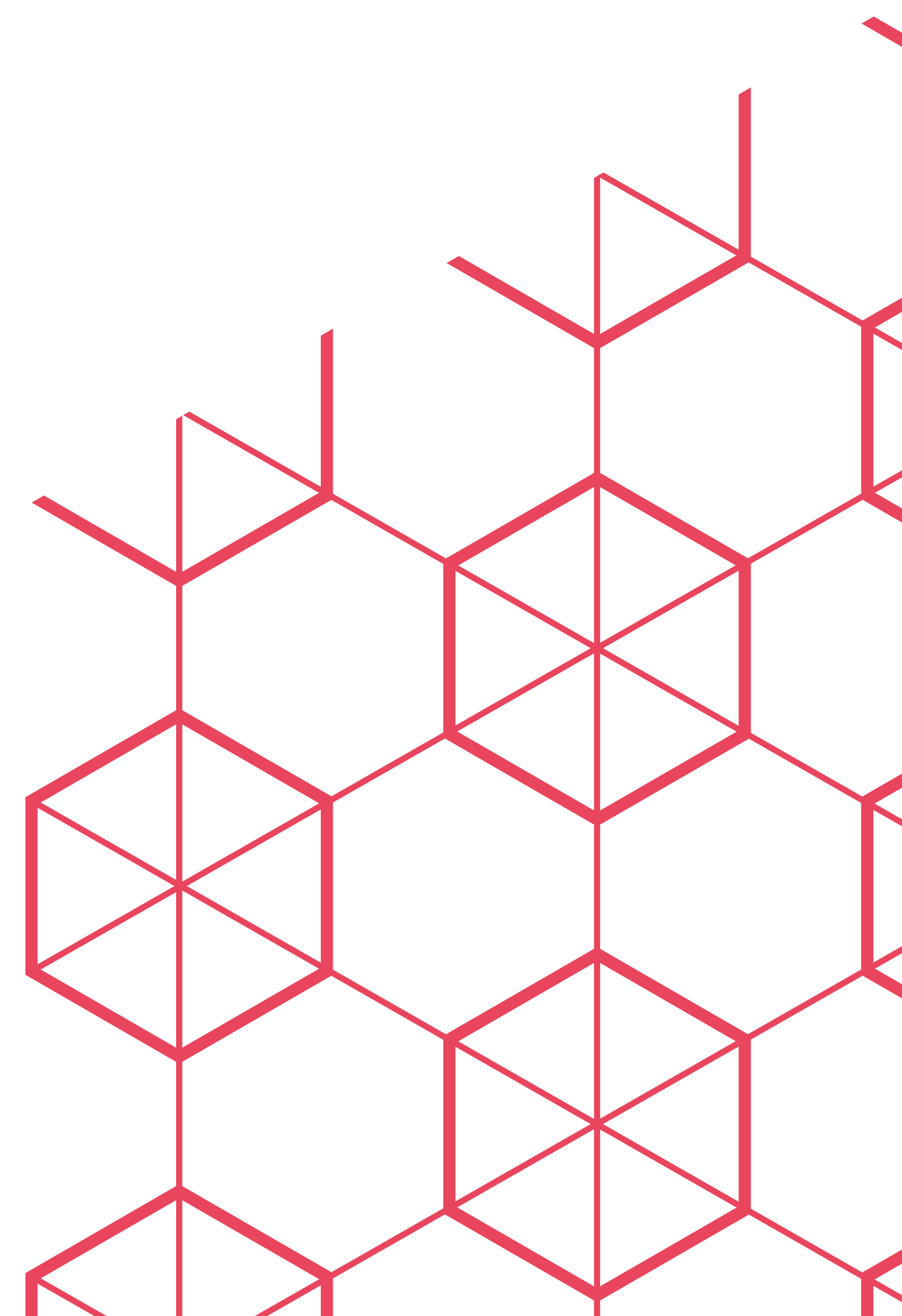
**Professional** – we recognise that customers need us to be skilled, efficient, effective and to work with pace, passion and pride.

# Statement of purpose and activities

At RoS, our support for the Scottish economy is underpinned by our work to digitise our approach. We are on a mission to make some of the oldest public land and legal registers in the world into some of the most modern and accessible.

We manage over 20 land, property and other legal registers. The data within those registers supports the public, and policy makers, to make important decisions about land and property. For example, supporting the smooth functioning of the property market, enabling transparency about who makes decisions about land to enable commercial developments and more widely supporting activities like the transition to net zero by identifying optimal wind farm locations.

More information on our registers, and how they support the people and economy of Scotland, can be found on our [website](#).





# Our objectives

As set out in our [corporate plan for 2022-2027](#), we had six strategic objectives; each driving core business requirements and ambitions.

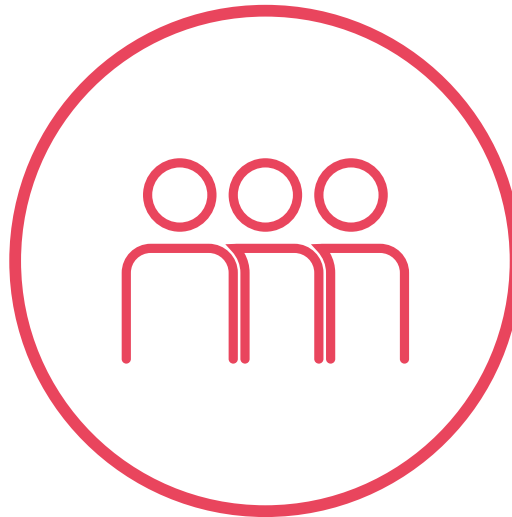
Now that we are in the second year of delivering that corporate plan, we have used insight from customers, colleagues and stakeholders to further refine our objectives as detailed in our [delivery plan year 2](#).

In summary, Strategic Objective 1 has been slightly expanded to better articulate the various related strands that will help ensure its success. Strategic Objectives 5 and 6 have been combined to allow us to underpin the other objectives with a single objective that ensures a well-run organisation now, that is also fit for the future.



**Strategic Objective 1:**

Deliver the benefits of a completed land register: reducing stock, and delivering casework within improved timeframes



**Strategic Objective 4:**

Inspire our people to adapt, grow and innovate to empower a thriving, and inclusive organisation



**Strategic Objective 2:**

Deliver more benefits to Scotland by providing innovative and accessible land and property data



**Strategic Objective 5:**

Be an effective and efficient, future-focused delivery organisation



**Strategic Objective 3:**

Develop and deliver digital improvements that support a sustainable business where the needs of our customers are fully satisfied



# Our contribution to the National Performance Framework

As part of the Scottish administration, our strategic objectives reflect our public task and support Scotland’s [National Performance Framework](#) and connected National Outcomes.

Below are some specific examples of how our work helps to deliver the National Outcomes.


 **Economy** We support Scotland’s residential and non-residential property market transactions – worth an estimated £20.7 billion and £3.6 billion respectively in 2023-24.


 **Fair work and business** We are committed to implementing the Fair Work First approach and are proud to be one of the few public bodies to report no gender pay gap. We also have reporting mechanisms regarding other pay gaps.

 **Human rights** Our digital transformation is helping to make our services and data more accessible, improving the overall quality of public services.

 **Health** We have been awarded the Gold level ‘We Invest in Wellbeing’ accreditation from Investors in People (IiP) in recognition of our significant support and investment in the physical, social and psychological wellbeing of colleagues.

 **Communities** We are following progress on the Scottish Government’s ‘Housing to 2040’ strategy to monitor any impacts and opportunities to assist the government to deliver its goals. We also run a Community Benefits Group for colleagues to help them support their local communities.

 **Education** We offer colleagues varied opportunities for work place learning, such as through job-related training, our bespoke ‘Grow Our Own’ programme, and supporting graduate apprenticeships.

 **International** We continue to engage regularly with other international land registries and other mapping organisations to exchange information, share best practice and learn from their experiences.

 **Environment** We are committed to reaching net zero emissions by 2045 as outlined in our [Sustainability & Climate Change Strategy 2021-26](#).

 **Children and young people** We are involved in the ‘Investors in Young People’ accreditation which enables employers to assess and improve their youth employment practices. We are also participating in the ‘Career Ready’ initiative to help young people build networks, gain skills, and participate in work experience.

# Registration applications

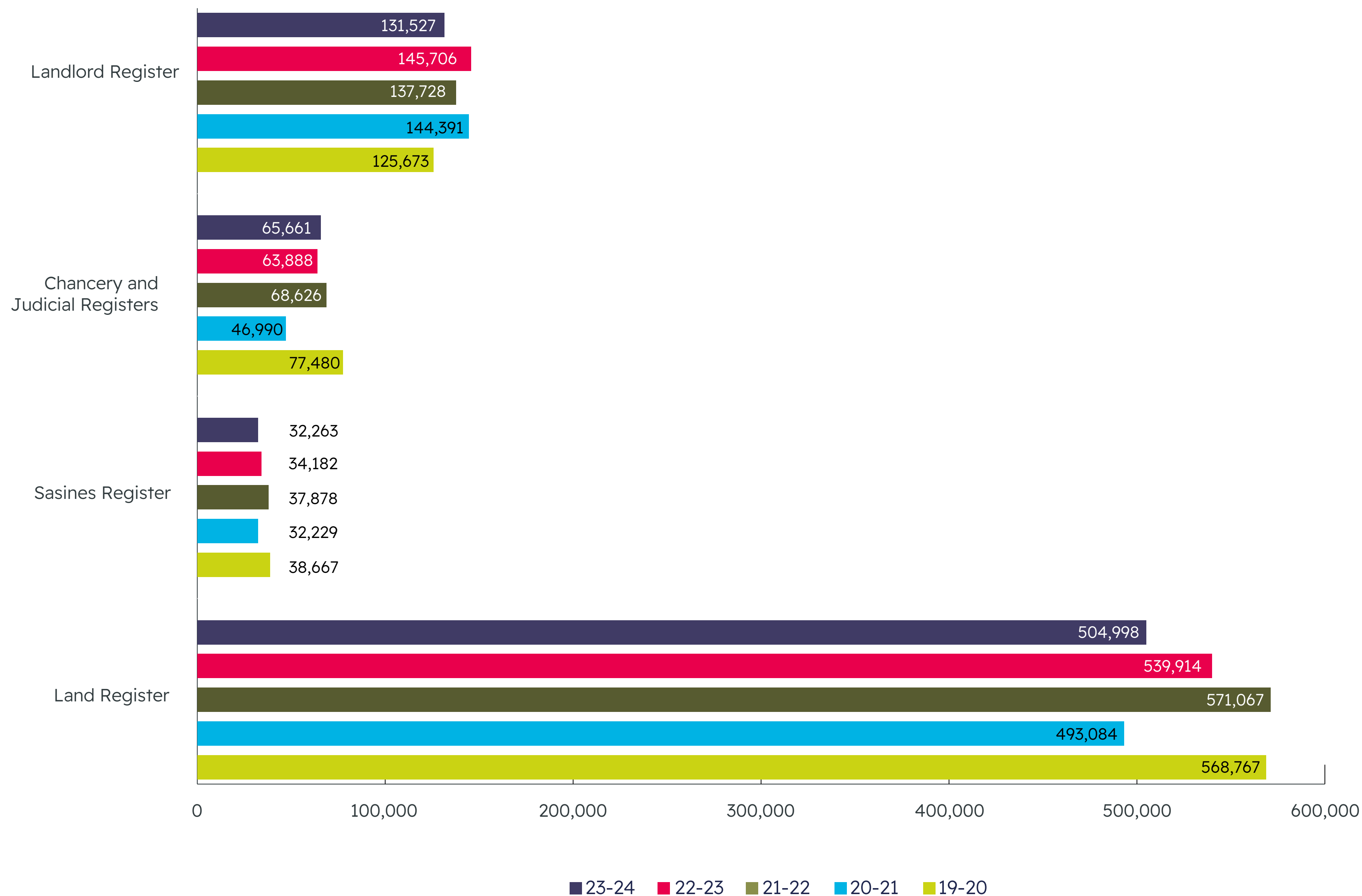
Registration application numbers reflect activity in the property market.

Looking at applications across the past five years, the impact of the COVID-19 pandemic in 2020-21 saw application numbers generally go into decline before they rose again in 2021-22. This upward trend was not followed last year however when lower application numbers were recorded across most of our registers – something which has continued into this year. For the majority of our registers, application numbers track the performance of the economy.

In 2023-24, we received 602,922 applications for registration (compared to 637,984 in 2022-23). In terms of work despatched, including advance notices, 90% was completed within 35 working days (compared to 90.5% in 2022-23).

There was a 6.5% decrease in Land Register applications compared to 2022-23 and a 5.6% decrease in the number of Sasine Register applications. There was also a 9.7% decrease in Landlord Register applications. There was, however, a 2.8% increase in applications to our Chancery and Judicial Registers.

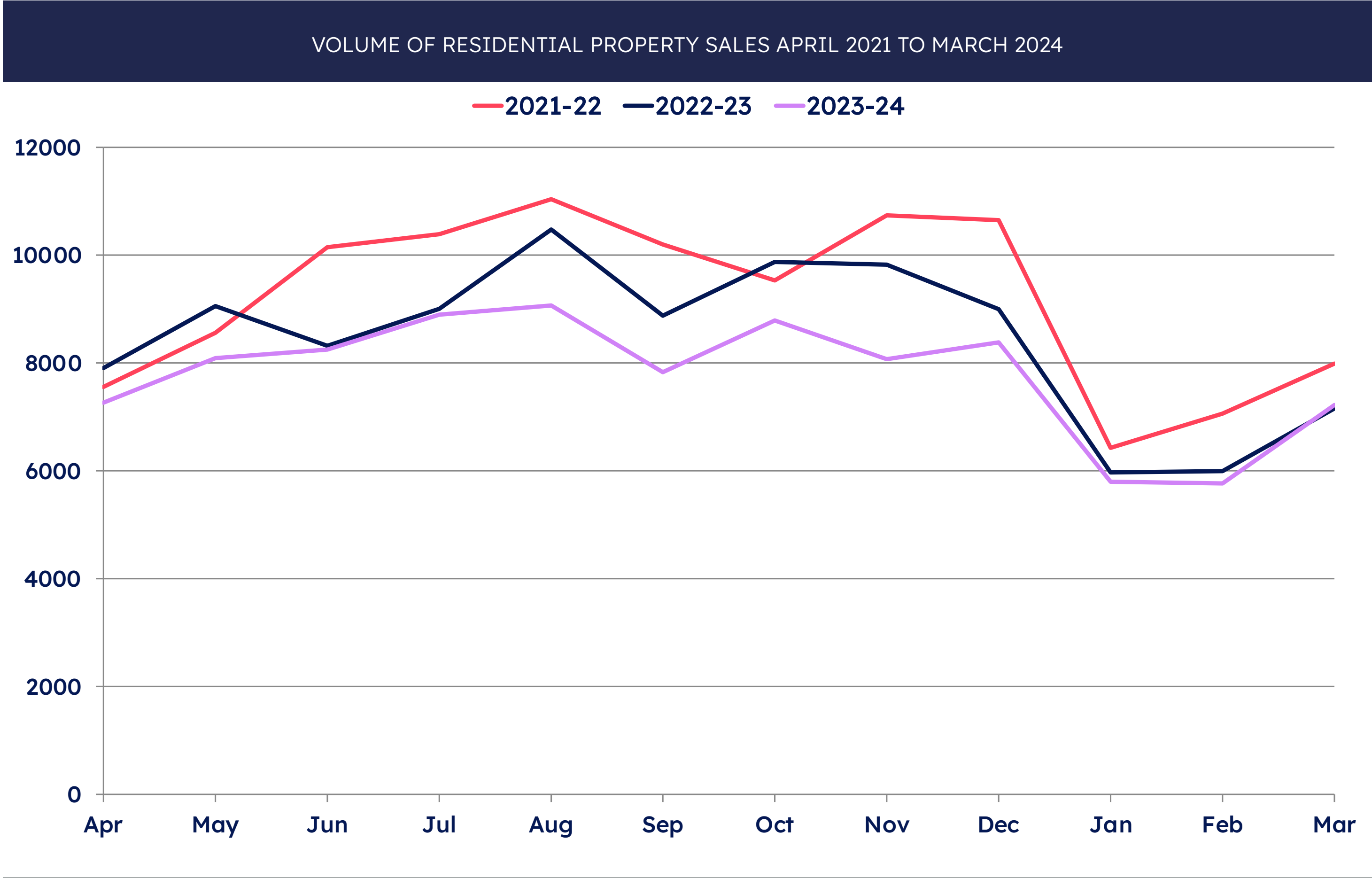
The graphic below outlines the trends in registration applications to our main registers between 2019 and 2024.



# Scotland's housing market

During 2023-24, Scotland's housing market activity was broadly in line with our internal predictions. Although the volumes of sales followed the same seasonal trends as previous years, overall sales volumes were consistently lower than previous years.

The graphic below outlines the trends in residential property sales between 2021 and 2024.





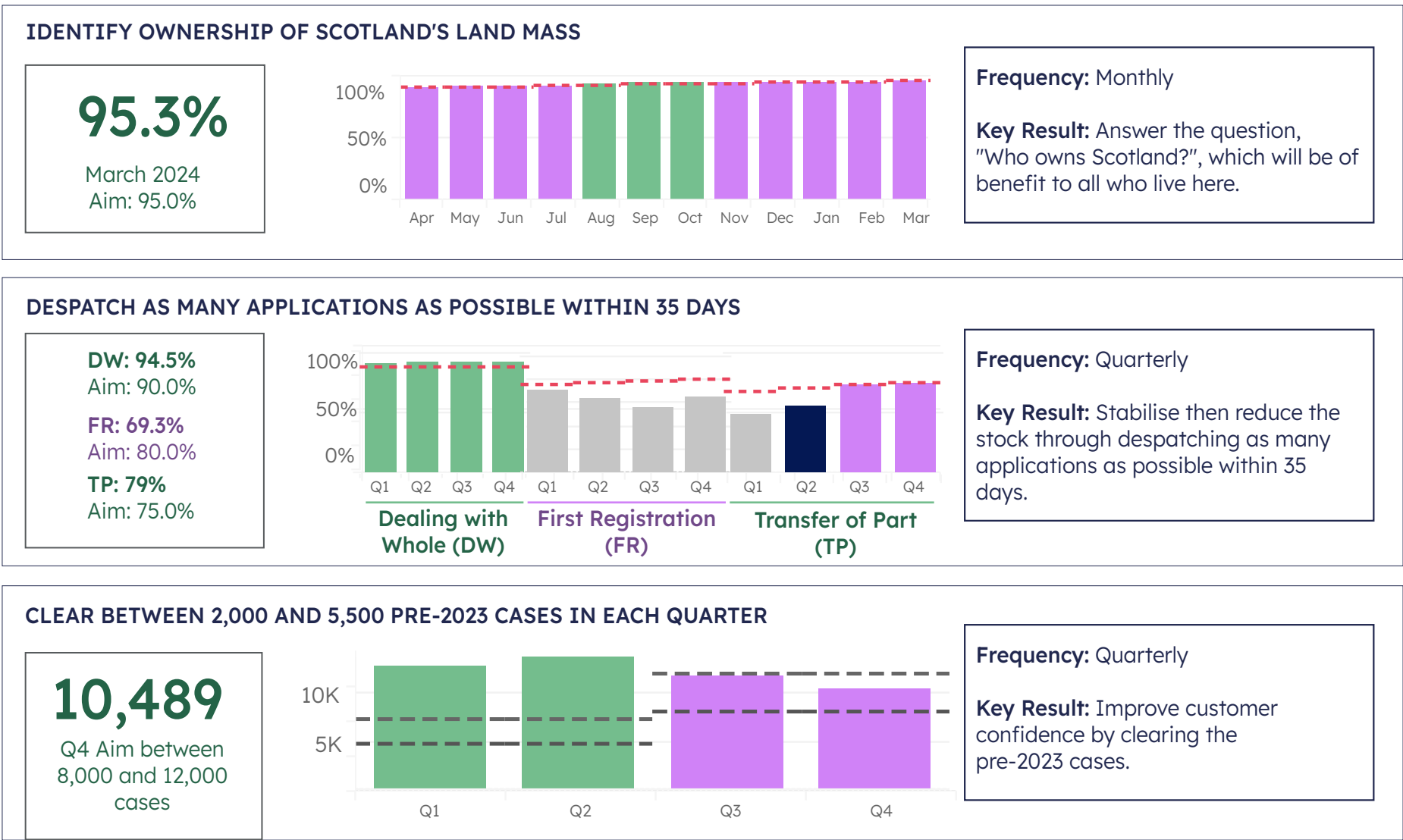
# Our 2023-24

Our performance against our objectives in 2023-24 is outlined below.



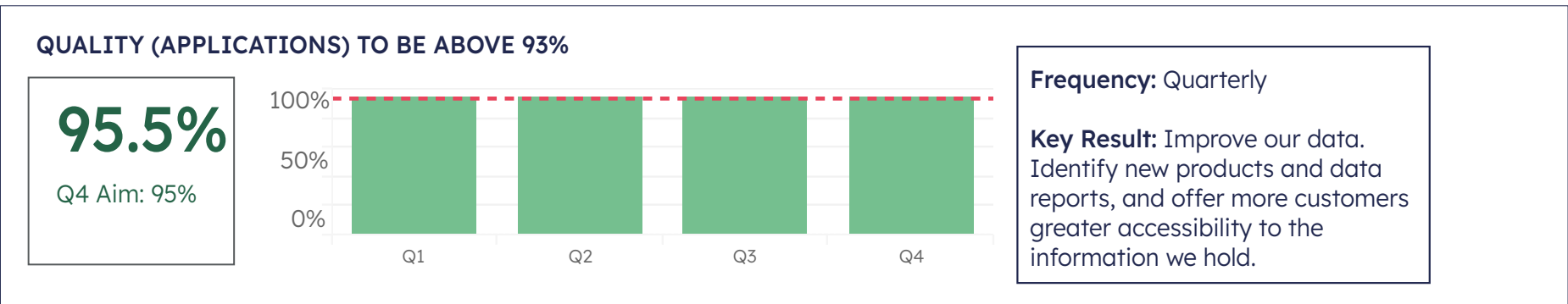
## Strategic Objective 1:

Deliver the benefits of a completed land register: reducing stock, and delivering casework within improved timeframes



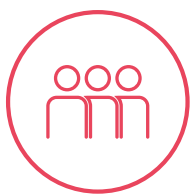
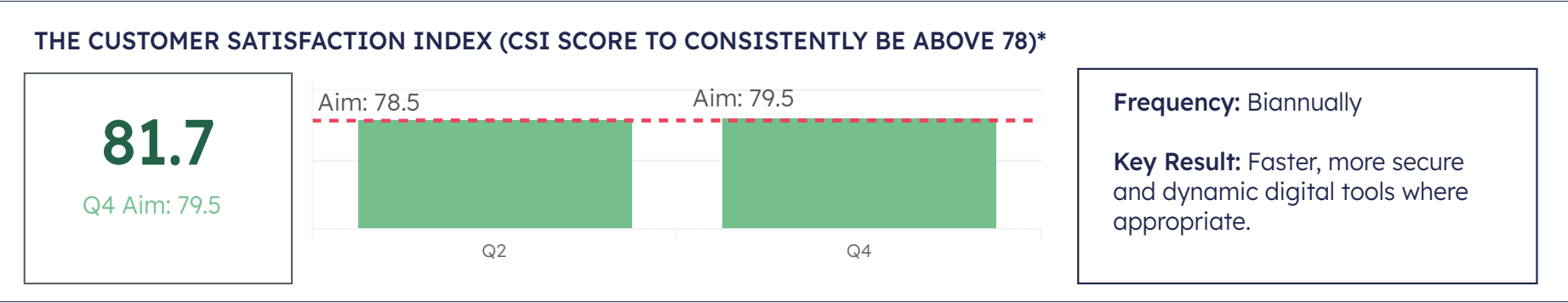
## Strategic Objective 2:

Deliver more benefits to Scotland by providing innovative and accessible land and property data



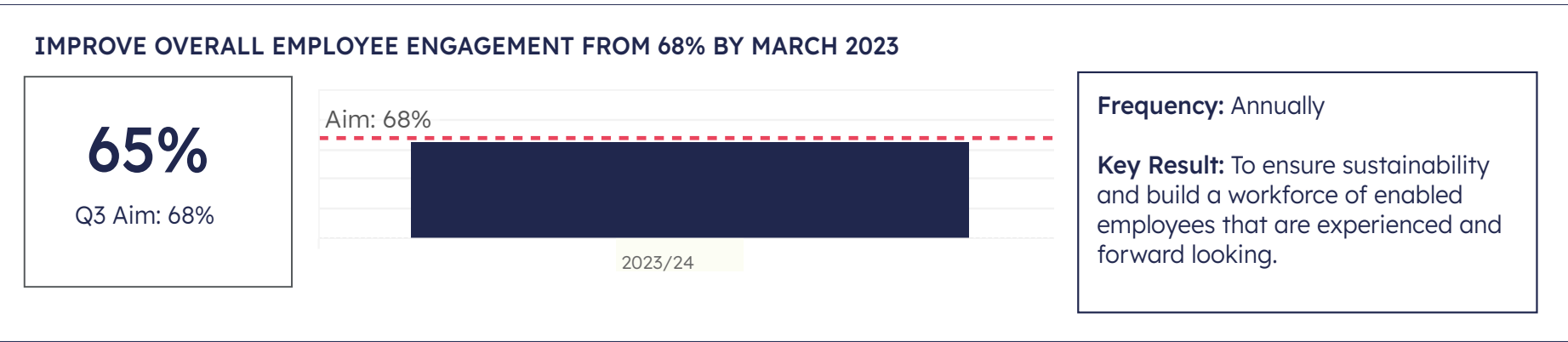
## Strategic Objective 3:

Develop and deliver digital improvements that support a sustainable business where the needs of our customers are fully satisfied



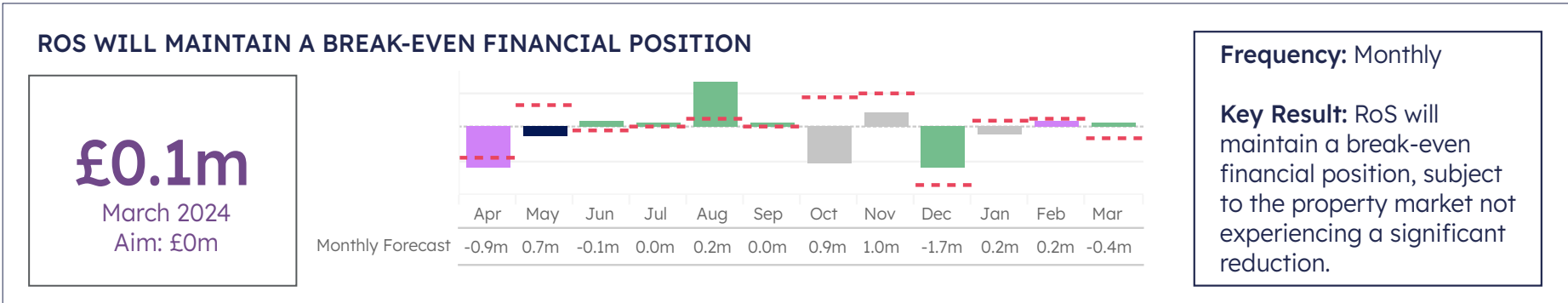
## Strategic Objective 4:

Inspire our people to adapt, grow and innovate to empower a thriving, and inclusive organisation



## Strategic Objective 5:

Be an effective and efficient, future-focused delivery organisation



\* We currently only have a customer satisfaction target for our professional customers, although we do measure citizen customer satisfaction.

# Financial performance

At £94.6m, our income increased in 2023-24 by £2.0m (2.2%) when compared with 2022-23: £92.6m.

Expenditure ended the year with cash costs and non-cash costs of £96.4m and £0.1m respectively, reflecting a ‘cash’ increase of 7% and a ‘non-cash’ decrease of 102% when compared with 2022-23 (£90.4m and £4.8m respectively).

During 2023-24, when compared against the budget (£99.1m), there was a fall in year-on-year income due to a slowdown in the property market as a result of higher interest rates, while costs increased due to inflation and higher than expected pay awards.

In terms of Net Resource Expenditure, through various planned cost-reduction measures in the latter part of the year, a break-even position was achieved. This is shown in the graph opposite.

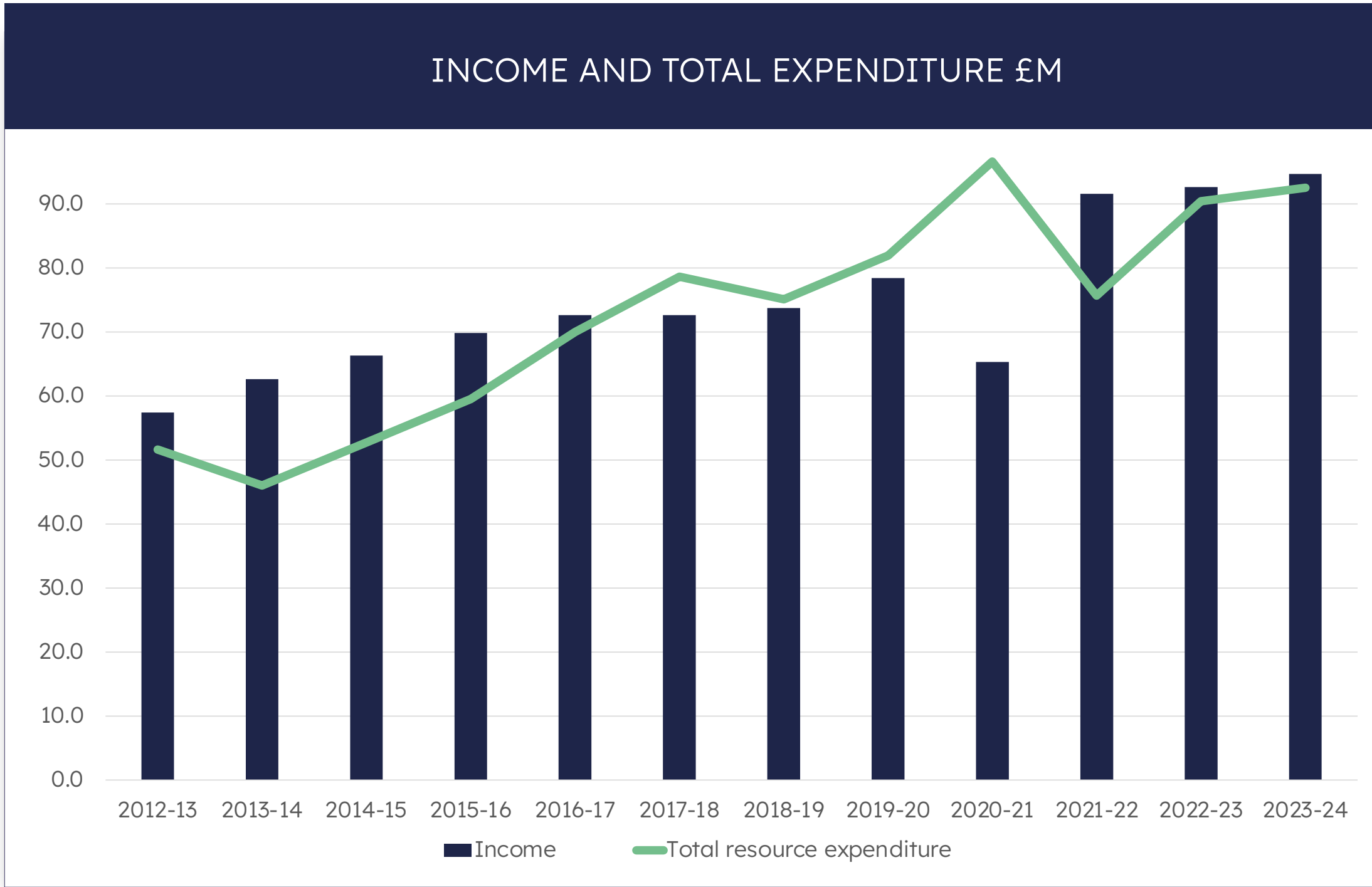
Financial performance is monitored throughout the year and reported to our Board and Audit and Risk Committee on a routine basis. As a non-ministerial office of the Scottish Government, RoS expenditure forms a section within the Scottish Finance and Economy Portfolio. The Scottish Parliament approves funds to Scottish Government and related bodies at the start of the year with revisions in October and January.

For 2023-24, the Scottish Parliament approved an initial departmental expenditure limit (DEL) budget for RoS of £10.4m (£nil resource, £4.5m ring-fenced and £5.9m capital) in the Scottish budget.

The transitional period for submissions to the Register of Persons Holding a Controlled Interest in Land (RCI) before offence clauses for legislative non-compliance commenced was extended by a year in 2023. RoS secured in-year budget transfers of £0.2m capital and £0.1m resource in support of the costs for the one year extension.

Additional budget cover for Annually Managed Expenditure (AME) to cover non-cash costs, such as potential changes to provisions and impairments, was received in the financial year. A comparison of our outturn compared to the final budget from Scottish Government is detailed on the following page.

\*Non-cash costs exclude amortisation, depreciation and impairment cost



	FINAL BUDGET £'000	ACTUAL OUTTURN £'000	OVER/ (UNDERSPEND) £'000
Capital Departmental Expenditure Limit (DEL)	6,105	5,961	(144)
Resource DEL	45	283	238
<b>Total Resource and Capital DEL</b>	<b>6,150</b>	<b>6,244</b>	<b>94</b>
Ring Fenced DEL	4,546	3,898	(648)
<b>Total DEL</b>	<b>10,696</b>	<b>10,142</b>	<b>(554)</b>
Annually Managed Expenditure (AME)	476	(4,087)	(4,563)
<b>Total Expenditure</b>	<b>11,172</b>	<b>6,055</b>	<b>(5,117)</b>

With total funding of £105.3m and total spend of £104.8m, RoS made a total DEL contribution of £0.5m to the Scottish Government (mostly in relation to non-cash ring-fenced DEL) – a reduction of £2.9m when compared with 2022-23’s contribution of £3.4m.

Expenditure that does not meet the criteria for capitalisation under IFRS is disclosed as capital for budgeting when the recognition criteria of ESA10 is met resulting in an increase in capital and a reduction in expenditure compared to the financial statement assertions.

BUDGET - SOURCES AND USES

In 2023-24, operating income from all registers was £94.6m (£89.7m from statutory services and £4.9m from non-statutory services) compared to budgeted income of £99.1m. The £4.5m shortfall to budget was mainly due to reduced statutory income from the property market slowdown, but a year-on-year increase of £2m when income is compared with 2022-23: £92.6m (£88.0m and £4.6m). RoS income was supplemented by a SG DEL budget allocation of £10.7m to a total funding position of £105.3m.

RoS total expenditure was £104.8m (£98.8m resource DEL including depreciation and amortisation and £6m capital DEL including National Loan Fund) compared to a budget of £109.7m. The £4.9m of planned savings to spend was to offset reduced income but represented a £4.5m year-on-year increase when compared with 2022-23: £100.3m (£95.6m Resource DEL and £4.7m Capital DEL).



FINANCIAL PERFORMANCE	NOTES	2023-2024 £'M	2022-2023 £'M
Continued operations income	SoCNE	94.6	92.6
Operating costs	SoCNE	(92.4)	(90.3)
Costs (cash & non cash)	SoCNE	(96.3)	(95.2)
Net interest income and charges	SOCF	(0.1)	(0.1)
Change to General Funding	SoCNE	(1.8)	(2.7)
Capital expenditure	SOCF	(4.3)	(3.1)
<b>Costs comprised:</b>			
<b>Cash Costs</b>			
Staff costs	SoCNE	(83.3)	(76.6)
Administrative costs	SoCNE	(13.1)	(13.8)
<b>TOTAL CASH COSTS</b>		<b>(96.4)</b>	<b>(90.4)</b>
<b>Non Cash Costs</b>			
Amortisation, depreciation and impairment	SoCNE	(3.9)	(4.9)
External audit	Note 20	(0.1)	(0.1)
Work in Progress	SoCNE	3.8	0.2
Indemnity	SoCNE	0.3	0.1
Provision for dilapidations	SoCNE	0.0	(0.1)
Operating leases - interest	SOCF	0.0	0.0
<b>TOTAL NON CASH COSTS</b>		<b>0.1</b>	<b>(4.8)</b>

Our financial performance for 2023-24, shown opposite, reflects the costs associated with our day-to-day activities and investments to improve our business.

## RISKS AND STRATEGIC ALIGNMENT

We manage the risk to our objectives, both strategic and tactical, on a continuous basis – more information on specific risks can be found at the section on Risk Management on page 34.

We consciously manage risk across short, medium and long term horizons to ensure that our decisions today are compatible with our longer term goals. To support this, during 2023-24 we have further embedded our refreshed risk appetite profile in our decision-making processes and updated our risk management framework. Our risk appetites and strategic risks remain under continuous review by our Executive and Non-Executive functions to ensure that our decision-making and prioritisation are risk-aware and strategically aligned.



# Strategic Objective 1: Deliver the benefits of a completed land register: reducing stock levels and delivering casework within improved timeframes

We have worked to reduce stock levels and deliver casework within improved timeframes for our customers. We have also made further progress towards delivering the benefits of a completed land register.

## CLEARING OPEN CASEWORK

Our main priority is to clear our open casework. 2023-24 saw a key milestone towards this as our case backlog volume went into decline. In March 2024, total stock was 122,051 cases - down from 136,876 the previous year - and we continue to drive this lower.

Part of this work includes reducing pre-2023 cases that remain open as, although they present minimal risk to our customers, we are committed to providing the most efficient service possible. As at March 2024, 78,500 pre-2023 cases remained in our stocks.

For customers who require an application to be urgently completed, we continue to improve our [Expedite Request Service](#). During 2023-24 the service received 2,618 applications, of which 2,015 met the criteria and were expedited. For any requests not approved, our Customer Service team provided follow-up support.

Increasing capacity to process cases is key to clearing our open casework. We have recently undertaken significant internal recruitment and development to increase the number of colleagues in critical, higher-skilled roles. This will expand the technical expertise available to tackle complex work more quickly.

We have also further realigned our registration teams to better position colleagues, and the leadership and support systems around them, to process applications more efficiently.

The use of automation and new technology in some areas has increased capacity too. This includes:

- the acceptance of deeds signed by Qualified Electronic Signatures in the Register of Deeds - a key step towards acceptance of Qualified Electronic Signatures in the Land Register
- the automation and reuse of existing data in [some Transfer of Part applications](#), simplifying the processing of suitable applications
- a significant rise in the same day processing of our Dealing with Whole applications following the introduction of automation

These enhancements are contributing to improved data quality, leading to efficiency improvements, and streamlining of practices. Combined, these are increasing our ability to release people onto upskilling and completing older, more complex, cases.

Overall, improved performance has led us to raise our KPI target in 2023-24 on open casework. Our original 2022-27 Corporate Plan target for pre-2023 cases was to clear between 2,000 and 5,500 each quarter. Our new targets and progress towards these are:

KPI: CLEAR BETWEEN 4,800 AND 7,200 PRE-2023 CASES IN EACH QUARTER	CASES CLEARED	TARGET	PROGRESS
Q1	12,823	Between 4,800 and 7,200 cases	Ahead of target
Q2	13,645	Between 4,800 and 7,200 cases	Ahead of target
Q3	11,737	Between 8,000 and 12,000 cases	On target
Q4	10,489	Between 8,000 and 12,000 cases	On target

IMPROVING DELIVERY TIMES FOR NEW CASES

We strive to provide our customers with a reliable timeframe for the completion of standard casework within 35 working days. This timeframe matches our [advance notice](#) period to build customer confidence.

For more complex cases, and as we reduce our longstanding open casework, we intend to move towards agreeing bespoke timeframes for completion with applicants. We expect to adopt this approach at the end of the current corporate plan period. Currently we utilise bespoke agreements in relation to our [Expedite service](#) and it works well, giving us confidence that it is the right approach to move towards for non-standard casework.

Process improvements have allowed us to increase our KPIs from those originally published in our 2022-27 Corporate Plan as shown in the table below. Of the applications received in 2023-24, 89% are complete.

KEY PERFORMANCE INDICATOR 2023-24	SCORE	TARGET	PROGRESS
Dealing with Whole	94.5%	90%	Ahead of target
Transfer of Part	79%	75%	Ahead of target
First Registrations	69.3%	80%	Behind target

As previously outlined, our strategy for clearing open casework in a sustainable way is based on increasing our capacity to process applications. As we realise additional capacity, we must choose how to best to deploy it. Our registration KPIs help to inform those decisions, ensuring we are getting the balance right between older applications, newer applications and expedites.

This year we tipped that balance towards dealing with more of our oldest and more complex casework. The KPI performance for new First Registrations (69.3% against a target of 80%) reflects this. That is offset by the fact we substantially overperformed in the KPI related to pre-2023 cases and increased the range for that KPI at the mid-point of the year. This was

due to a combination of factors including improving operational efficiency by streamlining some tasks, promoting colleagues into complex work and prioritising our support networks to allow maximum focus on completing casework with the right skills.

As a consequence, we have completed around 45% more Transfer of Part applications compared to last year, as well as completing 20% more complex First Registrations.

Although the overall proportion of First Registrations completed in 35 days has not risen to 80%; the proportion of standard First Registration cases completed in 35 days averaged 83% across the year with the number trending upwards in the final quarter.

We are satisfied that the increased rate of clearing older and more complex cases, by reducing the proportion of First Registrations completed in 35 days, is the right balance to strike both for customers and in pursuit of our overarching objective to clear the longstanding casework completely by the end of the 5-year corporate plan period.

DELIVERING THE BENEFITS OF A COMPLETED LAND REGISTER

Land registration commenced on the Land Register in Scotland in 1981. In 2014, Scottish Ministers invited RoS to lead a collaborative public and private sector project to complete the register by 2024 in support of the land reform agenda.

The intention behind a completed land register is to deliver two key benefits:

- Quick and efficient land and property transactions
- Data and insight to improve transparency and better answer the question ‘Who owns Scotland’?

While progress has been made, completion relies on many factors, including submissions from customers to buy, sell, re-mortgage property or to make a voluntary registration. The scale of the challenge remains significant.



We have, therefore, evolved our approach to look at how we can best use our resources to achieve these two key benefits whilst also providing better value to the public purse. While the longer-term goal continues to be 100% completion, this means that we can also meet customer needs now.

Through a combination of land in the Land Register, current casework in progress and [Unlocking Sasines](#) data, we are able to realise the benefits of a completed land register by increasing accessibility to, and transparency of, data about the [total land mass](#) in Scotland.

Our progress with this approach has seen us increase our original target of 90% land mass coverage by the end of December 2024 to between 90% and 95%. At the end of March 2024, land mass coverage is 95.3%. This means that we can visualise all but 4.7% of land ownership in Scotland on a map.

To help with our Unlocking Sasines work, we have engaged closely with other organisations holding datasets containing ownership information relating to land still within our sasine register. The Rural Payments and Inspections Division (RPID) at the Scottish Government is an example where collaboration has led to considerable benefits as detailed [in this blog](#).

In May 2023, we offered customers early access to the Unlocking Sasines raw dataset consisting of 33.8% of land mass in Scotland.

At the end of March 2024, the Unlocking Sasines dataset maps indicative ownership for 34.8% of land mass coverage in Scotland. We are currently investigating how we can provide this data in a more meaningful and accessible way.

We are committed to publishing our progress towards land register completion, this can be accessed by a dedicated page [on our website](#).

## Strategic Objective 2: Deliver more benefits to Scotland by providing innovative and accessible land and property data

We have worked to make sure that those that need our data can get it in a way and format that suits their needs. We have continued to run our Geovation Scotland accelerator programme and made progress on a number of new registers.

### DATA

As a producer of official statistics, we provide data and analysis on the Scottish land and property market. The information provided is used to improve decision making, stimulate research, and inform debate both in the public and private sectors.

RoS data feeds into the monthly [UK House Price Index](#) (HPI), providing valuable information on average house prices in Scotland, placed in the context of house price changes across the UK. The graphic opposite is taken from the UK HPI Scotland in March 2024 and highlights the average residential property price by local authority.

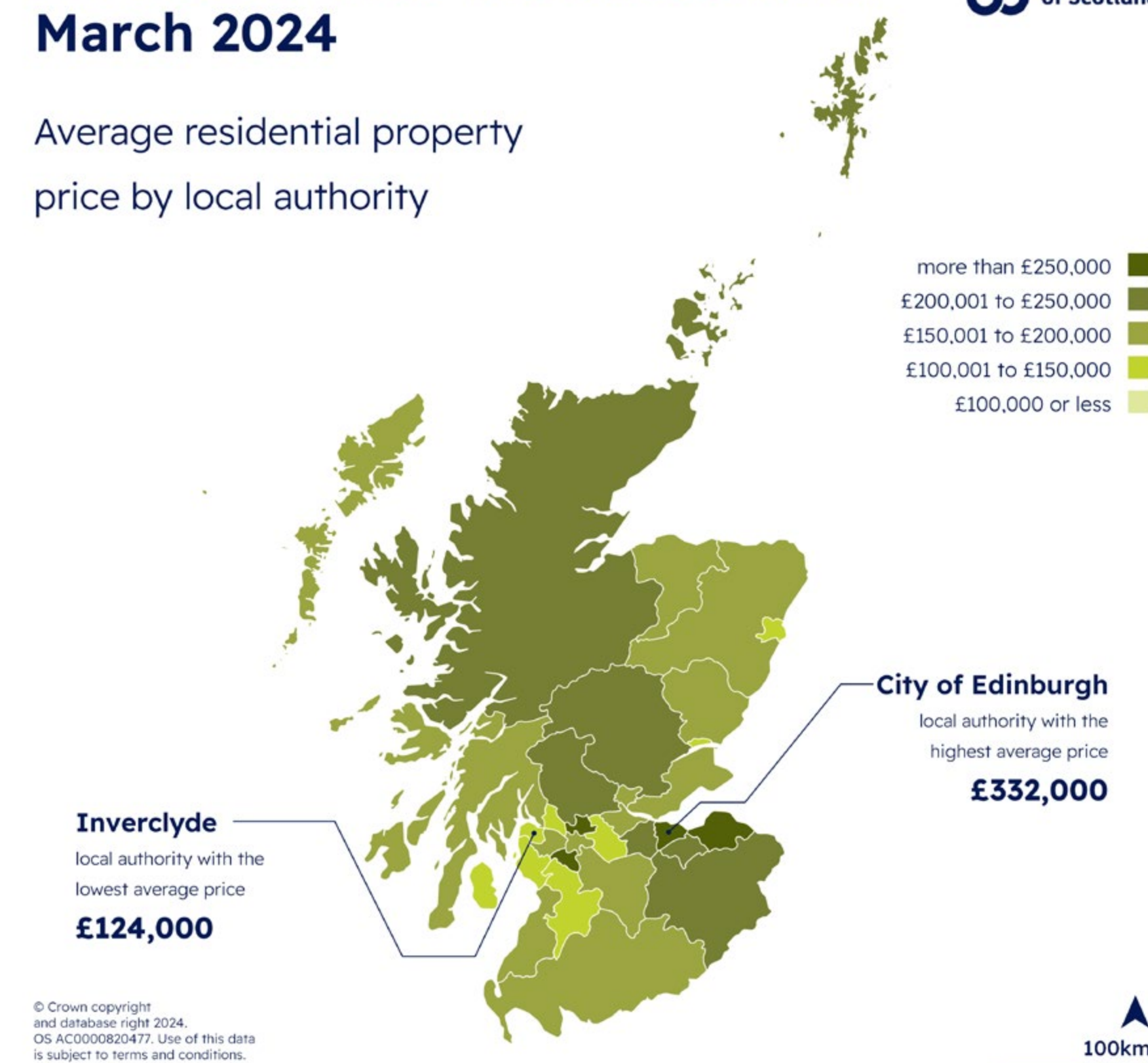
We published our annual [Property Market Report](#) in June 2023 and our latest [Country of Origin Report](#) in March 2024. This publication is accompanied by the [Country of Origin Company Report](#), a dataset providing details of non-UK companies owning or leasing in Scotland. This report is now provided free of charge to promote accessible data for research purposes.

We are also working to make our data more accessible as outlined in this [blog](#).

### UK House Price Index Scotland: March 2024



Average residential property price by local authority





## GEOVATION SCOTLAND

[Geovation Scotland](#) exists to accelerate innovation in land, property and location technology in the Scottish market.

Companies participating in our accelerator programme receive a small amount of equity-free programme funding and a wide range of benefits, including workshops, coaching, office space and access to data from Ordnance Survey and RoS to help grow their businesses.

Recruitment of the programme's fifth cohort took place in 2023, providing support to early stage startups working across a range of areas – travel, decarbonisation, land management, health and city navigation.

To date, Geovation Scotland has supported 23 startup companies through both our accelerator and entrepreneur-in-residence programmes. To the end of March 2024, the companies working with Geovation Scotland have raised over £3.8 million in additional funding and investment and have created over 70 full-time jobs in addition to the startup founders themselves.

## RCI

Our 21st register - the [Register of Persons Holding a Controlled Interest in Land \(RCI\)](#) – holds a record of people who have control over decision making related to land in Scotland. It is free to make an entry in this register and to search it. Entries are publicly searchable 30 days from submission and offer valuable insight into the transparency of ownership of land and property in Scotland.

The RCI launched on 1 April 2022 followed by a two-year transitional period for affected customers and stakeholders to register before offence provisions for non-compliance took effect from 1 April 2024.

In 2023-24, together with Scottish Government, we have continued to raise awareness and provide support during the transitional period.

As of 1 April 2024, we have had 15,720 submissions to the register. There was a sharp increase in volumes of submissions and enquiries between January to March 2024 as the transitional period was coming to an end.



## ROE

On 1 August 2022, Companies House launched the UK [Register of Overseas Entities](#) (ROE) which aims to help combat money laundering and achieve greater transparency in the UK property market.

The legislation underpinning this register, the Economic Crime (Transparency and Enforcement) Act 2022 as amended by the Economic Crime and Corporate Transparency Act 2023, places a duty on overseas entities to disclose their beneficial owners or managing officers to this register before they can deal with land and buildings in the UK. Registration in the Land Register of Scotland will not be permitted unless registration with Companies House has taken place.

Throughout 2023-24, we have continued to work closely with colleagues in the UK Government and Companies House to support the continued development of the ROE.

## RCIL-CB

[The Register of Community Interests in Land](#) - Community Bodies (RCIL-CB) has been modernised. The transformation has focused on addressing cybersecurity vulnerabilities, a migration to the cloud, improving web accessibility compliance and providing an improved user experience. This means that the register can now be accessed by the general public without requiring prior approval.

## MOVEABLE TRANSACTIONS

The Moveable Transactions (Scotland) Act 2023 received Royal Assent on 13 June 2023 and will modernise the law in relation to moveable property in Scotland, making it easier for businesses to use their assets to raise finance.

Central to this, is the introduction of two new registers which will come under the management of the RoS Keeper:

- **Register of Statutory Pledges** – a register of newly introduced fixed charges called a statutory pledge, which will allow businesses to secure lending against moveable assets similar to the way in which a standard security is used in respect of heritable property
- **Register of Assignations** – a register of assignations of claims (usually the right to be paid money), which will allow businesses to use their customer invoices to obtain finance (invoice factoring)

RoS colleagues have worked closely with Scottish Government during the development and passage of this Act, and this continues as focus shifts to the development of the secondary legislation which will underpin the operation of these new registers.

The two new registers will be electronic, with registration and correction being largely automated. The build of the new registers is progressing as anticipated, and RoS colleagues are working closely with stakeholders to ensure that customer needs are met.



# Strategic Objective 3: Develop and deliver digital improvements that support a sustainable business where the needs of our customers are fully satisfied

We have continued to build and improve our online services so customers can easily access them and realise the benefits from time saved, resource reduction and increased self service functions.

## LAND REGISTER INFORMATION API

We have introduced a ScotLIS API (application programming interface) to enable our customers to develop integrations from their own systems to query Land Register title and application records. This is a significant milestone in the continued evolution of award-winning ScotLIS and responds to customer demand and growing expectation of how our data can be accessed to drive greater efficiency and innovation in the property market.

## RLP IMPROVEMENTS

[Register Land and Property \(RLP\)](#) simplifies the process to register deeds by enabling the creation of a case that links advance notices, applications and submissions.

RLP now supports:

- deeds over the whole of a single title
- dispositions, standard securities, ranking agreements and deeds of restriction over a residential plot in a new build housing development
- digital discharges of standard securities
- creation of applications through a dedicated API for dispositions, standard securities and discharges over the whole of a single title

As of March 2024, 72% of all submissions to the Land Register were made through RLP, representing over 90% of residential purchase submissions.

The end of the financial year also saw the delivery of the first major milestone within our automation roadmap for 2024-25 and beyond - the automation of Discharge of Standard Security applications sourced from RLP. This innovative use of new technology is helping to leverage our registration strategy and enabling colleagues to move to more complex casework. Work is ongoing towards the next milestone - automating Standard Security applications sourced from RLP.

## SAME DAY SETTLE

We have introduced 'same day settle' for dealing with whole applications which has seen this type of application being settled and despatched (returned to the submitting agent) on the day of receipt. Between January and March 2024, 84% of dealing with whole applications were settled and despatched on the day of receipt.

This has improved processing times for both settling and despatching of cases where possible on the application date and improved workflow within the dealings team. It has also removed inefficiencies such as manual checks or duplication of activity.

## CUSTOMER SUPPORT IMPROVEMENTS

We have introduced a dedicated service to streamline the process of submitting and managing perceived Land Title inaccuracies. The [Title Inaccuracy Enquiry](#) (TIE) process has been simplified through helping create the enquiry by automatically populating title information, managing supporting evidence more effectively and providing greater status transparency throughout the lifecycle of the enquiry.

Continued investment in [cloud technology](#) and our [IT network](#) has also helped us to increase our productivity internally and enabled colleagues to better assist our customers.

## CUSTOMER ENGAGEMENT

Our customer base continues to evolve with over 100,000 customer contacts during 2023-24. We continued to witness a shift in our customer contact base over the last year and it is now more equally balanced between professionals and citizens. In recognition of this, we refreshed our [public guidance information](#) on our website to better assist citizens. Our professional customers welcomed the introduction of the TIE service that provides more effective routing of their title rectification enquiry to the correct team.

Our professional customers continue to use email as their main channel of choice to contact us and the main reason for contact is for advice about the registration process.

We are committed to ensuring that our customers feel valued and get the best out of our products and services. We have continued to offer our highly rated webinar programme and have fielded expert speakers at a variety of industry events.

Over 3,600 people attended RoS virtual events in 2023-24. Overall, customers rated our events 4.5 out of 5, increasing from 4.4 last year. 99% of attendees thought attending the event increased their knowledge - a 3% increase from 2022-23. We have also continued to expand our self-serve offering of webinars and support videos on YouTube. We received 5,548 YouTube video views in 2023-24 - a 100% increase on the previous year.

## CUSTOMER SATISFACTION

Our spring 2024 customer satisfaction survey enabled over 1,000 professional and citizen customers to give us feedback on how we are delivering for them.

We can see that our customers are benefiting from the improvements that we have put in place to support them. We received a Customer Satisfaction Index score of 81.7 for professionals and 84.4 for citizens. This is well above the public sector benchmark of 73.6 and exceeds our own target of 78 for professional customers (we haven't yet set our own target for citizen customers). The survey continues to help us identify areas for improvement and we are committed to prioritising these in the coming year. We retained our Customer Service Excellence Award in 2023-24.

The number of complaints we received in 2023-24 was 80, which is a 14% decrease from 93 in 2022-23. Only one complaint was referred to the Scottish Public Services Ombudsman and RoS is working with the SPSO and the customer to resolve this matter. The majority of complaints continue to be about speed of service.



## Strategic Objective 4: Inspire our people to adapt, grow and innovate to empower a thriving, and inclusive organisation

We know a talented, engaged, and energised workforce is essential to successful delivery across all our strategic objectives. We have attracted, developed and empowered colleagues to help deliver excellent customer service.

### PEOPLE STRATEGY PROGRESS

Our Registration and People & Change functions have worked in close partnership this year to ensure we achieve our priority to reduce our open casework. Through an ambitious programme to increase our operational capacity, we have commissioned multidisciplinary Mission Teams to deliver a range of high impact interventions. These include more effective role design, improved organisational structures and support, increases in the numbers of colleagues skilled in complex casework, performance-based promotion routes and more effective training and upskilling solutions. We have seen positive change through this approach and the results in casework outputs have been encouraging.

We have also been building our strategic workforce planning capability to ensure we can deliver the workforce transformation required to support high organisational performance at the 2027 and 2030 horizons. Analysis of both our people data and future workforce requirements are shaping our plans for resourcing, skills development and organisation design solutions.

We have continued to nurture close working relationships with our colleagues in the Public and Commercial Services Union (PCS). Our formal partnership working agreement has provided increased opportunities for PCS colleagues and management to work together, and provides a platform for open, honest, and robust discussion. The Partnership Agreement is underpinned by the Fair Working Agreement between Scottish Ministers and recognised Civil Service Trades Unions and is published [on our website](#).

We have offered a range of learning opportunities for colleagues including technical training, digital skills development and broader competency learning. We launched additional 'Grow Our Own' programmes offering opportunities for colleagues to develop new skills in critical roles. We have also implemented a large-scale upskilling opportunity for colleagues in registration to allow us to create a talent pipeline in pursuit of our main priority to reduce the age and volume of open casework.

We have completed detailed research to design our Employee Value Proposition to support talent acquisition and help reduce our reliance on contractors in our digital workforce. Our updated resourcing strategy has also helped us to fill a number of 'hard to fill' roles, reduced our time to hire and increased our online profile around what RoS does and what careers we offer.

We are committed to implementing the Fair Work First approach and we are a Scottish Living Wage accredited employer and do not use zero hours contracts. We follow the 'no compulsory redundancy' approach of the Scottish Government and where roles are likely to reduce in number, we provide opportunity for reskilling, and support colleagues to apply for roles in other parts of RoS, the public sector and the wider civil service.

### DIVERSITY & INCLUSION

We have continued our commitment to Diversity and Inclusion (D&I), recruiting a permanent D&I Lead in recognition of the importance of the D&I agenda. We have focussed on progressing the actions outlined in our [Equality and Diversity Mainstreaming report](#) and launched our refreshed [D&I strategy](#). We have also implemented a new D&I delivery structure to increase collective accountability and ownership for D&I.

## PEOPLE ACTION PLAN

Using insight from the Civil Service People Survey (CSPS) and our Investors in People (IiP) accreditations, we have developed an enterprise-wide action plan that addresses the following three priority themes.

- **People-centred leadership and management**

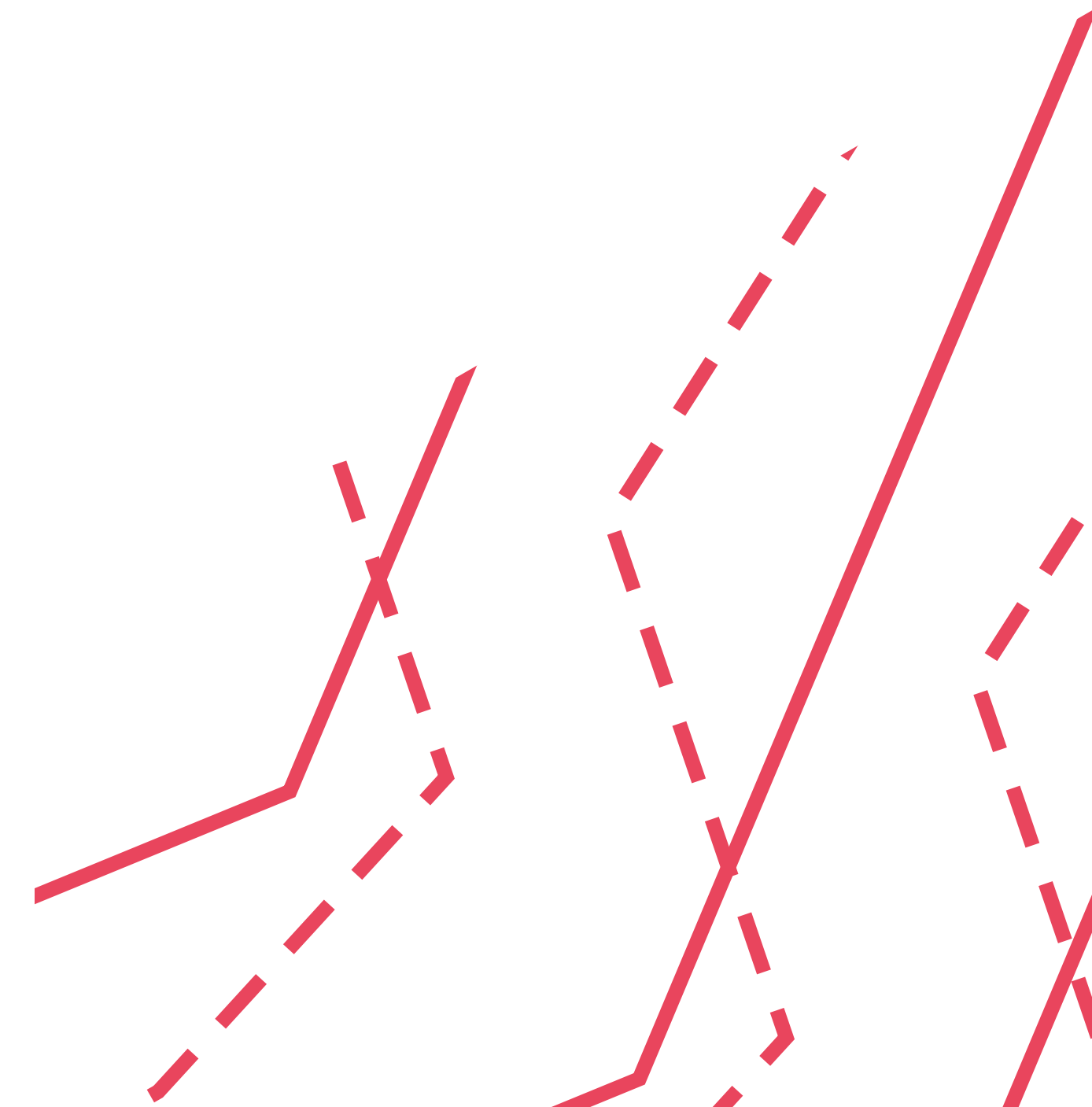
We have delivered a suite of leadership development inputs to support our leaders to successfully deliver. This includes coaching, peer mentoring, development workshops and access to on-demand leadership learning. We have also refreshed our 'People Manager Responsibilities' to provide clarity on the expectations of managers at RoS and continue to offer support for management development.

- **Culture in a hybrid environment**

We formally set out our hybrid working approach in policy this year, committing to the principle that work is what you do, not where you go. Our 'We Invest in People' assessment in May 2023 concluded that: The organisation is maturing into a sustainable way of working in a hybrid environment.

- **Performance**

This year we introduced a new performance management and development system, replacing an annual appraisal cycle with an approach based on collaborative objective setting and continuous feedback. Evaluation and audit have led us to conclude that this new approach is more valuable to RoS and more valued by our people.





## Strategic Objective 5: Be an effective and efficient, future-focused delivery organisation

We want RoS to deliver excellent services and have worked to be more effective, efficient, and sustainable. We are future focused and have continued to be transparent and open with our stakeholders.

### EFFICIENCY AND EFFECTIVENESS

We maintained a financial self-sustainable position and delivered a breakeven position this year. Cost management continues to be a priority and we deploy our staff time and financial resources in order to deliver and support income generating activities that underpin our strategic objectives.

In 2023-24, we delivered efficiencies on planned spend across all cost categories and we have reflected those savings when we set our budgets for 2024-25. Total cash costs of £96.4m (2022-23 £90.4m) were incurred. Costs increased year on year, due to inflationary pressures and the impact of the public sector pay award. However, expenditure was under budget (£99.1m) by £2.7m which was set at a level to achieve a challenging efficiency savings target. This was delivered as a result of a strong financial control environment and value for money principles underpinning spend decisions.

We embed processes to ensure a value for money culture and have a robust procurement process with qualified staff ensuring adherence to public sector procurement rules. We have strong financial governance with annual budgeting and regular reforecasting undertaken along with the production of monthly management accounts.

Efficient management of expenditure also allowed us to adhere to the Scottish Government's target of prompt payment of authorised invoices within ten days. In the financial year 2023-24 we paid 93% of valid invoices in ten days or fewer (93% in 2022-23) and 99% within 30 days (99% in 2022-23).

### SUSTAINABILITY

We have made significant steps towards delivering on our [Sustainability and Climate Change Strategy](#) (the 'Sustainability Strategy') commitments.

In line with our aim to achieve net zero emissions by 2045, we have reduced electricity demands at our Edinburgh office through a lighting installation programme and [updates to our IT infrastructure](#). Our carbon footprint for 2023-24 is 825 tonnes of CO<sub>2</sub>; this is 10 tonnes higher than last year. Although there is an increase, it is relatively small and is due to natural fluctuations in home working (our largest emission source) and a small increase in heating demand at our Edinburgh office. The impact of these increases on our overall footprint has been mitigated by our success in reducing building electricity demand.

Ongoing partnerships have helped us to support the circular economy by managing surplus furniture and end-of-life IT equipment. During 2023-24, 2,602 kg of IT equipment and 10,391 kg of office furniture was re-used, refurbished or recycled.

To encourage colleague participation, we have delivered a comprehensive programme of internal engagement on sustainability. We have also encouraged active travel by improving our cycling storage facilities. This has helped us to maintain our status as a ['Cycling Friendly Employer'](#) and to receive an enhanced 'Cycling Friendly Employer Plus' award for our Edinburgh office.

Through our [Corporate Social Responsibility](#) activities in 2023-24, we have sought to make a positive contribution in the workplace and to wider society. This has included providing financial support to several local groups and signing a [Social Impact Pledge](#) to explore how we can use our unique position within Scottish society to encourage and support others to achieve net zero.

## SUSTAINABILITY REPORTING

A formal review of progress against our Sustainability Strategy takes place annually and is overseen by the Sustainability & Climate Change Manager and reviewed by the Environmental Management Group (EMG).

The following areas are monitored:

- Progress towards overall carbon reduction target
- Identified carbon reduction projects
- Associated costs of key projects
- Wider benefits
- Stakeholder engagement

We are committed to reducing our carbon emissions by reviewing all operations and minimising our impact where possible. To ensure that there is effective and ongoing ownership of the Sustainability Strategy, we have a fully defined governance structure and buy-in from staff.

Our EMG is chaired by the Accountable Officer and responsible for the strategic direction and implementation of the Sustainability Strategy and reports to the RoS Executive Management Team (EMT) on a quarterly basis. It provides advice and recommendations on embedding climate change mitigation and effective environmental management, thereby ensuring viable projects (proposed by the RoS Environmental Working Group – ‘EWG’) are delivered with efficiency savings also achieved.

The EMG is an advisory entity with decision-making powers to approve environmental project works and associated financial business cases.

A primary route to achieving emission reduction targets is to consider sustainability in spending decisions. Financial savings are achieved by embedding strategic cultural changes across the organisation supported by key projects. The Sustainability budget is reviewed annually.

Key Performance Indicators (KPIs) have been defined in the Sustainability Strategy. The Greenhouse Gas (GHG) KPIs for Direct Emissions (Scope 1 – Gas usage and Pool Cars) and Indirect Emissions (Scope 2 – Electricity, Water and Waste) are monitored by RoS and will be published with 2023-24 comparisons within the 2024-25 Annual Report. The KPIs for Scope 3 – Business Travel, Hotels, Staff Commuting, Procurement and Home Working Emissions are currently under development and it is intended that these will be published in future Annual Reports once finalised.

## FUTURE-FOCUSED

To better allow us to adapt to our future needs and with the departure of two Executive colleagues – Janet Egdell and Kenny Crawford – a restructure of our Executive Management Team took place this year. Two new Directors – David Blair Director for Customer and Business Development, and Martin Burns Director of Digital, Data and Technology – joined RoS in October.

To meet future needs and be a sustainable business, we are investigating new revenue streams and commercial opportunities. Our newly formed Business Development area brings together capabilities from areas across the organisation to ensure we have the right skills, experience and approach to invest in and deliver our 2030 vision and beyond. This will enable us to provide the best public service for our customers, stakeholders and for the people of Scotland.

## SUPPORT TO PUBLIC SERVICE REFORM

We are working to support the aims of Public Service Reform. At its core, this will mean better services and value for our customers and citizens.

We have focused our efforts in the last year on creating greater efficiencies and value for money in areas such as digitisation, procurement, sustainability and work force planning. We have also made improvements to our estates.



Based on evidence of workplace patterns and feedback from staff, our hybrid working spaces have evolved to become more user focused, inclusive, flexible, collaborative, and creative. We are now sharing our offices with seven other organisations – an increase from sharing with four in 2022-23 – to make the most of our available space and champion smarter working environments. To support partner organisations to securely connect to government systems, Gov.wifi.uk and SCOTS network solutions have been installed in our offices. This supports our colleagues across the public sector as well as delivering the benefit of sound financial management of public funds.

## STAKEHOLDER ENGAGEMENT

We are committed to transparency and accountability to the Scottish Parliament. In June 2023 the Keeper and Accountable Officer, appeared before the Economy and Fair Work Committee to give an account of our progress throughout the year. The Accountable Officer also appeared before the Finance Committee in May 2023 to outline how we are contributing to the Public Service Reform agenda. In addition, we have continued engagement through monthly written Committee updates, a quarterly parliamentary newsletter and a drop in event for MSPs at Parliament.

## FREEDOM OF INFORMATION (FOI)

We have been publishing FOI responses since October 2021. In 2023-24:

- We received 133 requests (compared to 101 in 2022-23)
- We responded to 99% of requests within the statutory timescales (compared to 100% in 2022-23)
- Average response time was 14 working days (compared to 13 days in 2022-23 - statutory timescale is 20 working days or fewer)
- 23 FOI requests met our criteria for publication (compared to 25 in 2022-23)

## PROCUREMENT

Sharing our services and resources within the public sector allows economy of scale cost and efficiency savings. We also continue to support small to medium enterprises through the government procurement framework which supports the economy and efficiencies as outlined in our [Procurement Report](#).

## ISLANDS (SCOTLAND) ACT 2018

As one of the relevant authorities listed in the Islands (Scotland) Act 2018, the Keeper has a statutory duty to have regard to island communities in carrying out her functions. This includes the preparation of an Island Communities Impact Assessment (ICIA) in relation to a policy, strategy, or service which, in the Keeper's opinion, is likely to have an effect on an island community which is significantly different from its effect on other communities. This year's ICIA annual reporting return is attached as [Appendix two](#).

## RISK, FUTURE VISION AND DEVELOPMENT WORK

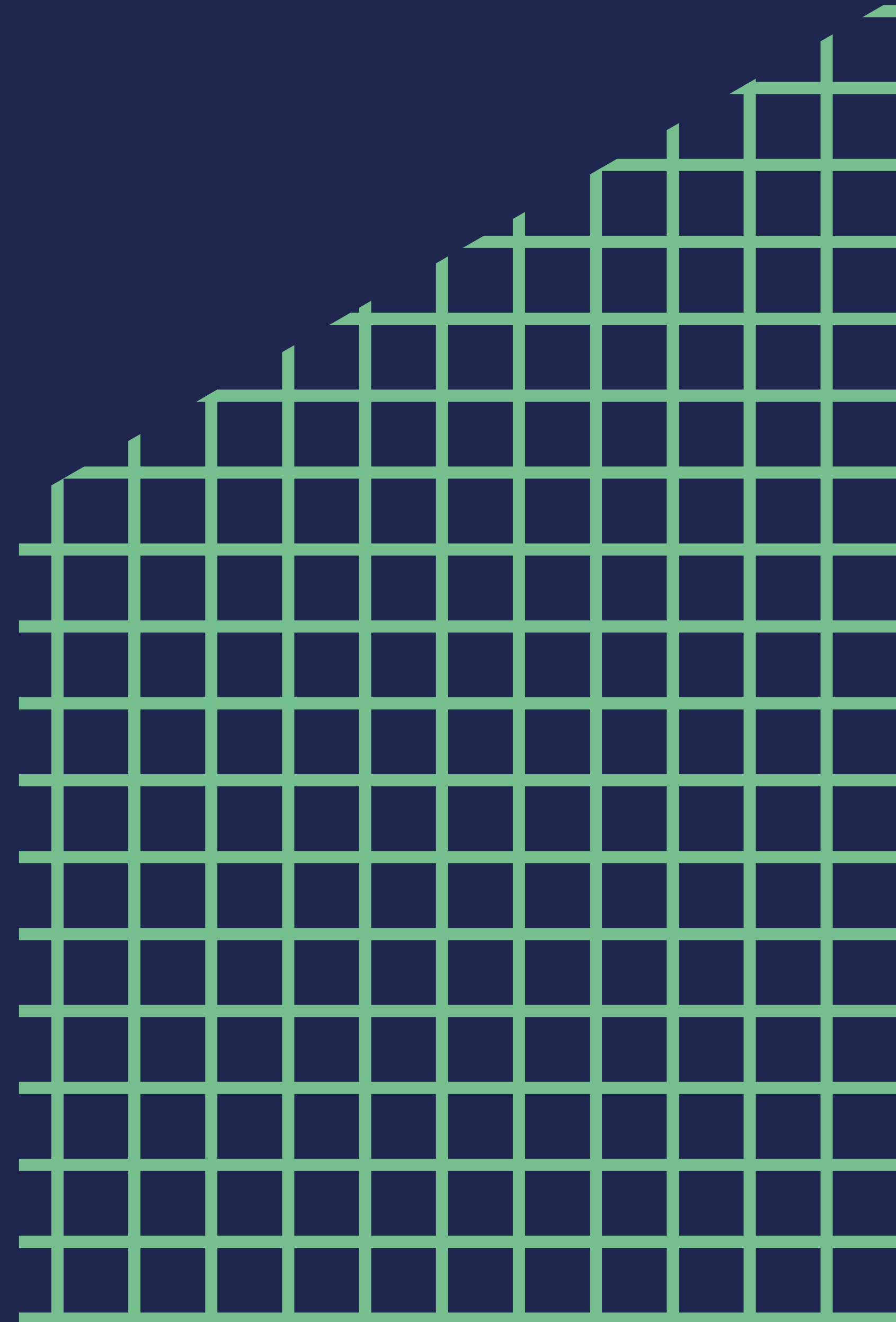
We continually review risks which may affect our ability to meet our objectives. In particular there is a risk that fluctuations in the property market might affect the financial health of the business or our ability to meet demand. We continue to manage risks around the sustainability of our IT systems and information security. For more information on risks identified and how we are actively managing risk, please go to our Risk Management section on page 34.



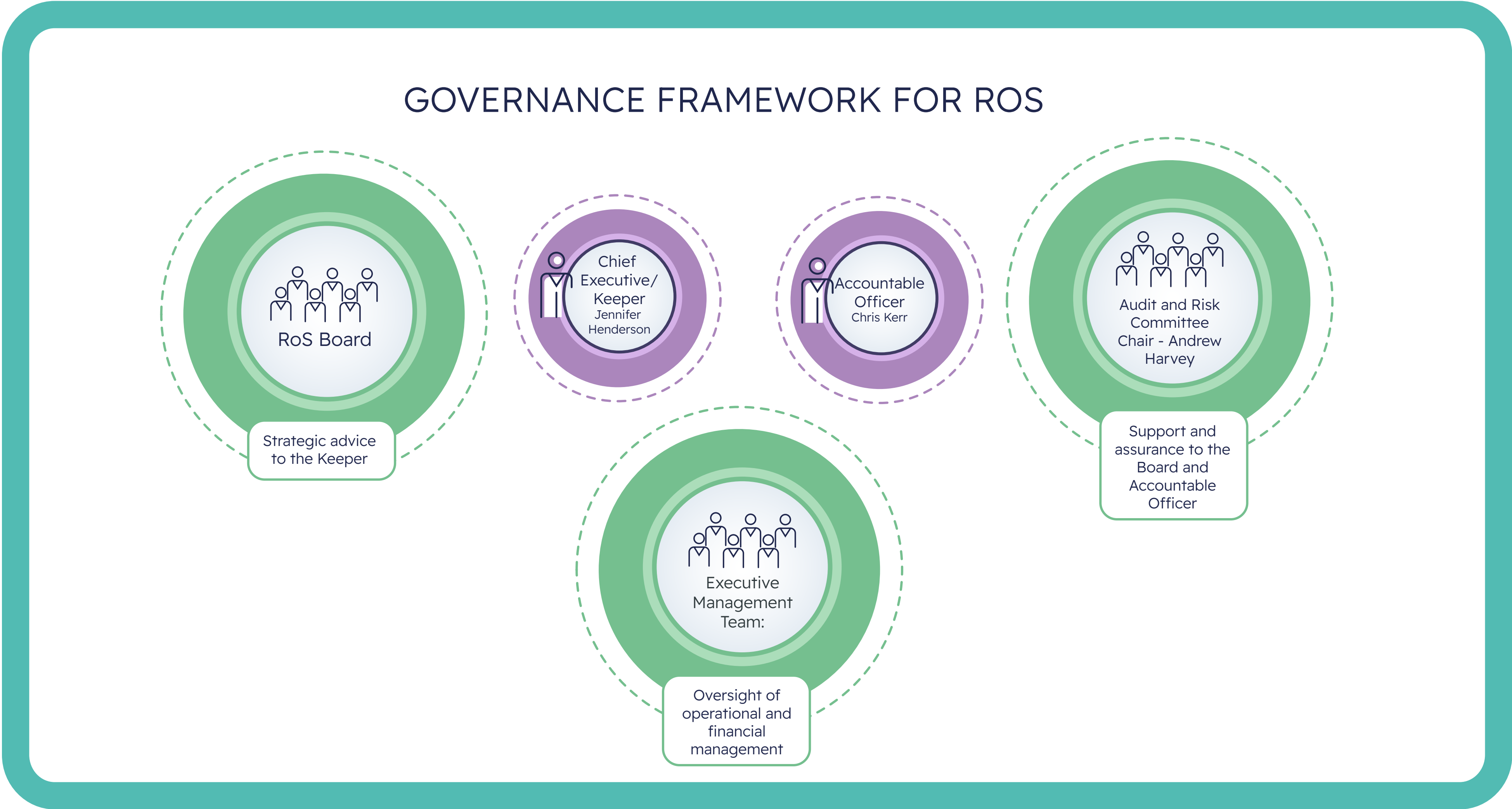




# Accountability report



# Corporate Governance report



Biographies for our Board, and Audit and Risk Committee Members can be found on our [website](#).

A register of interest of advisory board members and the management team is held by RoS and reviewed annually. The register is published on our website.

## STATEMENT OF THE KEEPER'S AND ACCOUNTABLE OFFICER'S RESPONSIBILITIES

Under section 19(4) of the Public Finance and Accountability (Scotland) Act 2000, Scottish Ministers have directed RoS to prepare for each financial year a statement of accounts in the form and, on the basis, set out in the Accounts Direction in [Appendix One](#).

The accounts are prepared on an accruals basis and must give a true and fair view of RoS' state of affairs, its income and expenditure, Statement of Financial Position, and cash flows for the financial year.

The Keeper is responsible for the statutory functions placed upon her in relation to the operation of the various public registers for which she is responsible. The Keeper is responsible for:

- achieving such financial objectives as may be determined by Scottish Ministers from time to time;
- the preparation for each financial year of accounts of expenditure incurred in the fulfilment of the Keeper's functions and income received;
- arranging for an audit of the annual accounts by auditors appointed by the Auditor General in the appropriate time period; and
- by agreement with Scottish Ministers, arranging for publication of the accounts after these have been laid before Parliament.

Section 70 of the Scotland Act 1998 requires Scottish legislation to provide for members of staff of the Scottish Administration to be designated as answerable to the Scottish Parliament in respect of expenditure and receipts – known as Accountable Officers (AOs). As a statutory office holder, the Keeper is not part of the staff of the Scottish Administration and as such cannot be designated as the Accountable Officer (AO).

In preparing the accounts, the AO is required to comply with the Financial Reporting Manual (FReM) and to:

- observe the accounts direction issued by Scottish Ministers, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- make judgements and estimates on a reasonable basis;
- state whether applicable accounting standards, have been followed, and disclose and explain any material departures in the financial statements;
- prepare the financial statements on a going-concern basis unless it is inappropriate to presume that RoS will continue in operation; and
- confirm that the Annual Report and Accounts as a whole is fair, balanced, and understandable and take personal responsibility for the Annual Report and Accounts and the judgements required for determining that it is fair, balanced, and understandable.

## STATEMENT OF THE DISCLOSURE OF INFORMATION TO AUDITORS

The Permanent Secretary to the Scottish Government appoints the Accountable Officer (AO) for RoS.

The responsibilities of an AO are set out in the Memorandum to Accountable Officers within the [Scottish Public Finance Manual \(SPFM\)](#).

The AO has responsibility for maintaining a sound system of internal control that supports the achievement of RoS' policies, aims and objectives.

The AO is accountable to the Scottish Parliament for the propriety and regularity of RoS' finances and for the economical, efficient, and effective use of the resources placed at its disposal.

*As AO, I have taken all the steps that I ought to have taken to make myself aware of any relevant audit information and to establish that Deloitte LLP, RoS' external auditor, is aware of that information. As far as I am aware, there is no relevant information of which the auditors are unaware.*



## ACCOUNTABLE OFFICER'S CONFIRMATION

The AO confirms that the Annual Report and Accounts is fair, balanced, and understandable and that he takes personal responsibility for the annual report and accounts and the judgements required for determining that it is fair, balanced, and understandable.

## SCOPE OF RESPONSIBILITY

RoS is a non-ministerial office within the Scottish administration; information about the principal tasks and duties that RoS performs are set out in the 'statement of purpose and activities' section on page 6.

The [Registers of Scotland Framework document](#) sets out the role and responsibilities of the Keeper and Scottish Ministers, and the respective roles and responsibilities of other key stakeholders.

## GOVERNANCE STATEMENT

The governance statement outlines and evaluates the governance, risk management and internal control arrangements in place during the year.

*In summary, I am satisfied that RoS is operating in accordance with Scottish Government and HM Treasury guidance, that the governance structure, risk management and system of internal control used within the organisation contributes substantially to the achievement of our overall objectives.*

## GOVERNANCE FRAMEWORK

The governance framework comprises the systems, processes, culture, and values used to direct RoS. It is designed to give assurance that the organisation performs its duties and responsibilities using the highest standards of effective internal control and risk management. RoS' internal control and risk management approach is in accordance with Scottish Government and HM Treasury guidance and best practice.

The AO gets assurance from the RoS Board, the Executive Management Team, and the Audit and Risk Committee and from independent Non-Executive Directors, that a system of internal controls and proactive risk management is in place, along with a programme of internal audit assurance reviews.

## INTERNAL CONTROL ASSESSMENT

The system of internal control is designed to manage, rather than eliminate, risks that RoS might encounter in achieving its aims and objectives. It is subject to continuous review and is modified as necessary to reflect changes in corporate objectives and the assessment of risk as it applies to the organisation, to ensure that risks and controls are managed effectively, efficiently, and economically.

As AO, I am supported by the Executive Directors and their reports in managing and maintaining a robust system of internal control. I secure considerable assurance from the controls they apply in the day-to-day execution of their duties.

Towards the end of each financial year, I ask the Executive Directors to formally certify that the controls in their areas have operated properly and effectively for the entire period under review and up to the date of approval of the annual report and accounts. Executive Directors seek similar assurance from their Senior Leadership Team.

*I can confirm that I have received Certificates of Assurance covering the period 1 April 2023 to 31 March 2024 from all Executive Directors, and no significant issues were raised.*



## ROS BOARD

RoS Board is chaired by the Keeper. It acts in an advisory capacity to provide strategic advice to the Keeper. Its main responsibilities are:

- setting and communicating RoS' vision and values;
- setting strategy and objectives for RoS, ensuring that the necessary financial, human, technical and physical resources are in place to deliver them;
- setting a framework of prudent and effective controls that enables risk to be assessed and managed; and
- monitoring and improving RoS' performance.

During 2023-24, the Board membership consisted of five Executive Directors and five Non-Executive Directors. The Board's Non-Executive Directors provide:

- an independent, external perspective on RoS' work;
- constructive challenge;
- specific expertise and input to discussions and development of strategy.

The Board formally met on four occasions during 2023-24. Our Board members and minutes of the meetings can be found [on our website](#). The Board is supported by the Audit and Risk Committee and the Executive Management Team.

## AUDIT AND RISK COMMITTEE

The Audit and Risk Committee (ARC) provides independent, informed support and assurance to the AO and Board in monitoring RoS corporate governance arrangements, risk management, value for money, and control systems.

In consultation with the AO and other Executive Directors, ARC commissions an annual programme of work from RoS' internal auditors. The programme is risk-based, focussing on our systems of internal control, and challenges to achievement of corporate objectives. ARC reviews the reports from that programme; and actively monitor outcomes and improvement opportunities.

RoS' assurance framework provides an overview of the assurance processes and procedures in place for our key risks, with oversight provided by ARC.

ARC provides an Annual Report to the AO and Board summarising the work of the committee and outcomes from its annual effectiveness review.

Details of ARC membership during 2023-24 can be found [on our website](#). In line with the Scottish Government Audit and Assurance Committee Handbook, at least one ARC member has recent, relevant financial experience.

*The ARC has considered the Annual Report and Accounts and I have taken account of, and confidence from, its comments and observations prior to signing this governance statement and other parts of the Annual Report and Accounts.*

## THE EXECUTIVE MANAGEMENT TEAM (EMT)

The EMT is chaired by the Keeper and oversees the operational and financial management of RoS on a day to-day basis. The Keeper and all Executive Directors are members. The EMT review performance every month.

To fulfil its responsibilities, the EMT is supported by the following subcommittees: Information Assurance Group, Policy and Practice Group, Business Portfolio Board, Service Alignment Team, Strategic Workforce Planning Group, Environmental Management Group, and Information Security Group (during 2023-24 the Information Assurance Group and Information Security Group combined to form the Information Security Assurance Group).

## REGISTER OF INTERESTS

A register of interests for each Board member is held by RoS and reviewed annually. These are published [on our website](#).

## RISK MANAGEMENT

RoS has a robust approach to enterprise risk management, managing risk as an integral part of our system of internal control using risk management principles set out in the SPFM. RoS’ risk management policy is approved annually by the EMT. Strategic risks are captured and monitored through the key risk register, with operational risk registers in each directorate. The risk registers articulate the control measures in place to ensure risk is managed within acceptable tolerances of RoS’ risk appetite.

Our risk management framework exists to evaluate the extent and nature of these risks, with escalation through our corporate governance structure to EMT and the Board as required. The Board, ARC and EMT hold an annual workshop where potential risks to our corporate plan and strategic objectives are considered. This workshop includes consideration of risk appetite. The results inform our risk profile and overall approach to risk management. Key risks are reviewed in alignment with the annual review of strategic objectives. New and emerging risks are assigned to key risk owners during this review.

Our key risk register operates as a ‘live’ register and is reviewed and approved as a standing item at the EMT Corporate Governance meeting and is discussed by ARC and the Board quarterly.

During 2023-24, we actively managed risk relating to:

- Financial sustainability and health to ensure that RoS maintains a breakeven position.
- Land Register completion by 2024: Focussing on benefits realisation rather than full completion.
- Future Business Model: exploring RoS opportunities to enhance existing services and products and develop new ones.
- Product Sustainability: our ability to safely maintain and develop our technical products and platforms by addressing technical debt.
- People and Change: Focussing on the wellbeing of colleagues, with measures in place to mitigate the impact of change on people, objectives and performance.

We regularly reviewed how risks of a downturn in the housing market and the impact of individual investment decisions might affect the longer-term financial health of the business.



## INFORMATION MANAGEMENT

Information is our core business and, therefore, we recognise the importance of information risk management and information assurance and are committed to continuous improvement in this area.

During 2023-24 the Information Security Group and Information Assurance Group were combined to create the Information Security Assurance Group (ISAG) which oversees information management and security. ISAG operates as a delegated function of EMT, with outputs reported to the Senior Information Risk Owner (SIRO) and AO.

We have controls in place to monitor, detect, and protect our information systems with robust procedures for investigating and reporting through our information assurance and risk management structures.

*I am content that RoS' information security protocols are managed effectively, with corrective actions implemented timeously.*

## DATA RELATED INCIDENTS REPORTED TO THE INFORMATION COMMISSIONER'S OFFICE (ICO)

RoS has a dedicated Information Governance service, made up of subject matter experts and led by our Data Protection Officer. This service supports the AO and SIRO, advising on incident notification and reporting in line with the Information Commissioner's guidance. During 2023-24, no incidents were reported to the ICO (2022-23: nil).

## FRAUD

Instances of registration fraud remain low with no court determinations in relation to new frauds received by the Keeper in the last 12 months. We reviewed and updated our policies and procedures on fraud, whistleblowing, and hospitality. We have increased our anti-fraud measures for applications submitted by and on behalf of individuals. We continue to work collaboratively with other bodies including Scottish Government, the Law Society of Scotland, Police Scotland, the Crown Office and Procurator Fiscal Service and other land registries to prevent and detect registration fraud.

Annual reports on fraud and bribery are considered by ARC and this forms part of the annual assurance process. The 2023 report confirmed that there were no new instances of fraud or bribery identified or detected.

Hospitality and gifts registers are updated regularly and published [on our website](#).

## WHISTLEBLOWING

Under section 43F of the Employment Rights Act 1996, whistle-blowers may qualify for employment protections if they disclose information to a 'prescribed person'.

Billy Harkness, RoS People Director, is the prescribed person for RoS. The AO has a responsibility to report annually on the actions taken with respect to workers' disclosures, and the impact that has had under the Prescribed Persons (Reports on Disclosures of Information) Regulations 2017.

*I can confirm that I received no workers' disclosures during 2023-24.*

## INTERNAL AUDIT

Internal audit (IA) provides additional assurance to the AO. Our IA activities are delivered by the Scottish Government Directorate of Internal Audit and Assurance (SGDIAA). SGDIAA works to the Public Sector Internal Audit Standards, as well as to its own internal technical and client service standards.

In 2023-24, SGDIAA completed the following assurance reviews:

- Hybrid Working and Culture
- Performance Management
- Worker Remuneration



Individual reports were provided for each review; with detailed findings, recommendations, and agreed management responses reported to ARC.

The Hybrid Working and Culture assurance review reported an assurance rating of reasonable, with several areas of good practice highlighted including the Hybrid Working Policy and Hybrid Support Steering Group. Improvement actions centred around Team Ways of Working and providing opportunities to attend in-person training and development.

An overall assurance rating of reasonable was noted for the Performance Management assurance review based on the rationale that there is a clear and well documented process in place for performance management. Improvement recommendations focussed on key activities that are planned but that had not been completed at the time of the assurance review. These will be monitored by ARC as ongoing actions.

The Worker Remuneration review reported an assurance rating of substantial. Internal Audit noted robust processes and procedures in place surrounding worker remuneration for both permanent and contingent workers, robust payroll policies and processes and a sound understanding of IR35 rules. Recommended improvements have been implemented, reviewing information access permissions and documenting the end-to-end process for hiring contingent workers.

SGDIAA also completed one advisory review in 2023-24 which looked at RoS' approach to climate change reporting.

*As AO, I received Management letters outlining the findings and outcomes for each of these reviews. The SGDIAA annual assurance report provided an overall assurance opinion of 'reasonable' for 2023-24. The findings demonstrate that RoS has a robust and mature governance structure, risk management approach and assurance framework, and identified*

*opportunities for improvement in our internal control environment. SGDIAA's assurance opinion was derived from, but not limited to, its knowledge of our overarching risk and assurance landscape and the assurance activities it conducted through 2023-24.*

## REVIEW OF EFFECTIVENESS

*As AO, I have responsibility for reviewing the ongoing effectiveness of the system of internal control and risk management arrangements. My review has been informed by the outputs from:*

- the Executive Directors (both in an individual capacity and as a collective group operating as the EMT);*
- the RoS Board;*
- the Audit and Risk Committee;*
- the work of Internal Audit;*
- comments made by our external auditors (Deloitte LLP) in its management letters and reports; and*
- other reviews and studies that are undertaken by third parties from time to time.*

*Based on the above and my own knowledge of the organisation, I am satisfied that during the year under review, the overall control environment within RoS operated effectively and supported the organisation in meeting its aims and objectives.*

*There are no significant matters arising from my review.*

# Remuneration and staff report

The sections marked (Audited\*) in this Remuneration and staff report are subject to a separate opinion by Deloitte LLP. The other sections of the Remuneration and staff report are reviewed by Deloitte LLP and covered by the wider conclusions.

## APPOINTMENTS AND REMUNERATION POLICY

Civil Service appointments are made in accordance with the Civil Service Commission's recruitment principles. These require appointments to be made on merit, on the basis of fair and open competition, but also include the circumstances when appointments may otherwise be made.

The Executive Directors of the RoS Board hold appointments which are open-ended (i.e. not fixed term). Non-Executive Directors are appointed on a fixed term basis.

The rules for termination are set out in the Civil Service management code. Early termination, other than for misconduct, would result in the individual receiving compensation as set out in the Civil Service compensation scheme.

Further information on the work of the Civil Service Commission can be found [on their website](#).

RoS, like other parts of the Scottish Government and the rest of the UK Civil Service, has a policy of no mandatory retirement age for its senior civil servants and other staff, in line with the implementation of the Equality Act 2010. For pension details, see page 40.

## REMUNERATION POLICY

The remuneration of substantive senior civil servants employed by RoS (i.e. the Keeper) is determined by the Scottish Government and set in accordance with the Civil Service management code available at [civilservice.gov.uk](http://civilservice.gov.uk) and with independent advice from the Senior Salaries Review Body (SSRB).

In reaching its recommendations, the Review Body has regard to the following considerations:

- the need to recruit, retain and motivate suitably able and qualified people to exercise their different responsibilities;
- regional/local variations in labour markets and their effects on the recruitment and retention of staff;
- government policies for improving the public services including the requirement on departments to meet the output targets for the delivery of departmental services;
- the funds available to departments as set out in the government's departmental expenditure limits; and
- the government's inflation target.

The Review Body takes account of the evidence it receives about wider economic considerations and the affordability of its recommendations.

Further information about the work of the Review Body can be found at [Office of Manpower Economics](#).

The remuneration of the other Executive Members of the RoS Board is governed by the overall pay policy for RoS staff. It has to be agreed with the Scottish Government within the guidelines set by Scottish Ministers.

Non-Executive Directors receive fees for attendance at regular RoS Board meetings. Fees are based on a daily rate at a level set out in Scottish Government guidance. Non-Executive Directors’ expenses incurred as a result of undertaking RoS business are also reimbursed.

SALARY

The following sections provide details of the remuneration and pension interests of Board members. The monetary value of benefits in kind covers any additional benefits provided, benefits greater than £8k are treated by HMRC as a taxable emolument.

No bonus or benefit in kind payments were made.

SINGLE TOTAL FIGURE OF REMUNERATION (AUDITED\*)

BOARD MEMBERS	SALARY £'000		PENSION BENEFITS £'000		TOTAL £'000	
	2023-24	2022-23	2023-24	2022-23	2023-24	2022-23
JENNIFER HENDERSON Keeper and Chief Executive	105-110	95-100	32	29	135-140	125-130
BILLY HARKNESS Director of People	95-100	90-95	28	27	120-125	115-120
CHRIS KERR Director of Policy and Corporate Services and Accountable Officer	90-95	80-85	28	25	120-125	110-115
MARTIN BURNS Director of Digital, Data and Technology from 23/10/2023	40-45	0	12	0	50-55	0
DAVID BLAIR Director for Customer and Business Development from 23/10/2023	35-40	0	12	0	50-55	0
KENNY CRAWFORD Business Development Director to 31/10/2023	50-55	80-85	16	25	65-70	105-110
ANDREW HARVEY Non-Executive Director	10-15	10-15	0	0	10-15	10-15
ANDREW MILLER Non-Executive Director	5-10	5-10	0	0	5-10	5-10
ELAINE MELROSE Non-Executive Director	5-10	5-10	0	0	5-10	5-10
MHAIRI KENNEDY Non-Executive Director	5-10	0-5	0	0	5-10	0-5
ASIM MUHAMMAD Non-Executive Director	5-10	5-10	0	0	5-10	5-10

\* full year equivalent for people with part years service



FAIR PAY DISCLOSURE (AUDITED\*)

Public sector bodies are required to disclose the relationship between the remuneration of the highest-paid director in their organisation and colleagues within the organisation. This allows comparability with Large and Medium-Sized Companies and Groups (Accounts and Reports) Regulations 2008 comparatives to the percentage change for the highest paid director and workforce as a whole and the ratio of the highest paid director to the interquartile ranges (25% and 75%) within the workforce.

The banded remuneration of the highest-paid director in RoS in the financial year 2023-24 was £105,000-110,000 (2022-23: £95,000-£100,000), a 10% increase from the previous financial year. The median remuneration of the workforce was £35,209 (2022-23: £32,506), an average increase of 8% from the previous financial year. In 2023-24, nil (2022-2023: nil) member of staff received remuneration in excess of the highest-paid director. Remuneration ranged from £2,000 to £105,000 (2022-23: £3,000 to £100,000).

The table below shows the ratio between the highest paid director and the lower, median and upper-quartile pay of our colleagues for the current and prior reporting period. The increase in the lower percentile and the decrease in the higher percentile from 2022-23 to 2023-24 is owing to changes in the staffing composition within our operational and corporate functions.

TOTAL PAY RATIO	2023-24	2022-23
25th percentile	3.75	3.71
50th percentile	3.05	3.01
75th percentile	2.54	2.47

The table opposite sets out the base salary and total pay and benefit details of the highest paid director and the median remuneration of our colleagues at the 25th, 50th and 75th percentile. The opposite pay percentiles include Agency staff.

	2023-24 £'000	2022-23 £'000
Director base salary	107,500	97,500
Director pay and benefits	107,500	97,500
COLLEAGUES SALARY		
25th percentile	28,681	26,405
50th percentile	35,209	32,506
75th percentile	42,363	39,591
COLLEAGUES TOTAL PAY & BENEFITS		
25th percentile	28,681	26,405
50th percentile	35,209	32,506
75th percentile	42,363	39,591

Total remuneration includes salary, non-consolidated performance-related pay and benefits in-kind. It does not include severance payments, employer pension contributions and the cash equivalent transfer value of pensions.

The median pay ratio for the 2023-24 is consistent with the pay, reward and progression policies. Non-Executive Directors are not employees of the organisation, nor do they benefit from pension arrangements.

PENSION BENEFITS (AUDITED\*)

	ACCRUED PENSION AT PENSION AGE AS AT 31/3/24 AND RELATED LUMP SUM	REAL INCREASE IN PENSION AND RELATED LUMP SUM AT PENSION AGE	CETV AT 31/3/24	CETV AT 31/3/23	REAL INCREASE IN CETV (SEE PAGE 42)	EMPLOYER CONTRIBUTION TO PARTNERSHIP PENSION ACCOUNT
	£'000	£'000	£'000	£'000	£'000	Nearest £100
JENNIFER HENDERSON Keeper and Chief Executive	35 to 40 plus a lump sum of 100 to 105	2.5 to 5 plus a lump sum of 0 to 2.5	846	735	40	0
BILLY HARKNESS Director of People	50 to 55 plus a lump sum of 135 to 140	0 to 2.5 plus a lump sum of 0	1,248	1,155	11	0
KENNY CRAWFORD Business Development Director to 31/10/2023	45 to 50 plus a lump sum of 125 to 130	0 to 2.5 plus a lump sum of 0	1,140	1,090	6	0
CHRIS KERR Director of Policy and Corporate Services and Accountable Officer	20 to 25	0 to 2.5	331	274	18	0
MARTIN BURNS Director of Digital, Data and Technology from 23/10/2023	0 to 5	0 to 2.5	14	0	11	0
DAVID BLAIR Director for Customer and Business Development from 23/10/2023	35 to 40	2.5 to 5	652	586	47	0

## CIVIL SERVICE PENSIONS

Pension benefits are provided through the Civil Service pension arrangements. From 1 April 2015 a new pension scheme for civil servants was introduced – the Civil Servants and Others Pension Scheme or alpha, which provides benefits on a career average basis with a normal pension age equal to the member's State Pension age (or 65 if higher).

From that date all newly appointed civil servants and the majority of those already in service joined alpha. Prior to that date, civil servants participated in the Principal Civil Service Pension Scheme (PCSPS). The PCSPS has four sections: three providing benefits on a final salary basis (classic, premium or classic plus) with a normal pension age of 60; and one providing benefits on a whole career basis (Nuvos) with a normal pension age of 65.

These statutory arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under classic, premium, classic plus, Nuvos and alpha are increased annually in line with pensions increase legislation.

An overview of each of the schemes can be found on the [Civil Service Pension Scheme website](#).

For 2023-24, RoS' contributions of £11,707,252 were payable to the Principal Civil Service Pension Scheme (PCSPS) (2022-23: £10,818,949) at one of four rates in the range 26.6% to 30.3% of pensionable pay (2022-23: 26.6% to 30.3%), based on salary bands. The scheme actuary reviews employer contributions every four years following a full scheme valuation. The contribution rates are set to meet the cost of the benefits accruing during 2023-24 to be paid when the member retires, and not the benefits paid during this period to existing pensioners.

Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution. For 2023-24, employer contributions of £76,054 (2022-23: £76,278) were paid to the appointed stakeholder pension provider – Legal & General. Employer contributions are age-related and ranged from 8% and 14.75% (2022-23: 8% and 14.75%).

The schemes are accounted for as defined contribution schemes under the multi-employer exemption permitted in IAS19 Employee Benefits. Liability for payment of future benefits is a charge on the PCSPS.

RoS also matches employee contributions up to 3.0% of pensionable earnings. In addition, RoS contributions of £206 in 2023-24 (2022-2023: £208), 0.5% of pensionable pay, were payable to the PCSPS to cover the cost of the future provision of lump sum benefits on death in service or ill health retirement of these employees.

Contributions due to the partnership pension providers at the statement of financial position date were £7,921 (2022-23: £7,706). Contributions prepaid at that date were nil.

The accrued pension quoted is the pension that members are entitled to receive when they reach pension age, or immediately on ceasing to be active members of the scheme if they are already at or over pension age. Pension age is 60 for members of classic, premium and classic plus and 65 for members of nuvos, and the higher of 65 or State Pension Age for members of alpha.



## CASH EQUIVALENT TRANSFER VALUES

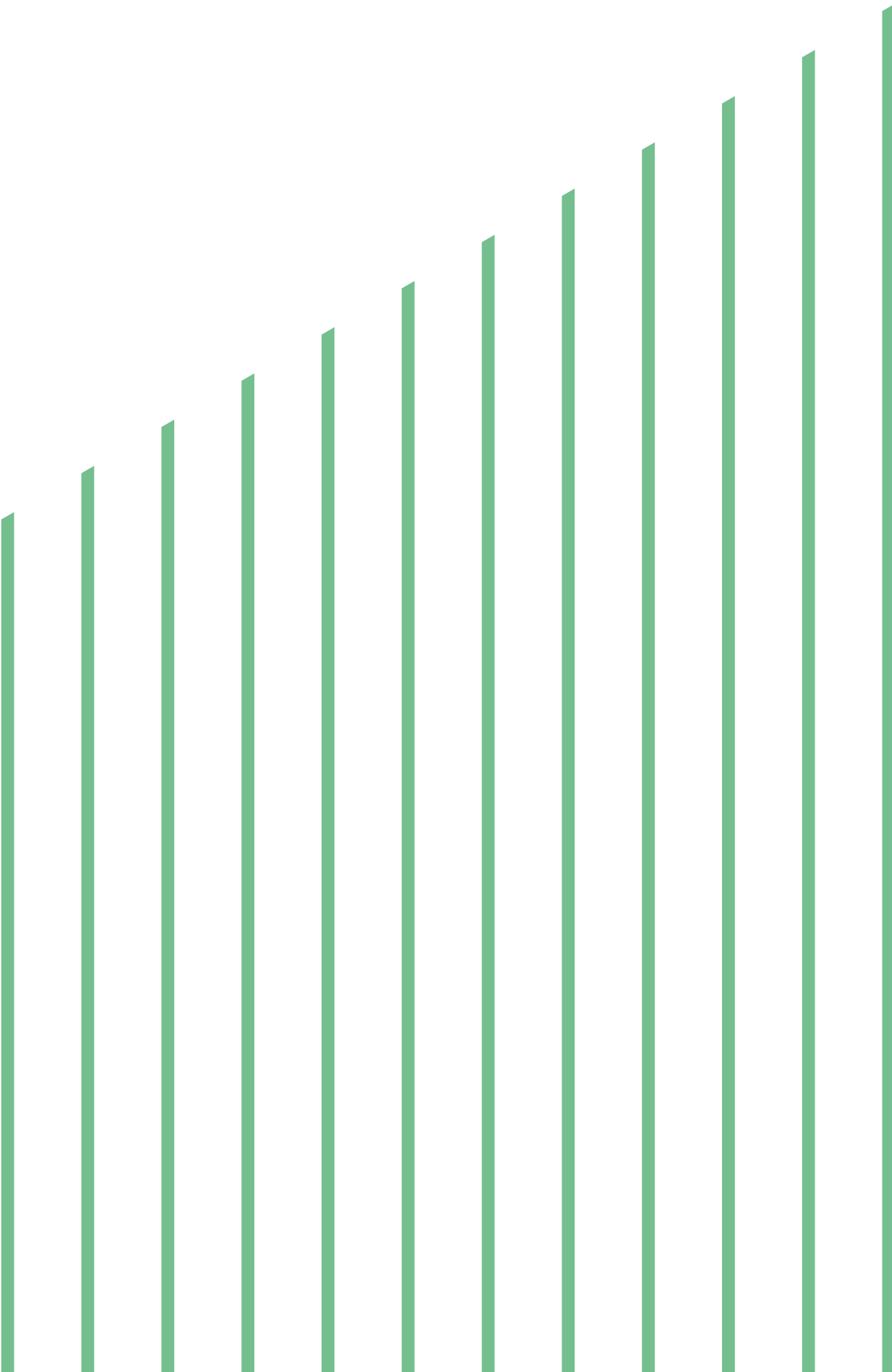
A cash equivalent transfer value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member’s accrued benefits and any contingent spouse’s pension payable from the scheme.

A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies.

The figures include the value of any pension benefit in another scheme or arrangement which the member has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member as a result of their buying additional pension benefits at their own cost. CETVs are worked out in accordance with the Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 2008 and do not take account of any actual or potential reduction to benefits resulting from lifetime allowance tax, which may be due when pension benefits are taken.

## REAL INCREASE IN CETV

This reflects the increase in CETV that is funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.



REPORTING OF CIVIL SERVICE AND OTHER COMPENSATION SCHEMES - EXIT PACKAGES (AUDITED\*)

There were no exit packages or compulsory redundancies during 2023-24 or 2022-23.

STAFF NUMBERS AND COSTS BY PERMANENT AND OTHER (AUDITED\*)

During 2023-24, the average number of full-time equivalent (FTE) staff employed was 1,272 (2022-23: 1,278). The average agency/contingent workers FTE was 150 (2022-23: 140) and were primarily to support the digital requirements of updating legacy IT systems and new registers. Fixed term contracts were 0 FTE (2022-23: 0).

STAFF TURNOVER (AUDITED\*)

The employee turnover rate for 2023-24 is 6% (2022-23: 5%). This figure can be broken down into 92% voluntarily and 8% non-voluntarily (2022-23: 97% and 3%).

Restructuring costs include lump sum compensation payments and the provision of future annual compensation payments.

STAFF COSTS	2024	2023
Administration costs	£'000	£'000
Wages and Salaries	43,096	41,197
Social Security costs	4,650	4,452
Other Pension costs	11,726	10,895
Inward Secondments	105	117
Agency Staff costs	23,460	19,635
Other Staff costs	291	268
TOTAL ADMINISTRATION STAFF COSTS	83,328	76,564
Restructuring costs	0	0
NET COSTS	83,328	76,564

DIVERSITY PROFILE

The table below summarises the diversity profile:

CATEGORY	FEMALE	MALE	ETHNIC MINORITY*	DISABLED*	EMT RATIO
2023-24	51.0%	49.0%	1.2%	7.6%	1:5
2022-23	51.5%	48.5%	1.9%	10.9%	2:3

\*This is based on available self-reported data.

Our EMT gender ratio is Female/Male. Further equality information can be found in our most recent [Equalities Mainstreaming Report](#).

CATEGORY	FEMALE	MALE
ALL STAFF		
2023-24	51.0%	49.0%
2022-23	51.5%	48.5%
DIRECTORS		
2023-24	16.7%	83.3%
2022-23	40.0%	60.0%
SENIOR CIVIL SERVANTS		
2023-24	100%	0%
2022-23	100%	0%

SICKNESS ABSENCE

We continue to monitor this and have taken some positive steps to try and improve sickness absence including mental health support, occupational health provision and activities around wellbeing.

	TOTAL DAYS LOST	SHORT TERM DAYS LOST	LONG TERM DAYS LOST	ANNUAL AVERAGE WORKING DAYS LOST PER 1.00 FTE
2023-24	7,305	3,586	3,719	6.29
2022-23	6,824	4,092	2,732	5.71

POLICIES IN RELATION TO DISABLED PERSONS

The following RoS policies include guidance to support disabled people:

- diversity and equal opportunities - to outline our public sector equality duty
- dignity at work - to protect staff from discrimination
- maximising attendance - to ensure reasonable adjustments are made for disability-related illness

As part of our ongoing policy review, we continue to equality impact assess any revisions to existing policies and creation of new policies. We are committed to eliminating discrimination and advancing equality of opportunity for all, including those with protected characteristics under the Equality Act (2010). Our aim is that our workforce will be truly representative of Scotland's diverse population and we want every employee to feel respected, valued and able to give their best. Further information on diversity and inclusion can be found in our [D&I strategy](#) and latest [Equality & Diversity Mainstreaming report](#).

PARTNERSHIP WORKING

We work in partnership with the Public and Commercial Services Union (PCS) to bring mutual benefits to RoS, staff and customers. In line with The Trade Union (Facility Time Publication Requirements) Regulations, we publish information relating to trade union facility time. For more information on this, go to [Appendix three](#).

COLLEAGUE ENGAGEMENT SURVEY

RoS undertakes a full colleague engagement survey every year using the UK Civil Service People Survey. The last survey was completed by 77% of staff across the organisation. Our engagement score was 65% (2022-23: 65%).

OFF-PAYROLL APPOINTMENTS

The tables on the next page summarise the off-payroll engagement appointments within RoS for those highly paid and/or senior off-payroll appointments (>£245 per day).



TABLE 1: HIGHLY PAID OFF-PAYROLL WORKER ENGAGEMENTS AS AT 31 MARCH 2024, EARNING £245 PER DAY OR GREATER.			
	CORE DEPARTMENT	ARMS LENGTH BODIES (ALBS)	DEPARTMENTAL GROUP
NO. OF EXISTING ENGAGEMENTS AS OF 31 MARCH 2024	163	0	0
OF WHICH...			
NO. THAT HAVE EXISTED FOR LESS THAN ONE YEAR AT TIME OF REPORTING.	43	0	0
NO. THAT HAVE EXISTED FOR BETWEEN ONE AND TWO YEARS AT TIME OF REPORTING.	36	0	0
NO. THAT HAVE EXISTED FOR BETWEEN TWO AND THREE YEARS AT TIME OF REPORTING.	20	0	0
NO. THAT HAVE EXISTED FOR BETWEEN THREE AND FOUR YEARS AT TIME OF REPORTING.	7	0	0
NO. THAT HAVE EXISTED FOR FOUR OR MORE YEARS AT TIME OF REPORTING.	57	0	0

TABLE 2: ALL HIGHLY PAID OFF-PAYROLL WORKERS ENGAGED AT ANY POINT DURING THE YEAR ENDED 31 MARCH 2024, EARNING £245 PER DAY OR GREATER.			
	CORE DEPARTMENT	ALBS	DEPARTMENTAL GROUP
NO. OF NEW ENGAGEMENTS, BETWEEN 1 APRIL 2023 AND 31 MARCH 2024	43	0	0
OF WHICH...			
NOT SUBJECT TO OFF-PAYROLL LEGISLATION	0	0	0
SUBJECT TO OFF-PAYROLL LEGISLATION AND DETERMINED AS IN-SCOPE OF IR35	6	0	0
SUBJECT TO OFF-PAYROLL LEGISLATION AND DETERMINED AS OUT-OF-SCOPE OF IR35	37	0	0
NO. OF ENGAGEMENTS REASSESSED FOR COMPLIANCE OR ASSURANCE PURPOSES DURING THE YEAR	0	0	0
OF WHICH: NO. OF ENGAGEMENTS THAT SAW A CHANGE TO IR35 STATUS FOLLOWING REVIEW.	0	0	0

PARLIAMENTARY ACCOUNTABILITY AND AUDIT REPORT

SIGNIFICANT MATTERS

The following significant issues have been identified during the year:

FINANCIAL RISK MANAGEMENT:

REGISTRATION LOSSES

RoS aims to achieve cost recovery over all transactions, within which more complex transactions incur a loss. This is to safeguard customers from the higher costs involved in registering on the Land Register for the first time.

Work in progress registrations involving the initial and more complex transactions in the Land Register cost more to undertake than the fee charged. A provision is recognised to represent the costs to completion less estimated fee income for such registrations in process at the year end. The shortfall in fee income on these transactions is offset by surpluses on other registrations (see note 16).

FEES AND CHARGES

RoS income of £94.6 million for 2023-24 relates to £89.7 million from statutory fees and £4.9 million non-statutory fees (2022-23: £92.6 million income, £88.0 million from statutory fees and £4.6 million non-statutory fees respectively). Further information on these are in note 2.1.

As set out in note 1.3, RoS’ fee policy involves some complex, loss-making transactions. These losses were £13.3 million for 2023-24 (2022-23: £16.6 million) and are detailed in note 16 in addition to losses within the Sasines process and indemnity provision of £0.27 million (2022-23: £0.16 million). As at 31 March 2024, RoS has contingent liabilities in relation to potential future indemnity payments that are not yet quantifiable. Quantifiable indemnities are noted at 12.2.

Signed by:  
*Christopher Kerr*  
87EA778B0506493...

**Christopher Kerr**

Accountable Officer

25 September 2024



# Independent auditor's report





# Independent auditor’s report

Independent auditor’s report to Registers of Scotland, the Auditor General for Scotland and the Scottish Parliament

## Reporting on the audit of the financial statements

### OPINION ON FINANCIAL STATEMENTS

We have audited the financial statements in the annual report and accounts of Registers of Scotland for the year ended 31 March 2024 under the Public Finance and Accountability (Scotland) Act 2000. The financial statements comprise the Statement of Comprehensive Income and Expenditure, the Statement of Financial Position, the Statement of Cash Flows, the Statement of Changes in Taxpayers’ Equity and notes to the financial statements, including material accounting policy information. The financial reporting framework that has been applied in their preparation is applicable law and UK adopted international accounting standards, as interpreted and adapted by the 2023/24 Government Financial Reporting Manual (the 2023/24 FReM).

In our opinion the accompanying financial statements:

- give a true and fair view of the state of the body’s affairs as at 31 March 2024 and of its net expenditure for the year then ended;
- have been properly prepared in accordance with UK adopted international accounting standards, as interpreted and adapted by the 2023/24 FReM; and
- have been prepared in accordance with the requirements of the Public Finance and Accountability (Scotland) Act 2000 and directions made thereunder by the Scottish Ministers.

## BASIS FOR OPINION

We conducted our audit in accordance with applicable law and International Standards on Auditing (UK) (ISAs (UK)), as required by the [Code of Audit Practice](#) approved by the Auditor General for Scotland. Our responsibilities under those standards are further described in the auditor’s responsibilities for the audit of the financial statements section of our report. We were appointed by the Auditor General on 18 May 2022. Our period of appointment is five years, covering 2022/23 to 2026/27. We are independent of the body in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK including the Financial Reporting Council’s Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. Non-audit services prohibited by the Ethical Standard were not provided to the body. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## CONCLUSIONS RELATING TO GOING CONCERN BASIS OF ACCOUNTING

We have concluded that the use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the body’s ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from when the financial statements are authorised for issue.

These conclusions are not intended to, nor do they, provide assurance on the body’s current or future financial sustainability. However, we report on the body’s arrangements for financial sustainability in a separate Annual Audit Report available from the [Audit Scotland website](#).

## RISKS OF MATERIAL MISSTATEMENT

We report in our Annual Audit Report the most significant assessed risks of material misstatement that we identified and our judgements thereon.

## RESPONSIBILITIES OF THE ACCOUNTABLE OFFICER FOR THE FINANCIAL STATEMENTS

As explained more fully in the Statement of Accountable Officer’s Responsibilities, the Accountable Officer is responsible for the preparation of financial statements that give a true and fair view in accordance with the financial reporting framework, and for such internal control as the Accountable Officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Accountable Officer is responsible for using the going concern basis of accounting unless there is an intention to discontinue the body’s operations.



## AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities outlined above to detect material misstatements in respect of irregularities, including fraud. Procedures include:

- using our understanding of the central government sector to identify that the Public Finance and Accountability (Scotland) Act 2000 and directions made thereunder by the Scottish Ministers are significant in the context of the body;
- inquiring of the Accountable Officer and the Keeper as to other laws or regulations that may be expected to have a fundamental effect on the operations of the body;
- inquiring of the Accountable Officer and the Keeper concerning the body's policies and procedures regarding compliance with the applicable legal and regulatory framework;
- discussions among our audit team on the susceptibility of the financial statements to material misstatement, including how fraud might occur; and
- considering whether the audit team collectively has the appropriate competence and capabilities to identify or recognise non-compliance with laws and regulations.

We obtained an understanding of the legal and regulatory framework that the body operates in, and identified the key laws and regulations that:

- had a direct effect on the determination of material amounts and disclosures in the financial statements. This includes the Public Finance and Accountability (Scotland) Act 2000 and the Land Registration etc. (Scotland) Act 2012.
- Do not have a direct effect on the financial statements but compliance with which may be fundamental to the body's ability to operate or to avoid a material penalty. These include the Data Protection Act 2018 and relevant employment legislation.

As a result of performing the above, we identified the greatest potential for fraud was in relation to the registration fee income. The risk is that the work in progress balance and provision at the year-end (where prepaid income is expected to be less than costs for incomplete case work) as well as the cut off of income recognised at the year-end is inaccurate. In response to this risk, we reviewed accounting treatment of the work in progress balance and provision against the relevant accounting standards, tested the work in progress balance and provision for accuracy and performed testing of a sample of income recognised around the year-end to assess the accuracy of the cut-off arrangements.

In common with audits under ISAs (UK) we are also required to perform specific procedures to respond to the risk of management override. In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business.

In addition to the above, our procedures to respond to the risks identified included the following:

- reviewing financial statement disclosures by testing to supporting documentation to assess compliance with provisions of relevant laws and regulation described as having a direct effect on the financial statements;



- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatements due to fraud;
- enquiring of management, internal audit and external legal counsel concerning actual and potential litigation and claims, and instances of non-compliance with laws and regulations; and
- reading minutes of meetings of those charged with governance and reviewing internal audit reports.

The extent to which our procedures are capable of detecting irregularities, including fraud, is affected by the inherent difficulty in detecting irregularities, the effectiveness of the body's controls, and the nature, timing and extent of the audit procedures performed.

Irregularities that result from fraud are inherently more difficult to detect than irregularities that result from error as fraud may involve collusion, intentional omissions, misrepresentations, or the override of internal control. The capability of the audit to detect fraud and other irregularities depends on factors such as the skilfulness of the perpetrator, the frequency and extent of manipulation, the degree of collusion involved, the relative size of individual amounts manipulated, and the seniority of those individuals involved.

A further description of the auditor's responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

# Reporting on regularity of expenditure and income

## OPINION ON REGULARITY

In our opinion in all material respects:

- the expenditure and income in the financial statements were incurred or applied in accordance with any applicable enactments and guidance issued by the Scottish Ministers, the Budget (Scotland) Act covering the financial year and sections 4 to 7 of the Public Finance and Accountability (Scotland) Act 2000; and
- the sums paid out of the Scottish Consolidated Fund for the purpose of meeting the expenditure shown in the financial statements were applied in accordance with section 65 of the Scotland Act 1998.

## RESPONSIBILITIES FOR REGULARITY

The Accountable Officer is responsible for ensuring the regularity of expenditure and income. In addition to our responsibilities in respect of irregularities explained in the audit of the financial statements section of our report, we are responsible for expressing an opinion on the regularity of expenditure and income in accordance with the Public Finance and Accountability (Scotland) Act 2000.

## REPORTING ON OTHER REQUIREMENTS

### OPINION PRESCRIBED BY THE AUDITOR GENERAL FOR SCOTLAND ON AUDITED PARTS OF THE REMUNERATION AND STAFF REPORT

We have audited the parts of the Remuneration and Staff Report described as audited. In our opinion, the audited parts of the Remuneration and Staff Report have been properly prepared in accordance with the Public Finance and Accountability (Scotland) Act 2000 and directions made thereunder by the Scottish Ministers.

### OTHER INFORMATION

The Accountable Officer is responsible for the other information in the annual report and accounts. The other information comprises the Performance Report and the Accountability Report excluding the audited parts of the Remuneration and Staff Report.

Our responsibility is to read all the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon except on the Performance Report and Governance Statement to the extent explicitly stated in the following opinions prescribed by the Auditor General for Scotland.

OPINIONS PRESCRIBED BY THE AUDITOR GENERAL FOR SCOTLAND ON PERFORMANCE REPORT AND GOVERNANCE STATEMENT

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Performance Report for the financial year for which the financial statements are prepared is consistent with the financial statements and that report has been prepared in accordance with the Public Finance and Accountability (Scotland) Act 2000 and directions made thereunder by the Scottish Ministers; and
- the information given in the Governance Statement for the financial year for which the financial statements are prepared is consistent with the financial statements and that report has been prepared in accordance with the Public Finance and Accountability (Scotland) Act 2000 and directions made thereunder by the Scottish Ministers.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

We are required by the Auditor General for Scotland to report to you if, in our opinion:

- adequate accounting records have not been kept; or
- the financial statements and the audited parts of the Remuneration and Staff Report are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

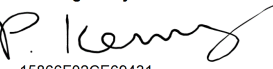
We have nothing to report in respect of these matters.

CONCLUSIONS ON WIDER SCOPE RESPONSIBILITIES

In addition to our responsibilities for the annual report and accounts, our conclusions on the wider scope responsibilities specified in the Code of Audit Practice are set out in our Annual Audit Report.

USE OF OUR REPORT

This report is made solely to the parties to whom it is addressed in accordance with the Public Finance and Accountability (Scotland) Act 2000 and for no other purpose. In accordance with paragraph 108 of the Code of Audit Practice, we do not undertake to have responsibilities to members or officers, in their individual capacities, or to third parties.

DocuSigned by:  
  
15866F02CE89431...

**Pat Kenny, CPFA (for and on behalf of Deloitte LLP)**

110 Queen Street,  
  
Glasgow,  
  
G1 3BX

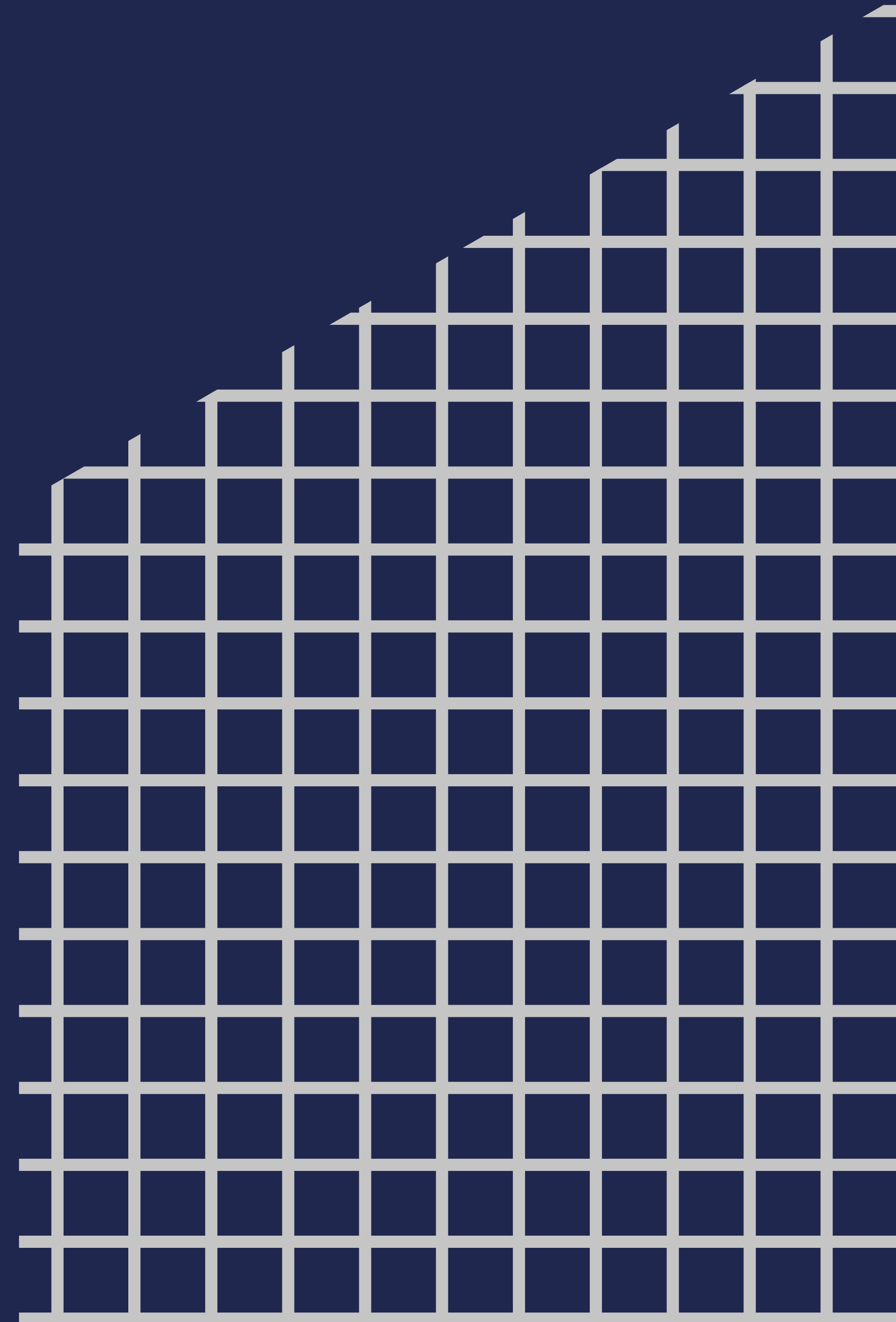
United Kingdom

**25 September 2024**





# Annual accounts 2023-24



STATEMENT OF COMPREHENSIVE INCOME AND EXPENDITURE FOR THE YEAR ENDED 31 MARCH 2024

		2024	2023
	Note	£'000	£'000
Income - continuing operations	2	94,642	92,598
Staff costs	3	(83,328)	(76,564)
Administrative costs	4	(9,083)	(13,717)
OPERATING PROFIT/(LOSS)		2,231	2,317
Costs/(proceeds) of disposal of non-current assets		40	(9)
Interest payable	13	(113)	(122)
Operating leases - interest	15	(34)	(38)
Amortisation and depreciation	5 & 6	(3,898)	(4,834)
Impairment of non-current assets	5 & 6	(25)	(31)
Restructuring costs	3	0	0
RETAINED SURPLUS/(LOSS) FOR THE FINANCIAL YEAR		(1,799)	(2,717)
Gain/(loss) on revaluation of property, plant and equipment	5	0	377
NET OUTTURN		(1,799)	(2,340)

The Accountable Officer authorised these financial statements.

Signed by:  
  
87EA778B0506493...

**Christopher Kerr**  
 Accountable Officer  
 25 September 2024

STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2024

		2024	2023
		£'000	£'000
Non-current assets	Note		
Property, plant and equipment	5	11,508	12,117
Right of Use Assets	5	3,085	3,648
Intangible assets	6	9,294	7,731
Receivables due after one year	9	24	26
TOTAL NON CURRENT ASSETS		23,911	23,522
Current assets			
Inventories	8	1,466	331
Trade and other receivables	9	4,840	4,813
Cash and cash equivalents	10	12,492	11,024
TOTAL CURRENT ASSETS		18,798	16,168
TOTAL ASSETS		42,709	39,690
Current liabilities			
Trade and other payables falling due within one year	11	42,149	46,225
IFRS 16 Liability	11	563	582
Provisions for liabilities and charges	12	6,144	9,146
TOTAL CURRENT LIABILITIES		48,856	55,953
Non-current liabilities			
Trade and other payables falling due over one year	11	0	0
IFRS 16 Liability	11	2,740	3,303
Provisions for liabilities and charges	12	840	814
TOTAL NON CURRENT LIABILITIES		3,580	4,117
TOTAL LIABILITIES		52,436	60,070
NET ASSETS LESS CURRENT (LIABILITIES)		(9,727)	(20,380)

		2024	2023
Taxpayers' Equity			
Capital Loan	13	1,222	1,328
General Fund	SoCTE	(17,675)	(28,434)
Revaluation Reserve	SoCTE	6,726	6,726
TOTAL TAXPAYERS' EQUITY		(9,727)	(20,380)

The notes on pages 59 to 79 form part of these accounts.



STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31  
MARCH 2024

		2024	2023
CASH FLOWS FROM OPERATING ACTIVITIES	Notes	£'000	£'000
NET OPERATING PROFIT (LOSS)	SoCNE	(1,799)	(2,717)
PROCEEDS FROM DISPOSAL OF PROPERTY, PLANT AND EQUIPMENT	SoCNE	(40)	9
interest payable	13	113	122
Adjustments for non cash transactions			
Amortisation and depreciation	5 & 6	3,898	4,834
Impairment or disposal of non-current assets	5 & 6	25	31
Interest payable		34	38
External audit Notional charge	SoCTE	58	55
MOVEMENTS IN WORKING CAPITAL			
(Increase)/Decrease in trade and other receivables	9	(25)	(555)
(Decrease)/Increase in trade and other payables	11	(4,048)	1,188
(Increase)/Decrease in inventories	8	(1,135)	15
(Decrease)/Increase in provisions	12	(2,976)	(308)
NET CASH FLOW FROM OPERATING ACTIVITIES		(5,895)	2,712
CASH FLOWS FROM INVESTING ACTIVITIES		£'000	£'000
Purchase of property, plant and equipment	5	(248)	(117)
Purchase of property, plant and equipment accrual adjustment		0	3
Purchase of intangible assets	6	(4,066)	(3,017)
Purchase of intangible assets accrual adjustment		0	0
Proceeds from disposal of property, plant and equipment	SoCNE	40	(9)
NET CASH FLOW FROM INVESTING ACTIVITIES		(4,274)	(3,140)
CASH FLOWS FROM FINANCING ACTIVITIES	Notes	£'000	£'000
Principle element of operating lease payments		(606)	(544)
Interest element of operating lease		(34)	(38)

		2024	2023
Repayment of loans from NLF	13	(106)	(106)
Interest payable	13	(113)	(122)
Interest payable prepayment movement		(4)	(4)
Transfers (to)/from Scottish Consolidated Fund (SCF)	SoCTE	12,500	1,500
NET CASH FLOW FROM FINANCING		11,637	686
Net increase(decrease) in cash and cash equivalents		1,468	258
Cash and cash equivalents at beginning of period	10	11,024	10,766
Cash and cash equivalents at end of period	10	12,492	11,024

The notes on pages 59 to 79 form part of these accounts.

STATEMENT OF CHANGES IN TAXPAYERS’ EQUITY

	GENERAL FUND	CAPITAL LOAN	REVALUATION RESERVE	TOTAL
	£'000	£'000	£'000	£'000
BALANCE AT 31 MARCH 2022	(27,272)	1,434	6,349	(19,489)
Net operating profit/(loss) for year	(2,717)	0	0	(2,717)
Capital Loan repayments in period	0	(106)	0	(106)
Net gain/(loss) on revaluation of property	0	0	377	377
Auditors’ remuneration*	55	0	0	55
Parliamentary funding drawn down/(contribution)	1,500	0	0	1,500
BALANCE AT 31 MARCH 2023	(28,434)	1,328	6,726	(1,799)
Net operating profit/(loss) for year	(1,799)	0	0	(2,194)
Capital Loan repayments in period	0	(106)	0	(106)
Net gain/(loss) on revaluation of property	0	0	0	0
Auditors’ remuneration	58	0	0	58
Parliamentary funding drawn down/(contribution)	12,500	0	0	12,500
BALANCE AT 31 MARCH 2024	(17,675)	1,222	6,726	(9,727)

RoS is a non-ministerial office (NMO) of the Scottish Government and is funded by Scottish Government and customer fees. The Scottish Government’s estimates and forward plans include provision for RoS’ continuation, which have been approved by Parliament.

\*The 2021-22 notional audit fee is the cumulative following reclassification in 2020-21.

## 1 A. ACCOUNTING POLICIES

These financial statements have been prepared in accordance with the principle and disclosure requirements of the Government Financial Reporting Manual (FReM) for 2023-24, published by HM Treasury and the Accounts Direction issued by Scottish Ministers under section 19(4) of the Public Finance and Accountability (Scotland) Act 2000. The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context. Where the FReM permits a choice of accounting policy, the accounting policy which is judged to be the most appropriate to the particular circumstances of RoS for the purpose of giving a true and fair view has been selected. The particular policies adopted by RoS are described below. They have been applied consistently in dealing with items that are considered material to the accounts.

The accounts are prepared using accounting policies and, where necessary, estimation techniques, which are selected as the most appropriate for the purpose of giving a true and fair view in accordance with the principles, set out in International Accounting Standard (IAS) 8: Accounting Policies, Changes in Accounting Estimates and Errors. Changes in accounting policies which do not give rise to prior year adjustments are reported in the relevant note.

### 1.2 GOING CONCERN BASIS

RoS is an income generating non-ministerial office (NMO) of the Scottish Government. RoS is partially funded by Scottish Government and accounted for as part of the Scottish Consolidated Fund. The Scottish Government's estimates and forward plans include provision for RoS' continuation, which have been approved by Parliament. There is no reason to believe that Scottish Government's sponsorship and future parliamentary approval will not be forthcoming. The accounts have been prepared on a going concern.

## 1.3 OPERATING INCOME, FEES AND CHARGES

Operating income, which excludes value added tax (VAT), represents the invoiced value of services supplied. RoS accounts for income in accordance with the recognition criteria set out in IFRS15 Revenue from Contracts with Customers. RoS operates a system of prepayment of registration fees, which are initially held as a creditor in the statement of financial position. Income is recognised when services are completed and transferred to the customer. An adjustment to prepaid registration work in progress (WIP) is made in accordance with IFRS9 Financial Instruments. From 8 December 2014, fees are set in accordance with sections 110(1), (2) and (3) of the Land Registration etc. (Scotland) Act 2012, which consider the expenses incurred by the Keeper in relation to the matters specified in section 110(3)(a) and (b) of that Act and the desirability of encouraging registering, recording and entering in any register under the management and control of the Keeper.

The income derived from services outwith the above are set in accordance with section 108(3) of the Land Registration etc. (Scotland) Act 2012.

Analysis of the income from the main fees charged appears in note 2.1. The fee policy considers income from all transactions, within which some complex transactions may incur a loss. Registrations involving the initial and more complex transactions in the Land Register cost more to undertake than the fee charged. The shortfall in fee income on these transactions is offset by surpluses on other registrations. The losses relating to these transactions are shown in note 16.

Full details of all fees and charges are available on the RoS website at [www.ros.gov.uk](http://www.ros.gov.uk).



## 1.4 ACCOUNTING CONVENTION

These accounts have been prepared under the historical cost convention modified to account for the revaluation of property, plant and equipment (PPE), intangible assets and, where material, current asset investments and inventories to fair value.

## 1.5 ESTIMATION TECHNIQUES

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. RoS makes estimates and assumptions concerning the future. The resulting accounting estimates will not equal the related actual results.

RoS makes judgements in applying accounting policies. The estimates, assumptions and judgements that have a significant risk of causing material adjustment to the carrying amounts of assets and liabilities within the financial statements within the next financial year are addressed below within the individual accounting policies and notes to the accounts.

The most significant estimates made by RoS relate to the property valuation, the sums recorded in provisions and contingent liabilities for indemnity claims and the provision for the costs associated to complete the sleeve of work of outstanding case work relating to work in progress (WIP) as at 31 March. The source of uncertainty arises from ongoing market conditions on property values which may fluctuate significantly, changes in progress and conditions arising from the indemnity claims and wider economic uncertainty on costs to complete the outstanding cases.

To assist with the estimates in valuing the property, RoS commissions professionally qualified firms to undertake a full revaluation at three yearly intervals including performing desktop valuations during the intervening period. RoS engages the services of the Scottish Government Legal Directorate and other legal firms to assist in preparing estimates of potential liabilities for staff and potential indemnity claims from customers. There is a degree of judgement required in terms of allocation of costs to various products and processes when calculating the WIP provisions which is based on estimated time worked upon the products and processes. There are no other material judgements requiring disclosure. Note 1 B Critical

Accounting Judgements and Key Sources of Estimates provides more detail.

## 1.6 VALUE ADDED TAX (VAT)

The majority of services provided by RoS fall outside the scope of Value Added Tax (VAT).

RoS can fully recover input VAT on certain contracted-out services; for other expenditure VAT is charged to the relevant expenditure category or included in the capitalised purchase costs of assets. Where output tax is charged or input tax is recoverable, the amounts are stated net of VAT.

## 1.7 PROPERTY, PLANT AND EQUIPMENT

### Recognition

All PPE assets are accounted for as non-current assets unless they are deemed to be held-for-sale (see note below), and will be accounted for under IAS 16 Property, Plant and Equipment. Scottish Ministers hold the legal title or effective control over all land and buildings shown in the accounts. Assets classified as under construction and under development are recognised in the statement of financial position to the extent that money has been paid or a liability has been incurred.

### Capitalisation

The minimum levels for capitalisation of a property, plant or equipment asset are; land and buildings £10,000; and equipment and vehicles £5,000. Information and Communications Technology (ICT) systems are capitalised where the pooled value exceeds £1,000. Substantial improvements to leasehold properties are also capitalised. Furniture, fixtures, and fittings are treated as current expenditure and are not capitalised. Any assets valued below these thresholds will be treated as expenditure in the year of purchase.

### Valuation

Scottish Ministers hold the legal title or effective control over all land and buildings shown in the accounts. Land and buildings are shown at fair

value using open market value. A professional valuation is carried out at three yearly intervals with annual market analysis considerations in the intervening years applied to provide a desktop valuation. The next three yearly valuation will be carried out on the 31 March 2026.

Depreciated historic cost has been used as a proxy for fair value of plant and equipment, computer and office equipment. Assets within these categories have short useful lives, low values, or both.

RoS commissions a professionally qualified Royal Institute of Chartered Surveyors (RICS) accredited firm to undertake a three-year rolling programme of valuations. The valuations are prepared in accordance with the professional standards of the Royal Institution of Chartered Surveyors: RICS valuation - Global Standards and RICS UK.

**Depreciation**

Land is considered to have an indefinite life and is not depreciated. Assets under construction are not depreciated. Provision for depreciation is made to write off the cost of fixed assets on a straight-line basis, over the expected useful lives of the assets concerned. The expected useful lives of assets are regularly and systematically reviewed to ensure that they genuinely reflect the actual replacement cycle of all assets. The expected useful lives are as follows:

- Plant and Machinery 5 years
- Information Technology 3 to 5 years
- Office Equipment 5 years
- Buildings 20 years (see note 5)
- Right of Use ("ROU") assets over term of lease

Plant and machinery, and office equipment for the St Vincent Plaza office, including infrastructure set-up costs, are depreciated over 15 years the same as the lease for the building.

The fixed assets do not include the value of the various registers created and maintained by RoS, nor the records ancillary to them.

**1.8 INTANGIBLE ASSETS**

Intangible assets are valued on a historic cost basis and include assets under development, software and computer licences. The minimum capitalisation level for an intangible asset is £5,000 regardless of whether the asset is acquired externally or internally generated and RoS accounts for these under IAS 38 Intangible Assets.

RoS develops specialist in-house IT systems and products, and costs that meet the criteria of development expenditure, including directly related staff costs, are capitalised and held as assets under development. Research costs (£1.6m in 2023-24) are expensed, not capitalised. Amortisation commences when the asset is available for use and is applied at rates calculated to expense the cost by equal instalments over the estimated useful life. Assets under development are not amortised.

**1.9 IMPAIRMENT OF NON-CURRENT ASSETS**

RoS carries out an annual review of non-current assets, applying IAS 36 Impairment of Assets. If an asset has suffered an impairment loss, then a charge is recognised in the statement of comprehensive income and expenditure. If the asset is carried at a revalued amount, the impairment loss is treated as a revaluation decrease.

**1.10 FINANCIAL INSTRUMENTS IFRS 7**

Financial Instruments: Disclosures requires disclosure of the role that financial instruments have had during the period in creating or changing the risks an entity faces in undertaking its activities.

RoS relies primarily on income from statutory activities and has one small loan as detailed at note 13 and is therefore not exposed to any material liquidity risks.

RoS is not significantly exposed to currency risk as all material assets and liabilities are denominated in sterling.



## 1.11 LEASES

### Initial recognition

IFRS 16 is applied to all leases.

IFRS 16 requires that where a lease contract specifies the use of an identified asset and the lessee has the right to control the use of that identified asset, then the lessee is required to recognise the following on its statement of financial position:

- The right of use asset representing the lessee's right to use the underlying leased asset; and
- The lease liability representing the lessee's obligation to make lease payments.

This is measured at present value of unavoidable future lease payments, discounted using the interest rate implicit in the lease, or if that cannot be readily determined, the rate provided by HM Treasury discount rate.

Where recognition is required under IFRS 16, the lessee will also recognise depreciation of the right of use asset over the lease term and to split the lease liability into a principal portion and interest portion. Where a lease contract is for a low value asset or has a term of less than 12 months, the recognition exemption will be applied, and the lease payments will be accounted for as an expense.

Enhancements to leased assets such as alterations to a leased building are not classified within right-of-use assets but remain classified as property, plant and equipment in accordance with the FReM.

### Subsequent Measurement

The value of the asset will be adjusted for subsequent depreciation and impairment, and for reassessments and modifications of the lease liability as described below. Where the amount of a reduction to the asset exceeds the carrying value of the asset, the excess amount is recognised in expenditure.

The lease liability will be adjusted for the accrual of interest, repayments, reassessments and modifications.

Reassessments are reappraisals of the probability of the options given by the existing lease contract, for example where we no longer expect to exercise an option; modifications are changes to the lease contract.

Reassessments and modifications are accounted for by discounting the revised cash flows:

- using a revised HM Treasury Public Expenditure System (PES) discount rate where it becomes or ceases to be reasonably certain to exercise or not exercise an extension or termination option, or the lease is modified to amend the non-cancellable period, change the term of the lease, change the consideration or the scope
- using existing discount rate where there is a change in the cash flows, or the amount payable under a residual value guarantee changes.

## 1.12 PENSION COSTS

RoS employees are civil servants who are entitled to be members of the Principal Civil Service Pension Scheme (PCSPS) or the Civil Servant and Other Pension Scheme (CSOPS) – known as 'Alpha'. These are unfunded, multi-employer defined benefit schemes however RoS is unable to identify its share of the underlying assets and liabilities. The scheme is accounted for as a defined contribution scheme under the multi-employer exemption permitted in IAS 19 Employee Benefits. Liability for the payment of future benefits is a charge on the PCSPS or Alpha scheme. Separate scheme statements for the PCSPS or Alpha as a whole are published. You can find details in the resource accounts of the Cabinet Office: Civil Superannuation at [www.civilservicepensionscheme.org.uk](http://www.civilservicepensionscheme.org.uk). RoS cannot with any level of certainty provide estimated costs for future pension contributions, this is consistent with other public sector bodies.

Further pension details can be found in the remuneration report in the Annual Report section of this document.



### 1.13 EMPLOYEE BENEFITS

The cost of providing employee benefits is recognised in the period in which RoS receives services from its employees, rather than when it is paid or payable.

Short-term employee benefits are recognised as an expense in the period in which the employee renders the service. The cost of annual leave and flexible working time entitlement earned but not taken by employees at the end of the year is recognised in the financial statements to the extent that employees are permitted to carry forward leave into the following year.

### 1.14 INVENTORIES - WORK IN PROGRESS

Work in progress (WIP) is valued at the lower of cost or net realisable value. In determining net realisable value, if expected costs to completion exceed estimated fee income, a provision is established to cover the shortfall. In the case of work in progress, cost includes all direct expenditure and production overheads based on normal levels of activity. Costs are apportioned on the basis of per capita and working days.

### 1.15 TRADE RECEIVABLES

Trade receivables do not carry any interest and are stated at their nominal value as reduced by appropriate allowances for irrecoverable amounts. The carrying amount of trade receivables is deemed to be an approximation of fair value.

### 1.16 CASH AND CASH EQUIVALENTS

Cash and cash equivalents represent cash in hand, cash held with the Government Banking Service and cash in commercial bank accounts.

### 1.17 TRADE AND OTHER PAYABLES

Trade payables are stated at their nominal value. The carrying amount of trade payables is deemed to be an approximation for fair value. Registration fees received in advance are shown as creditors until completed, as stated in note 1.3.

### 1.18 PROVISIONS AND CONTINGENT LIABILITIES

In accordance with IAS 37 Provisions, Contingent Liabilities and Contingent Assets, provisions are recognised in the statement of financial position when RoS has a present or legal or constructive obligation as a result of a past event, that can be reliably estimated and it is probable that an outflow of economic benefit will be required to settle the obligation. Where appropriate, this is supported by independent professional advice. Provisions are charged to the statement of comprehensive income and expenditure and recorded as liabilities in the statement of financial position.

### 1.19 CAPITAL GOVERNMENT GRANT

Government grants provided to finance the purchase of specific assets are recognised as income in the statement of comprehensive income and expenditure.

### 1.20 SEGMENTAL REPORTING

IFRS8 – Operating Segment Reporting, requires analysis of income and expenditure by principal business activities. There are two operating segments to our business: statutory services and non-statutory services, these are regularly reviewed to allocate resources to the segments and assess their performance. Although revenue from RoS’ non-statutory services segment is below the 10% quantitative threshold required for separate segmental reporting, information is still disclosed about this segment as distinction between the segments is considered useful to the end users of these financial statements. Reporting on these segments is at note 2.

### 1.21 EVENTS AFTER THE REPORTING PERIOD

Events after the Reporting Period are events that occur between the end of the reporting year and the date of the Annual Report and Accounts being authorised for issue. In accordance with IAS10 Events after the Reporting Period, events are either adjusting or non-adjusting.

Adjusting events are those that provide evidence of conditions that existed at the end of the reporting year. Non-adjusting events are those that are indicative of conditions arising after the reporting year.

No events have occurred after the reporting period which have had an effect on the Annual Report and Accounts for 2023-24.

1.22 ACCOUNTING STANDARDS ISSUED BUT NOT YET EFFECTIVE

All International Financial Reporting Standards, Interpretations and Amendments to published standards effective at 31 March 2024 have been adopted where applicable to RoS.

1 B. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATES

The critical estimates that have the most significant impact on the financial statements are set out below. Other than the below, it is not considered there to be any sources of estimation uncertainty requiring disclosure. No critical accounting judgements were made.

Value of property

RoS has not obtained a complete valuation of land and building as at 31 March 2024. Indices provided by District Valuers of the Valuation Office Agency acting in the capacity of external valuers show no material change in market value of land and building.

The carrying amounts of land and buildings as at 31 March 2024 is reported in the tangible fixed assets note (note 5).

Provisions and contingent liabilities for indemnity claims

Dilapidation

RoS leases one office and has certain legal obligations to repair and maintain this property. RoS recognises a provision for leasehold dilapidations, and this is estimated based on assessments of our legal obligations and the condition of properties. These assessments are informed by expert advice from external surveyors as well as our internal surveyors. The provision for leasehold dilapidations is reported in the provision for liabilities note (note 12).

Indemnities

RoS has certain legal obligations for keeping complete, correct and up to date records in land registers and can sometimes receive claims for compensation when errors in the records are found. RoS recognises a provision for compensation claims, and this is estimated based on an assessment of our legal obligations and likelihood of payment as at 31 March 2024. These are assessments informed by expert advice from our external lawyers as well as our internal lawyers. The provision for compensation payments is reported in the provision for liabilities note (note 12). Any payments over £250k are disclosed separately in the losses note (note 16).

RoS treats indemnity liabilities as a current liability as it is impossible to assess exact time of settlement or closure of each claim. As at 31 March 2024 35% of the provision relates to cases older than 1 year.

Work in Progress

Work in progress (WIP) is valued at the lower of cost or net realisable value (NRV). The main estimation in valuation of NRV is allocation of the costs to each stage of each product which is based on actual and estimated time worked upon the products and processes. This affects the calculation of unit costs per product at each process stage and in the valuation of WIP. The movement in WIP provision is disclosed in note 8.



2. OPERATING SEGMENTS

Operating Segments International Financial Reporting Standard 8 (IFRS8) – Operating Segment Reporting, requires analysis of income and expenditure by principal business activities. There are two operating segments to our business: statutory registration services and non-statutory services. Detailed in the table opposite is the income from statutory fees and non-statutory fees, the cost of service and the net operating surplus/(deficit) for each segment. The staff costs and administrative costs are allocated with the service if directly identifiable or otherwise apportioned according to the income from each segment. More detail on the income for each segment is at note 2.1 and detail on the administrative costs is at note 4.

2024			
	STATUTORY	NON-STATUTORY	TOTAL
	£'000	£'000	£'000
Income	89,762	4,880	94,642
Staff costs	(78,955)	(4,373)	(83,328)
Administrative costs	(8,553)	(530)	(9,083)
OPERATING SURPLUS	2,254	(23)	2,231

2023			
	STATUTORY	NON-STATUTORY	TOTAL
	£'000	£'000	£'000
Income	87,966	4,632	92,598
Staff costs	(72,637)	(3,927)	(76,564)
Administrative costs	(13,070)	(647)	(13,717)
OPERATING SURPLUS	2,259	58	2,317



2.1 INCOME FROM CONTINUING OPERATIONS

	2024	2023
	£'000	£'000
Statutory fees		
First Registrations	8,591	9,291
Transfers of Part	13,724	9,520
Dealings with Whole	59,114	60,841
Sasines	1,279	1,293
Chancery and Judicial Registers	1,866	1,949
*ScotLIS	3,825	3,930
Other statutory income	1,363	1,142
	89,762	87,966
Non-statutory fees		
ScotLIS and Customer Services	269	256
Reports and other income (including recoveries)	4,611	4,376
	4,880	4,632
	94,642	92,598

First Registration (FR) comprises the registration in the Land Register of a previously unregistered plot of land.

Transfers of Part (TP) comprises applications for registration of a deed that either (a) partly affects a registered title and requires the cadastral unit to be subdivided and a separate title sheet created (for example, a disposition of part of a cadastral unit); or (b) wholly affects a registered title yet creates a separate interest in that cadastral unit (for example, at least of a whole registered title).

Dealings with Whole (DW) comprises applications for registration of a deed that either (a) wholly affects a registered title (for example, a disposition of the whole property); or (b) partly affects a registered title but does not require the cadastral unit to be subdivided and a separate title sheet created (for example, a standard security over part of a cadastral unit).

Additional information regarding our fees for other services can be found [on our website](#).

\*As part of the 2021-22 fee review, searches conducted by a person through the Registers of Scotland online system were reclassified as Statutory.

3. STAFF COSTS

	2024	2023
	£'000	£'000
Administration Costs		
Wages and Salaries	43,096	41,197
Social Security costs	4,650	4,452
Other Pension costs	11,726	10,895
Inward secondments	105	117
Agency and Temp Staff costs	23,460	19,635
Other Staff Costs	291	268
TOTAL ADMINISTRATION STAFF COSTS	83,328	76,564
Restructuring costs	0	0
TOTAL NET COSTS	83,328	76,564

Restructuring costs include lump sum compensation payments and providing for future annual compensation payments.

AVERAGE NUMBER OF PERSONS EMPLOYED

	2024	2023
Average number of persons employed		
Registration	662	740
Corporate Services (including Business Development and Information)	455	394
TOTAL	1,117	1,134
Temporary contracts	150	140
Fixed term contract	0	0
Secondees in	2	2
Secondees out	1	2
	1,270	1,278

4. ADMINISTRATIVE COSTS

	2024	2023
Note	£'000	£'000
Staff-related costs		
Travel and subsistence expenses	41	32
Staff training	368	636
Other staff costs	346	435
Supplies and services		
Catering	46	45
Security	495	476
Equipment and services	6,557	7,509
General administrative expenditure	914	785
Services from Ordnance Survey	414	408
Copy deeds/quick copies	0	0
Professional fees	590	724
Bank charges	16	15
Indemnity and legal costs	340	260
Internal audit	41	40
Accommodation and utilities		
Estate charges	964	792
Operating leases - service charge	85	83
Repairs, maintenance and minor works	829	773
Utilities	525	397
Environmental services	566	545
Non-cash items		
External audit20	58	55
Movement in work in progress8	(3,818)	(238)
Movement in provision for indemnity12	(320)	(119)
Movement in provision for dilapidations12	26	64
	9,083	13,717

5. PROPERTY, PLANT AND EQUIPMENT

5.1 COST OR VALUATION

	LAND	BUILDINGS	INFORMATION TECHNOLOGY	PLANT & MACHINERY	ASSETS UNDER CONSTRUCTION	ROU PROPERTY	ROU NON-PROPERTY	TOTAL
	£'000	£'000	£'000	£'000		£'000	£'000	£'000
Cost or Valuation								
at 01 April 2023	2,217	11,928	5,080	325	0	3,623	549	23,722
Additions	0	0	248	0	0	0	0	248
Transfers In/(Out)	0	0	0	0	0	0	0	0
Revaluation in year	0	0	0	0	0	0	0	0
Impairment	0	0	(25)	0	0	0	0	(25)
Disposals	0	0	(414)	0	0	0	0	(414)
AT 31 MARCH 2024	2,217	11,928	4,889	325	0	3,623	549	23,531
Depreciation								
at 01 April 2023	0	3,121	3,989	323	0	410	114	7,957
Charged in year	0	349	482	1	0	411	152	1,395
Backlog depreciation	0	0	0	0	0	0	0	0
Impairment	0	0	0	0	0	0	0	0
Revaluation in year	0	0	0	0	0	0	0	0
Disposals	0	0	(414)	0	0	0	0	(414)
AT 31 MARCH 2024	0	3,470	4,057	324	0	821	266	8,938
NBV AT 31 MARCH 2024	2,217	8,458	832	1	0	2,802	283	14,593
NBV at 31 March 2023	2,217	8,807	1,091	2	0	3,213	435	15,765
Analysis of asset financing								
Owned	2,217	8,458	832	1	0	0	0	11,508
Under IFRS 16	0	0	0	0	0	2,802	283	3,085
Finance Leased	0	0	0	0	0	0	0	0
NBV AT 31 MARCH 2024	2,217	8,458	832	1	0	2,802	283	14,593

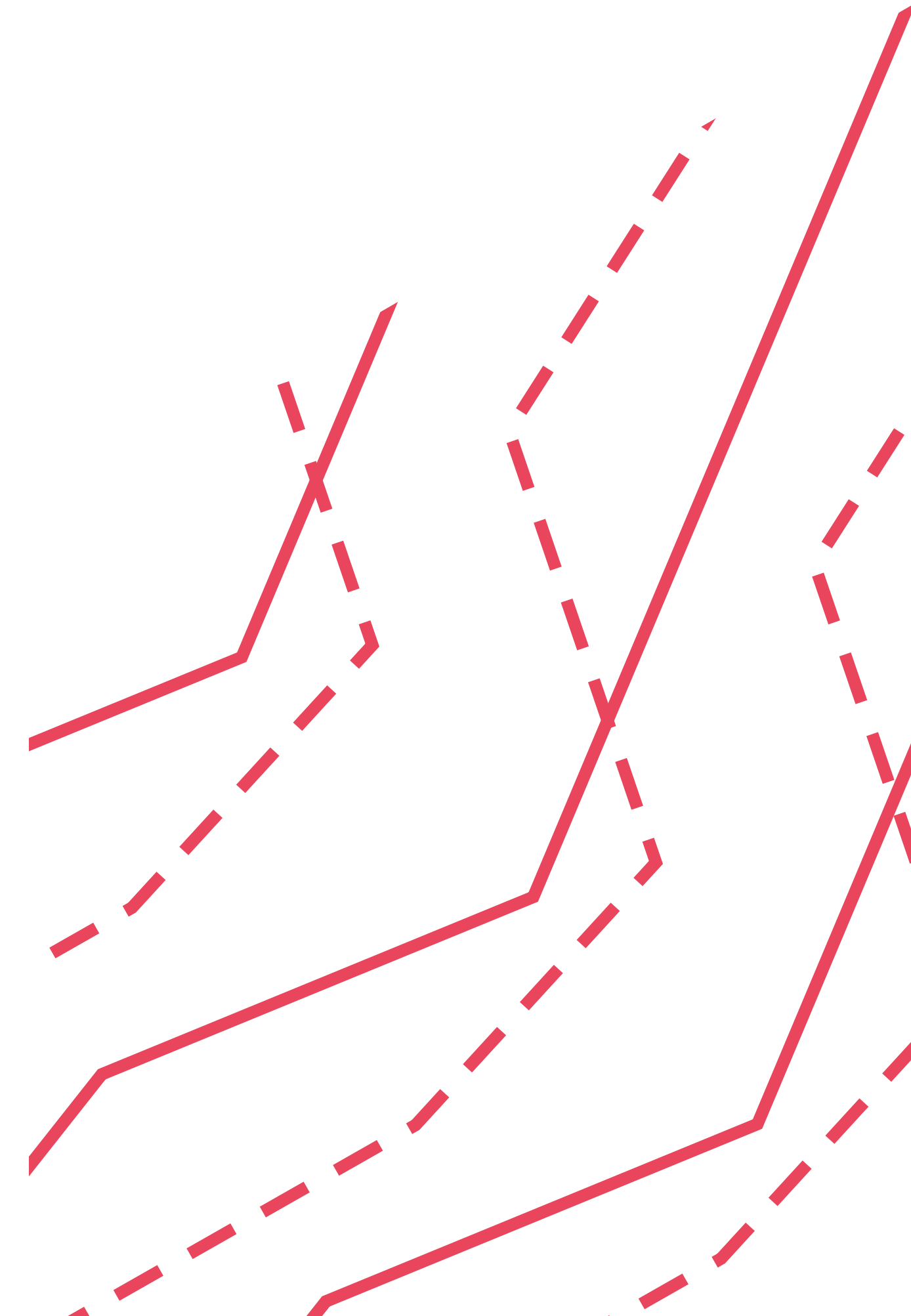


## 5.2 COST OR VALUATION

	LAND	BUILDINGS	INFORMATION TECHNOLOGY	PLANT & MACHINERY	ASSETS UNDER CONSTRUCTION	ROU PROPERTY	ROU NON-PROPERTY	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Cost or Valuation								
at 01 April 2022	2,332	11,491	6,840	325	0	0	0	20,988
Additions	0	0	117	0	0	3,623	549	4,289
Transfers In/(Out)	0	0	0	0	0	0	0	0
Revaluation in year	(115)	437	0	0	0	0	0	322
Impairment	0	0	(26)	0	0	0	0	(26)
Disposals	0	0	(1,851)	0	0	0	0	(1,851)
AT 31 MARCH 2023	2,217	11,928	5,080	325	0	3,623	549	23,722
Depreciation								
at 01 April 2022	0	2,679	4,935	320	0	0	0	7,934
Charged in year	0	497	905	3	0	410	114	1,929
Backlog depreciation	0	(55)	0	0	0	0	0	(55)
Impairment	0	0	0	0	0	0	0	0
Revaluation in year	0	0	0	0	0	0	0	0
Disposals	0	0	(1,851)	0	0	0	0	(1,851)
AT 31 MARCH 2023	0	3,121	3,989	323	0	410	114	7,957
NBV AT 31 MARCH 2023	2,217	8,807	1,091	2	0	3,213	435	15,765
Analysis of asset financing								
Owned	2,217	8,807	1,091	2	0	0	0	12,117
Under IFRS 16	0	0	0	0	0	3,213	435	3,648
Finance Leased	0	0	0	0	0	0	0	0
NBV AT 31 MARCH 2023	2,217	8,807	1,091	2	0	3,213	435	15,765

### 5.3 LAND AND BUILDINGS

Land and buildings are shown at fair value using open market value. A professional valuation is carried out at three yearly intervals with annual market analysis considerations in the intervening years applied to provide a desktop valuation. The next three yearly valuation will be carried out on the 31 March 2026. After reviewing the market analysis report provided by the District Valuer Services (DVS), a division of the Valuations Office Agency, a desktop valuation was performed for the Meadowbank House building and associated land as at 31 March 2024. At the assessment date, there was no diminution identified in the public sector's ongoing requirement for these operational assets nor reduction in their ongoing remaining economic service potential. Within the buildings in Note 5.1 £0.6m (£0.7m 2022-23) relates to the St Vincent Plaza leased asset and this is included at depreciated cost.



6. INTANGIBLE ASSETS

6.1 COST OR VALUATION

	ASSETS UNDER DEVELOPMENT	SOFTWARE	COMPUTER LICENCES	TOTAL
	£'000	£'000	£'000	£'000
Cost or Valuation				
at 01 April 2023	653	29,555	3,879	34,087
Additions	2,041	379	1,646	4,066
Reclassification	(542)	542	0	0
Impairment	0	0	0	0
Disposals	0	(5,099)	(31)	(5,130)
AT 31 MARCH 2024	2,152	25,377	5,494	33,023
Amortisation				
at 01 April 2023	0	25,268	1,088	26,356
Charged in year	0	1,386	1,117	2,503
Reclassification	0	0	0	0
Impairment	0	0	0	0
Disposals	0	(5,099)	(31)	(5,130)
AT 31 MARCH 2024	0	21,555	2,174	23,729
NBV AT 31 MARCH 2024	2,152	3,822	3,320	9,294
NBV at 31 March 2023	653	4,287	2,791	7,731

Intangible assets comprise software and licences to enable the use of software developed by third parties.

6.2 COST OR VALUATION

	ASSETS UNDER DEVELOPMENT	SOFTWARE	COMPUTER LICENCES	TOTAL
	£'000	£'000	£'000	£'000
Cost or Valuation				
at 01 April 2022	1,092	28,612	3,576	33,280
Additions	1,044	1,394	579	3,017
Reclassification	(1,483)	1,483	0	0
Impairment	0	(4)	(1)	(5)
Disposals	0	(1,930)	(275)	(2,205)
AT 31 MARCH 2023	653	29,555	3,879	34,087
Amortisation				
at 01 April 2022	0	25,164	492	25,656
Charged in year	0	2,034	871	2,905
Reclassification	0	0	0	0
Impairment	0	0	0	0
Disposals	0	(1,930)	(275)	(2,205)
AT 31 MARCH 2023	0	25,268	1,088	26,356
NBV AT 31 MARCH 2023	653	4,287	2,791	7,731
NBV at 31 March 2022	1,092	3,448	3,084	7,624

Assets under development includes internally developed software which complements the improvement of our business.

Software includes the Cadastral Map and RCI which had an NBV of £0.8m and £0.8m respectively at 31 March 2024.



## 7. FINANCIAL INSTRUMENTS

RoS does not hold any complex financial instruments. The only financial instruments included in the accounts are receivables, cash and cash equivalents, and payables (notes 9, 10 and 11). Trade and other receivables are recognised at fair value less any impairment for any amounts assessed as irrecoverable. An impairment of debt for irrecoverable amounts is made where there is evidence that RoS will be unable to collect an amount due in accordance with agreed terms. Liabilities including trade and other payables are recognised at fair value.

### CREDIT RISK

Credit risk is the risk that a third party will default on its obligation. The maximum exposure to credit risk at the balance sheet date in relation to each class of financial asset is the carrying amount of those assets net of any impairment.

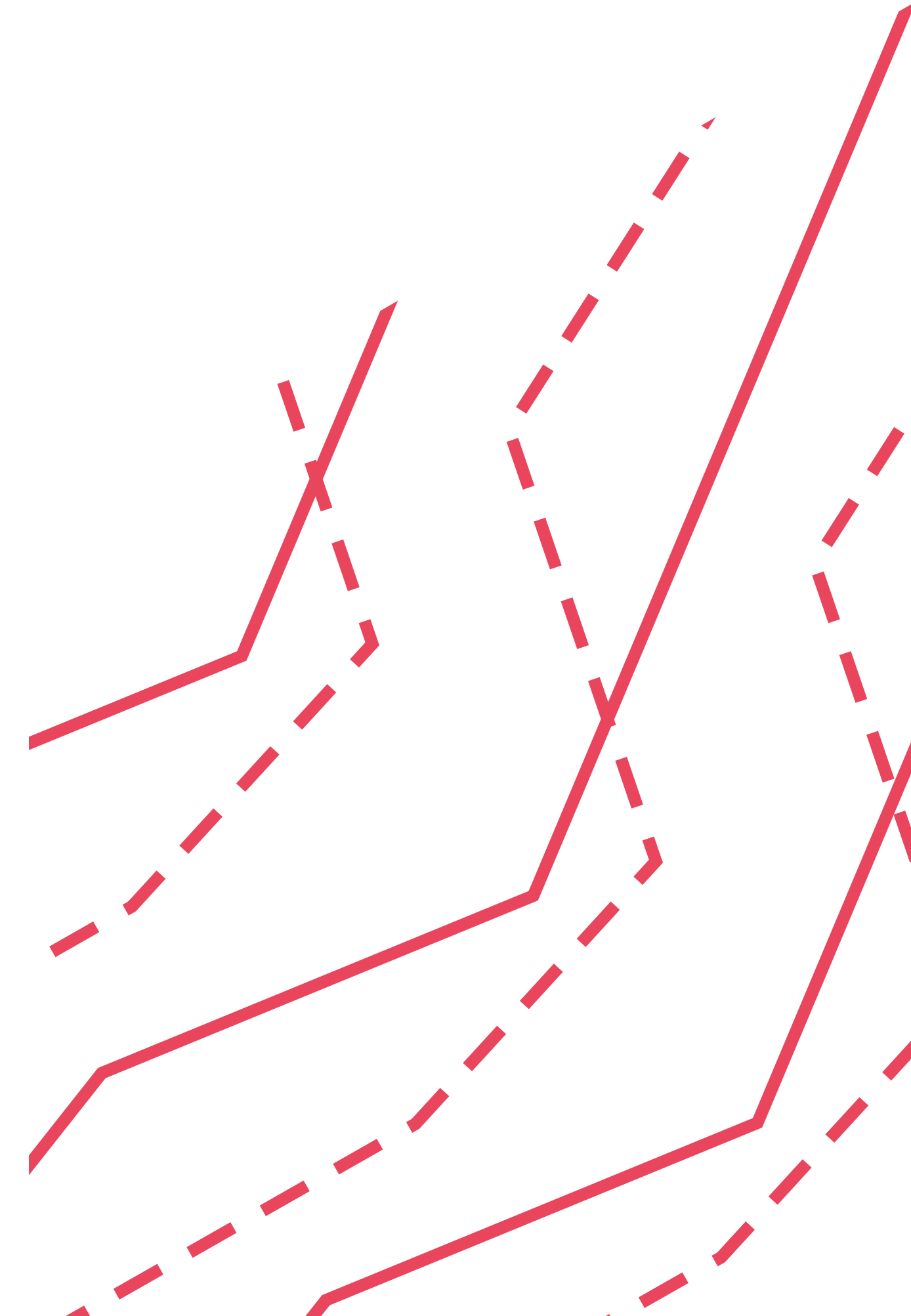
RoS is exposed to credit risk from its operating activities (primarily for trade and other receivables) but the level of risk is not deemed significant, as most of RoS' customers are either pre-paid or are on Direct Debit. There are no significant balances that are past due.

### LIQUIDITY RISK

Scottish Ministers make provision for the use of resources by RoS for revenue and capital purposes in the Budget for each financial year. Resources and accruing resources may be used only for the purposes specified and up to the amounts specified in the budget; RoS has a small capital loan repayable over 40 years (note 13) but neither the balance or the repayments are considered significant. RoS is therefore not exposed to significant liquidity risks.

## MARKET RISK

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Changes in market interest rates influence the interest payable on borrowings, the risk of which is not significant (note 13).



8. INVENTORIES

	2024	2023
	£'000	£'000
WORK IN PROGRESS	1,467	331

The movement in work in progress (see note 4 above) is made up of:

	2024	2023
	£'000	£'000
Increase/(Decrease) in Asset balances	1,135	(15)
Decrease/(Increase) in provision	2,683	253
	3,818	238

9. TRADE RECEIVABLES AND OTHER CURRENT ASSETS

	2024	2023
	£'000	£'000
Amounts falling due within one year:		
Trade receivables and accrued income	977	1,008
Less: Provision for bad debts	(53)	(78)
	924	930
Other receivables	275	397
Prepayments	3,641	3,486
TOTAL RECEIVABLE WITHIN ONE YEAR	4,840	4,813
The above is further analysed as:		
Other central government bodies	121	110
Local authorities	25	26
NHS bodies	0	0
Bodies external to government	4,694	4,677
	4,840	4,813
Amounts falling due after more than one year:		
OTHER RECEIVABLES - SUBROGATION	24	26

10. CASH AND CASH EQUIVALENTS

	2024	2023
	£'000	£'000
Balance at 1 April	11,024	10,766
Net change in cash and cash equivalent balances	1,468	258
BALANCE AT 31 MARCH	12,492	11,024

The following balances at 31 March were held at:

Government Banking System	10,275	9,552
Commercial banks and cash in hand	2,217	1,472
BALANCE AT 31 MARCH	12,492	11,024

11. TRADE PAYABLES AND OTHER CURRENT LIABILITIES

	2024	2023
	£'000	£'000

Amounts falling due within one year:

Trade payables and accruals	4,227	4,112
Other payables	12	8
IFRS 16 Liability	563	582
Other taxation and social security	1,182	1,050
VAT/CIS	194	97
Fees received in advance	36,428	40,852
NLF loans	106	106
TOTAL DUE WITHIN ONE YEAR	42,712	46,807

Amounts falling due over one year:

Trade payables	0	0
IFRS 16 Liability	2,740	3,303
	45,452	50,110

The above is further analysed as:

Other central government bodies	1,530	1,792
Local authorities	337	445
NHS bodies	93	89
Bodies external to government	43,492	47,784
BALANCE AT 31 MARCH	45,452	50,110



12. PROVISIONS FOR LIABILITIES AND CHARGES

12.1 SCHEDULES

	INDEMNITIES	WORK IN PROGRESS	DILAPIDATIONS	TOTAL
	£'000	£'000	£'000	£'000
at 01 April 2022	547	8,971	750	10,268
Additional provision made	597	0	64	661
Revaluation of provision	99	(253)	0	(154)
Amounts incurred and charged against provision	(595)	0	0	(595)
Unused amounts reversed	(220)	0	0	(220)
AT 31 MARCH 2023	428	8,718	814	9,960
Additional provision made	3,397	0	26	3,423
Revaluation of provision	31	(2,682)	0	(2,400)
Amounts incurred and charged against provision	(527)	0	0	(527)
Unused amounts reversed	(3,221)	0	0	(3,221)
AT 31 MARCH 2024	108	6,036	840	7,235
Analysis of total provisions:				
AT 31 MARCH 2023				
Current	428	8,718	0	9,146
Non-current	0	0	814	814
	428	8,718	814	9,960
AT 31 MARCH 2024				
Current	108	6,036	0	6,395
Non-current	0	0	840	840
	108	6,036	840	7,235

12.2 INDEMNITIES

A provision for indemnity payments has been provided based upon a review of the outstanding claims and an estimate of the settlement values.

12.3 WORK IN PROGRESS

Registrations involving the initial and more complex transactions in the Land Register cost more to undertake than the fee charged. This provision represents the costs to completion, less the estimated fee income for such registrations in process at the year end.

12.4 DILAPIDATIONS

The dilapidation provision relates to the Saint Vincent Plaza leased property.

13. TAXPAYERS’ EQUITY

13.1 CAPITAL LOAN

A 40 year capital loan was undertaken on 1 April 1996 when RoS was designated trading funding status. The value of the loan was £4.25 million, with an interest rate of 8.375 per cent. Interest payable to the National Loans Fund amounted to £0.1 million for the year to 31 March 2024 (March 2023: £0.1m).

Repayments of the capital loan are as follows:

	2024	2023
	£'000	£'000
Between one and two years	106	106
Between two and five years	319	319
In more than five years	797	903
	1,222	1,328
Interest payable to National Loans Fund	113	122

13.2 REVALUATION RESERVE

This reflects the movement in the revaluation of land and buildings as detailed in note 5.

14. CAPITAL COMMITMENTS

Contracted capital commitments at 31 March not otherwise included in these accounts:

	2024	2023
	£'000	£'000
Property, plant and equipment	77	85
Intangible assets	0	0

15. LEASES

OPERATING LEASES

Total future minimum lease payments under operating leases are given in the table below for each of the following periods:

	2024	2023
Buildings:	£'000	£'000
Not later than one year	467	467
Later than one year and not later than five years	1,869	1,869
Later than five years	778	1,245
Less interest element	(95)	(126)
	3,019	3,456

Other:

Not later than one year	124	149
Later than one year and not later than five	164	282
Later than five years	0	6
Less interest element	(3)	(7)
	285	430

RoS is committed to an operating lease in St Vincent Plaza, Glasgow until January 2026.

From 01/04/2022 RoS applied IFRS 16 to operating leases and RoU assets. Corresponding liabilities as at 31/03/2024 are summarised in table 15.1.

15.1 IFRS 16 LEASE ACCOUNTING

RIGHT OF USE ASSETS	PROPERTY	EQUIPMENT	VEHICLE	TOTAL
	£'000	£'000	£'000	£'000
at 01 April 2023	3,213	422	13	3,648
New leases	0	0	0	0
Depreciation Expense	(410)	(145)	(7)	(562)
Revaluation	0	0	0	0
at 31 March 2024	2,803	277	6	3,086

The incremental borrowing rate used is 0.95% which is the [HM Treasury nominal rate for IFRS 16 leases](#).



16. LOSSES

RoS settled 80 claims for loss, either arising from errors made in the Sasine recording process or under the indemnity provisions of the Land Registration (Scotland) Act 1979 and the Land Registration (Scotland) Act 2012, at a cost of £0.27 million (2022-23: 113 claims, £0.16 million).

As noted at paragraph 1.3, RoS aims to achieve cost recovery over all transactions, within which more complex transactions incur a loss. This is to safeguard customers from the higher costs involved in registering on the Land Register for the first time.

FROM FR REGISTRATION PROCESS	2024	2023
	£'000s	£'000s
Opening FR WIP provision	(6,027)	(5,511)
Closing FR WIP provision	(6,287)	(6,027)
Change in provision	(260)	(516)
Cost of FR registrations	(20,075)	(20,433)
FR Income	8,591	9,290
LOSS	(11,744)	(11,659)

FROM TP REGISTRATION PROCESS	2024	2023
	£000s	£000s
Opening TP WIP provision	(2,692)	(3,461)
Closing TP WIP provision	0	(2,692)
Change in provision	2,692	769
Cost of TP registrations	(18,242)	(15,158)
TP Income	13,724	9,520
LOSS	(1,826)	(4,869)

17. CONTINGENT LIABILITIES

As at 31 March 2024, RoS has contingent liabilities in relation to potential future indemnity payments that are not yet quantifiable. There may be indemnity payments associated with the outcome of the criminal trial R v Edwin McLaren and Lorraine McLaren.

18. RELATED PARTY TRANSACTIONS

In accordance with International Accounting Standard (IAS) 24 Related Party Disclosures, as interpreted by the FReM, the following information is provided on related party transactions. RoS is a non-ministerial office in the Scottish Administration; the Scottish Government, its departments and agencies are regarded as related parties with which RoS has various material transactions in the reporting period. In the period to 31 March balances with Scottish Government were £0.6m. In 2023-24, none of the Board Members, key management staff or other related parties has undertaken any material transactions with RoS.

19. ACCOUNTING STANDARDS ISSUED NOT YET EFFECTIVE

IAS 8 on Accounting Policies requires organisations to disclose details of any IFRS that has been issued but is not yet effective. At 31 March 2024 the following IFRS, none of which will be material to Registers of Scotland accounts, have been issued but are not effective as they are not yet applied in the Government Financial Reporting Manual (FReM):

IFRS 17 – Insurance Contracts

The implementation date for IFRS 17 is not yet confirmed and the impact has not yet been determined. The Financial Reporting Advisory Board are considering implementation of the standard in the public sector.

20. AUDITORS’ REMUNERATION

The following charges have been included in the accounts:

	2024	2023
	£'000	£'000
Statutory audit services	58	55
Total auditor’s remuneration	58	55

The audit fee is a notional charge, as notified to us by our auditors, via Audit Scotland.

21. EVENTS AFTER THE REPORTING PERIOD

In accordance with the requirements of IAS 10 Events after the reporting period, events after the statement of financial position date are considered up to the date on which the accounts are authorised for issue. This is interpreted as the date of the independent auditor’s report.

22. NON-ADJUSTING FEES AFTER THE REPORTING PERIOD

There are no non-adjusting events after the reporting period (none also in 2022-23).



# Appendices



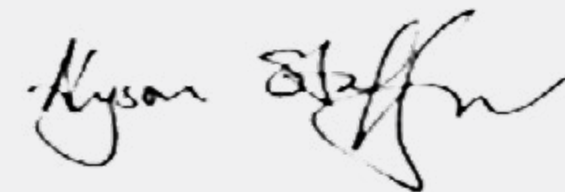


# Appendix one:

## REGISTERS OF SCOTLAND DIRECTION BY THE SCOTTISH MINISTERS

In accordance with section 19(4) of the Public Finance and Accountability (Scotland) Act 2000:

1. The statement of accounts for the financial year ended 31 March 2006 and subsequent years shall comply with the accounting principles and disclosure requirements of the edition of the Government Financial Reporting Manual (FReM) which is in force for the year for which the statement of accounts are prepared.
2. The accounts shall be prepared so as to give a true and fair view of the income and expenditure, recognised gains and losses, and cash flows for the financial year, and of the state of affairs as at the end of the financial year.
3. This direction shall be reproduced as an appendix to the statement of accounts. The direction given on 2 July 2004 is hereby revoked.



Alyson Stafford  
Signed by the authority of the Scottish Ministers  
Dated 17 January 2006

# Appendix two: Registers of Scotland Island Communities Impact Assessment (ICIA) 2023-24

## Annual Reporting Return:

**Name of Relevant Authority:** Keeper of the Registers of Scotland

**Reporting Period:** 01 April 2023 to 31 March 2024

**Please describe how your organisation has had regard to island communities in carrying out its functions:** When considering the development and delivery of a policy, strategy or service, the Keeper of the Registers of Scotland has incorporated the Island Communities Impact Assessment (ICIA) consideration and decision-making process into Registers of Scotland business processes, project planning and assurance checklists. Completed ICIA's are published on the RoS website.

**Please provide a list of policies, strategies or services for which your organisation has completed a Section 10 assessment ICIA:** In this reporting period there were no policies, strategies or services developed or delivered by Registers of Scotland that would require ICIA's to have been completed.

**What other steps has your organisation taken for those policies for which an ICIA was not required (under the section 10(b)(ii) assessment):** In this reporting period there were no policies, strategies or services developed or delivered by Registers of Scotland that were deemed requiring partial ICIA's to have been completed nor adjustments required for island communities.

## Appendix three: Trade Union facility time

Facility time generates benefits for employees, managers and the wider community from effective joint working between union representatives and employers.

A number of studies have shown that union workplaces tend to be safer and that trade unions help to promote skills and training in the workplace. Registers of Scotland recognises this through our support for trade union learning and equality initiatives.

The [NatCen study](#) highlighted four main benefits from the use of facility time.

- Provision of a ready-made structure for meaningful consultation and negotiation saves money and reassures members that their views are valued in decision-making.
- Facilitation of partnership working with trade unions improves workplace relations and the reputation of an employer as ‘a good place to work’.
- Earlier intervention in relation to complaints, grievances and disciplinary action prevents escalation into more serious problems and saves organisations (and taxpayers) money by reducing the impact on staff time and possible legal costs.
- Better communication during restructuring and redundancy processes improves understanding of decisions, minimises negative impacts and reduces the number of working days lost through industrial action.

The [Fair Work Convention](#) highlights these points through its ‘Effective voice’ principle. As they state: ‘It is clear from international evidence that employees and workers want a voice, not only to resolve problems and conflicts (which is important) but also to engage and participate constructively in organisations’.

On organisational change, they say: ‘There are many examples in Scotland and elsewhere of how collective voice through trade unions working with employers has addressed a wide range of organisational challenges and contributed to organisational improvements’.

It is the view of Registers of Scotland that facility time data legally required by the Trade Union (Facility Time Publication Requirements) Regulations 2017, should be set in the context of the vast benefits that facility time bring to the workforce and to the employer, as set out above. This is supported by the Scottish Government, the STUC and our affiliated trade unions.



TABLE 1: RELEVANT UNION OFFICIALS

What was the total number of your employees who were relevant union officials during the relevant period?

NUMBER OF EMPLOYEES WHO WERE RELEVANT UNION OFFICIALS DURING THE RELEVANT PERIOD	FULL-TIME EQUIVALENT EMPLOYEE NUMBER
7	1

TABLE 2: PERCENTAGE OF TIME SPENT ON FACILITY TIME

How many of your employees who were relevant union officials employed during the relevant period spent a) 0%, b) 1%-50%, c) 51%-99% or d) 100% of their working hours on facility time?

PERCENTAGE OF TIME	NUMBER OF EMPLOYEES
0%	0
1-50%	4
51%-99%	2
100%	1

TABLE 3: PERCENTAGE OF PAY BILL SPENT ON FACILITY TIME

Provide the figures requested in the first column of the table below to determine the percentage of your total pay bill spent on paying employees who were relevant union officials for facility time during the relevant period.

Provide the total cost of facility time	£168,606
Provide the total pay bill	£83,327,793
Provide the percentage of the total pay bill spent on facility time, calculated as: (total cost of facility time ÷ total pay bill) x 100	0.20%

TABLE 4: PAID TRADE UNION ACTIVITIES

As a percentage of total paid facility time hours, how many hours were spent by employees who were relevant union officials during the relevant period on paid trade union activities?

8.2%	Time spent on paid trade union activities as a percentage of total paid facility time hours calculated as: (total hours spent on paid trade union activities by relevant union officials during the relevant period ÷ total paid facility time hours) x 100
------	---



For further information about Registers of Scotland, our products and services, please contact:

**Telephone:**  
0800 169 9391

**Website**  
[www.ros.gov.uk](http://www.ros.gov.uk)

**Email:**  
[customerservices@ros.gov.uk](mailto:customerservices@ros.gov.uk)

**Edinburgh Office:**  
Meadowbank House  
153 London Road Edinburgh EH8 7AU  
DX 555400 Edinburgh 15

**Glasgow Office:**  
St Vincent Plaza  
319 St Vincent Street Glasgow G2 5LD