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Registers of Scotland

ROS.GOV.UK

Delivering now, shaping our future



Annual Report and Accounts

2025-26

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

Contents

Performance report 3

2025-26: the year in numbers

Foreword

Our performance 5

Overview

Statement of purpose and activities

Our objectives

Our contribution to the National Performance Framework

Our 2025-26

Financial performance

Performance analysis 18

Strategic Objective 1: 18

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

Strategic Objective 2: 21

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

Strategic Objective 3: 25

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

Strategic Objective 4: 28

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

Strategic Objective 5: 30

Be an effective and efficient, future-focused delivery organisation

Accountability report 36

Corporate governance report

Governance statement

Remuneration and staff report

Parliamentary accountability and audit report

Independent auditor’s report

Annual accounts 2025-26 61

Notes to the accounts

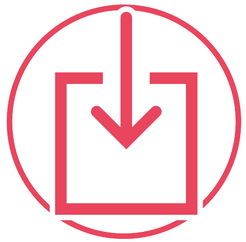
Appendices

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

2025-26: the year in numbers



92% Registrations completed within 35 days (+1% compared to 2024-25)



659,855 Number of applications received (+4.5% compared to 2024-25)



36,525 Number of pre-2024 cases removed from longstanding open casework (+15.2% compared to 2024-25)



96.0% (+0.2% compared to 2024-25) of land mass coverage by the three elements of: held in our land register (60.2%), casework in progress (4.2%) and indicative sasines data (31.6%)



Income £106.4 million (up £3.7 million from 2024-25)



Cash operating costs £103.3 million (up £2.8 million from 2024-25)



Median gender pay gap is zero (no change from 2024-25)



Average number of persons employed 1,218 (-0.8% from 2024-25): 1,094 permanent workers and 113 agency/contingent workers (there were also 6 fixed-term appointments, 3 modern apprentices and 2 secondees)



Colleague engagement 67% (no change from 2024-25)



Customer Satisfaction Index scores of 83.9 for professionals and 79.6 for citizens (+0.5 for professionals and -0.9 for citizens from 2024-25)

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Jennifer Henderson, Keeper of the Registers of Scotland

Foreword

This year, we made ongoing progress in delivering the services that underpin Scotland's property market and wider economy, while preparing for the next phase of our strategic development.

Our priority remains clear: deliver a high-quality, reliable service for our customers. In 2025-26, we maintained strong operational performance - over nine in ten registrations were completed within target timeframes and we continued to reduce overall casework. This consistency is essential not only for those who rely on our services day to day - but for maintaining confidence in the registers we manage on behalf of the people of Scotland.

We continued to administer our resources carefully. We maintained a self-funded financial position, exercised strong budgetary control, and ensured that investments were aligned to priorities and long-term sustainability. We also contributed to the wider public service reform agenda by sharing expertise where appropriate and supporting broader efforts to improve national outcomes.

We made significant progress in shaping our future direction too. Work to develop our next Corporate Plan - for 2027–2032 - is well underway. This has been informed by engagement with stakeholders, customers, and colleagues.

Digital, data and technology remain central to our goals. Over the past year, we further strengthened our capability and improved the resilience of our systems. We also expanded automation and data use, enhancing both efficiency and customer experience.

Our customers remain at the heart of everything we do. This year, our customer satisfaction scores remained above UK public sector benchmarks, reflecting our focus on what matters most to those who use our services. We also continued to engage closely with stakeholders, including the Scottish Government, Scottish Parliament, our customers, partners and trade union. These important relationships help shape service improvements and longer-term plans.

Our progress reflects the commitment and professionalism of our colleagues, and I am grateful for the contribution they make every day. The support and constructive challenge we receive from our Board and Audit and Risk Committee also underpins everything we do. RoS benefits significantly from their expertise, and I would like to welcome our new Non-Executive Members, who will bring additional valuable experience going forward.

I know we need to continue to work hard and keep focused on the task in hand to ensure we remain on track to realise our strategic objectives by the end of our current Corporate Plan. I am confident that we are making clear progress towards this. Looking ahead, our focus will be on delivering strongly in the concluding year of that plan, while finalising and publishing a clear and credible plan for 2027–2032.

Finally, I would like to thank our colleagues, customers, partners and stakeholders for their ongoing support and contribution. Together, we will ensure that RoS continues to deliver trusted, high-quality services that provide lasting public value. I look forward to continuing to build on our collective progress in the year ahead.

Signed by:
C7C523A07457469...

Jennifer Henderson
Chief Executive and Keeper of the Registers of Scotland
29 October 2026

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Our performance

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Overview

This section provides a short summary of Registers of Scotland (RoS) as an organisation and our performance over 2025-26.

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 contributes to the success of 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 them, 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 people of Scotland, finding better ways to deliver what they and the Scottish economy need, while 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 and effective and to work with pace, passion and pride.

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Statement of purpose and activities

At RoS, we are on a mission to transform some of the oldest public land and legal registers in the world into some of the most modern and accessible.

Our registers support Scotland's multi-billion-pound land and property market. They also help answer the question, "who owns Scotland?"

Our data supports local communities and infrastructure, helping to guide critical decisions about land and property.

OUR REGISTERS

We hold and maintain 23 public registers relating to land and property ownership and other legal documents in Scotland.

Our two largest registers are:

- The Land Register of Scotland - the land register is our main register, recording ownership of land and property in Scotland
- The General Register of Sasines - established in 1617, the sasine register is the oldest national public land register in the world. It is gradually being replaced with the map-based land register

We continue to diversify the registers that we hold and our two newest registers, relating to moveable transactions, went live in April 2025.

The Moveable Transactions (Scotland) Act 2023 modernised the law in Scotland relating to the transfer of claims and the taking of security over moveable property. It saw the creation of two new registers - the Register of Assignations (RoA) and the Register of Statutory Pledges (RSP).

RoA allows claims to payment to legally transfer in Scotland through registration of an assignation in that register.

RSP allows a fixed security over physical moveable property, intellectual property, or financial instruments to be created without first giving up ownership or possession by registering a statutory pledge in that register.

More information on all our registers, and how they support the people and economy of Scotland, can be found on our website.

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Our objectives

Our corporate plan for 2022-2027 had six strategic objectives; each driving core business requirements and ambitions. We have since used insight from customers, colleagues and stakeholders to refine these to five objectives as outlined below.



Strategic objective 1:

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



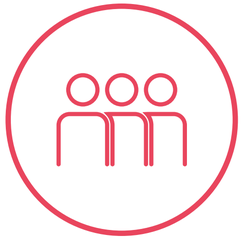
Strategic objective 2:

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

As we are now approaching the end of our current corporate plan, we have marked key progress for 2025-26, as well as areas of future focus against each of our strategic objectives.

This year, we have made decisions that ensure we remain future-focused and that we set ourselves up for long-term success.

We have followed three themes to maintain our focus:

- Strengthening core capabilities – investing in our people, processes and technology to build a more resilient and skilled organisation
- Delivering financial sustainability – ensuring responsible financial management to secure our long-term success and stability
- Embedding customer-centric culture – putting customers at the heart of everything we do to deliver better services and outcomes

In providing a vital service for the people of Scotland, our longevity and resilience are of the utmost importance. While not everything we have done has worked as quickly as hoped, overall we are making good progress. And the choices we have made - such as furthering automation, upskilling colleagues and investing in cyber resilience - are key to embedding long-term and sustainable ways of working.

Our Corporate Plan Delivery Plan – Year 5 sets out more detail on our plans in 2026-27.

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Our contribution to the National Performance Framework

Our objectives reflect our public task and support Scotland's National Performance Framework.

How our work supports the current framework is noted in the summary for each of our strategic objectives.

As the framework is under review, we will be closely monitoring updates so that we remain aligned with its outcomes.



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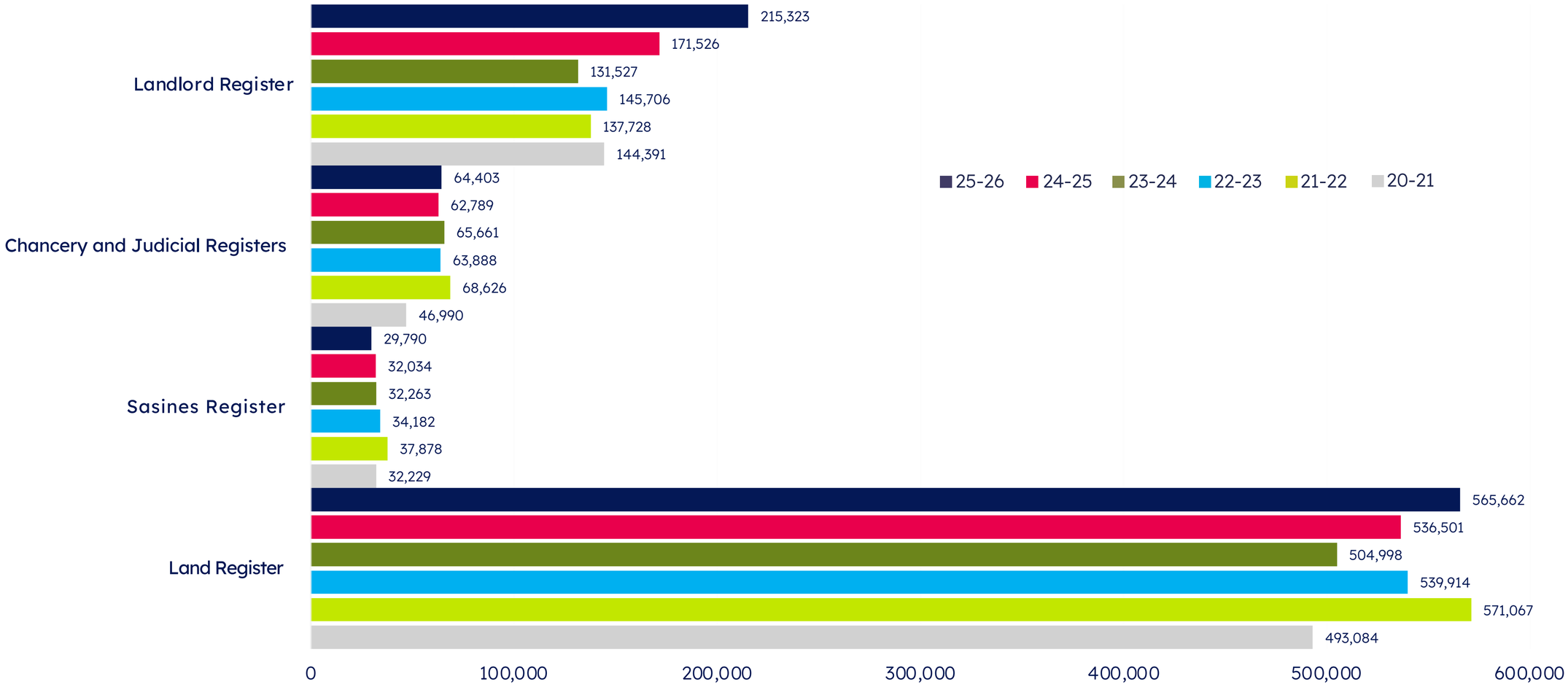
Registration applications

Registration application volumes reflect activity in Scotland's property market. For most of our registers, application numbers also reflect wider economic performance.

The graph below shows trends in applications received to our main registers between 2020-21 and 2025-26.



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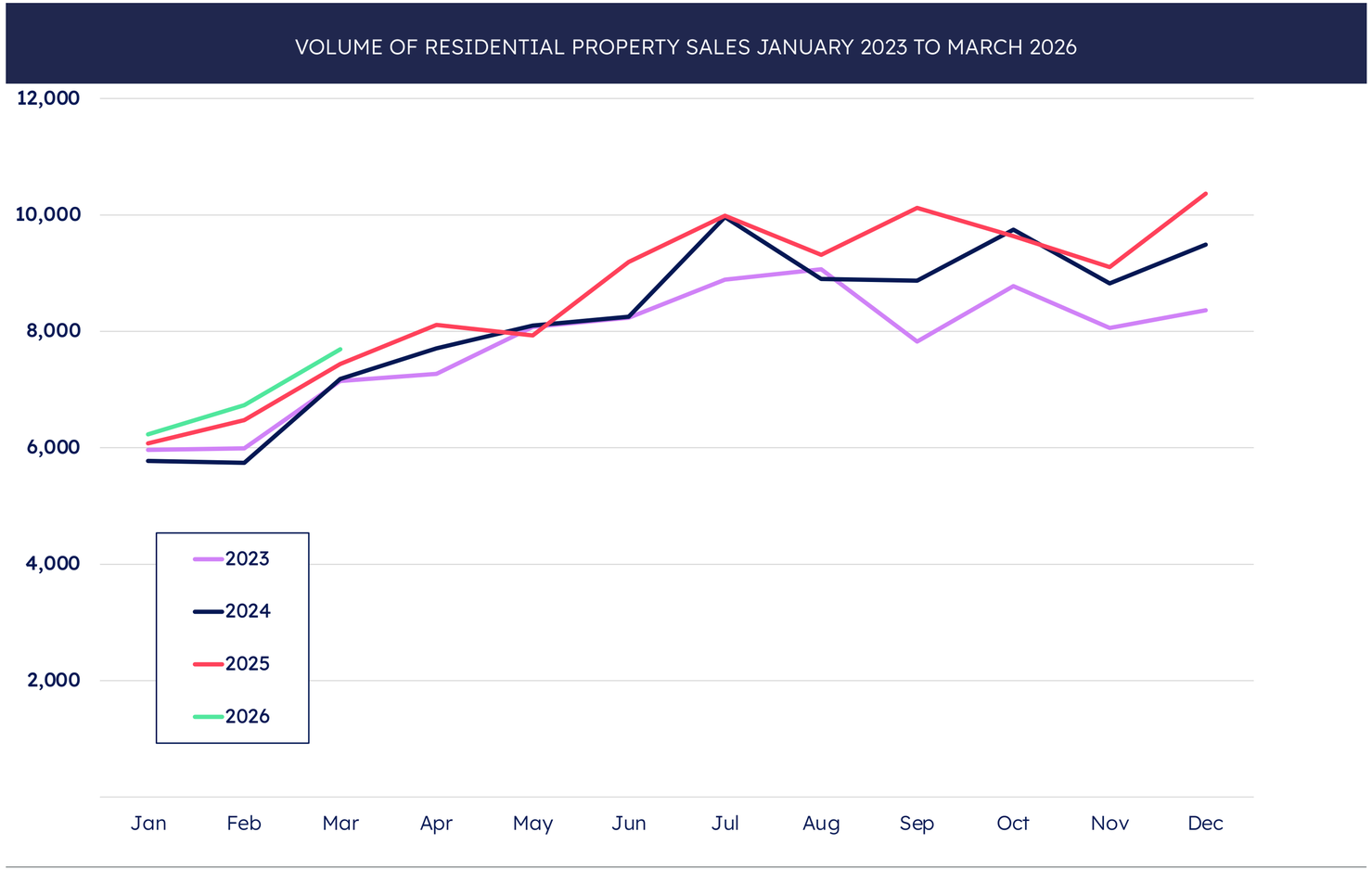
Scotland’s housing market

Our work supports Scotland’s residential and non-residential property market transactions – worth an estimated £24.3 billion and £3.9 billion respectively in 2025-26.

The graph below outlines the trends in residential property sales between 2023-2026 based on our house price statistics.



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Our 2025-26

Our performance against our objectives in 2025-26 is outlined below.

Key
- ahead of target
- on target
- less than 3 months behind target
- more than 3 months behind target
- target

Strategic objective 1:
Deliver the benefits of a completed land register: reducing stock, and delivering casework within improved timeframes

DESPATCH AS MANY APPLICATIONS AS POSSIBLE WITHIN 35 DAYS

DW: 94.3%
Aim: 90.0%
FR: 62.8%
Aim: 80.0%
TP: 77.5%
Aim: 75.0%

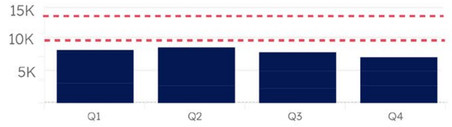


Frequency: Monthly

Key Result: Stabilise then reduce the stock through despatching as many applications as possible within 35 days.

CLEAR PRE-2024 CASES

36,525
Aim between 44,000 and 60,000 cases



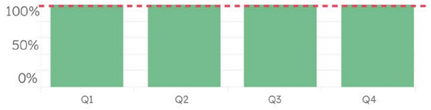
Frequency: Quarterly

Key Result: Improve customer confidence by clearing pre-2024 cases.

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

APPLICATION QUALITY TO REMAIN HIGH

97.3%
Aim: 96.5%



Frequency: Quarterly

Key Result: Improve our data. Identify new products and data reports, and offer more customers greater accessibility to the information we hold.

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

ACHIEVE A CUSTOMER SATISFACTION INDEX (CSI) SCORE OF BETWEEN 82.2 AND 82.7 FOR PROFESSIONAL CUSTOMERS AND ABOVE 80 FOR CITIZEN CUSTOMERS

Professional customers
83.9
Q4 Aim: 82.2

Citizen customers
79.6
Q4 Aim: 80

Frequency: Bi-annually

Key Result: Faster, more secure and dynamic digital tools where appropriate.

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

IMPROVE EMPLOYEE ENGAGEMENT AS MEASURED IN THE 2024 CIVIL SERVICE PEOPLE SURVEY (CSPS)

67%
Aim: 65%



Frequency: Annually

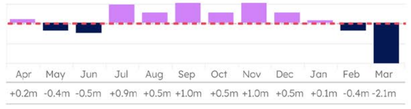
Key Result: To ensure sustainability and build a workforce of enabled employees that are experienced and forward looking.

We Invest in Wellbeing: Platinum award achieved
We Invest in People: not a reaccreditation year but confirmation that we continue to operate at Gold level
Investors in Young People: not a reaccreditation year but confirmation that we continue to operate at Silver level

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

ROS WILL MAINTAIN A BREAK-EVEN FINANCIAL POSITION

+0.3M*
Aim: break-even



Frequency: Monthly

Key Result: To maintain a break-even financial position, subject to the property market not experiencing a significant reduction.

*Reflects full year financial position after accounting for year-end adjustments.

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Financial performance

In 2025-26, our total income was £106.4m. Of this, £100.0m came from statutory services and £6.4m came from non-statutory services. This was a £3.7m increase on the previous year (2024-25: £102.7m - £97.3m from statutory services and £5.4m from non-statutory services).

Our total costs were £107.5m (2024-25: £107.2m). This mainly comprised of:

- underlying day-to-day operating costs (cash costs) of £103.3m (2024-25: £100.5m)
- a share of the costs of wear and tear for using assets and providing for future expenditure (non-cash costs) of £4.2m (2024-25: £6.7m)

These year-on-year changes reflect the impact of inflation, increases in Employers' National Insurance (NICs) and savings in administrative costs, which include movements in provisions.

Our operating surplus was £2.9m (2024-25: deficit of £748k) which resulted in an accounting net outturn deficit, after accounting for all non-cash costs, of £1.2m (2024-25: deficit of £4.6m). Please see the Statement of Comprehensive Income and Expenditure on page 62.

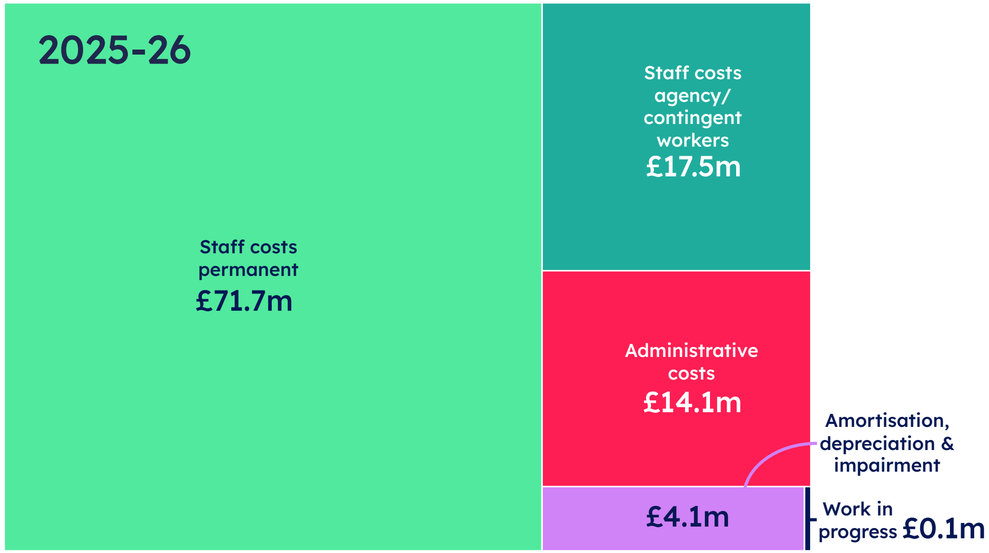
FINANCIAL PERFORMANCE	NOTES	2025-2026 £'M	2024-2025 £'M
Continued operations income	SoCNE	106.4	102.7
Total costs (cash & non cash)	SoCNE	(107.5)	(107.2)
Change to General Funding	SoCNE	(1.2)	(4.6)
Capital expenditure	SOCF	(2.0)	(3.1)
Total Costs comprised:			
Cash Costs			
Staff costs	SoCNE	(89.2)	(84.6)
Administrative costs	SoCNE	(14.1)	(15.8)
Interest payable	SOCF	0.0	(0.1)
TOTAL CASH COSTS		(103.3)	(100.5)
Non Cash Costs			
Amortisation, depreciation and impairment	SoCNE	(4.1)	(3.7)
External audit	Note 20	(0.1)	(0.1)
Work in Progress	SoCNE	0.1	(2.9)
Indemnity	SoCNE	(0.1)	0.0
Provision for dilapidations	SoCNE	0.0	0.0
Operating leases - interest	SOCF	0.0	0.0
TOTAL NON CASH COSTS		(4.2)	(6.7)

Statutory services are services that RoS is legally required to provide under Scottish legislation.

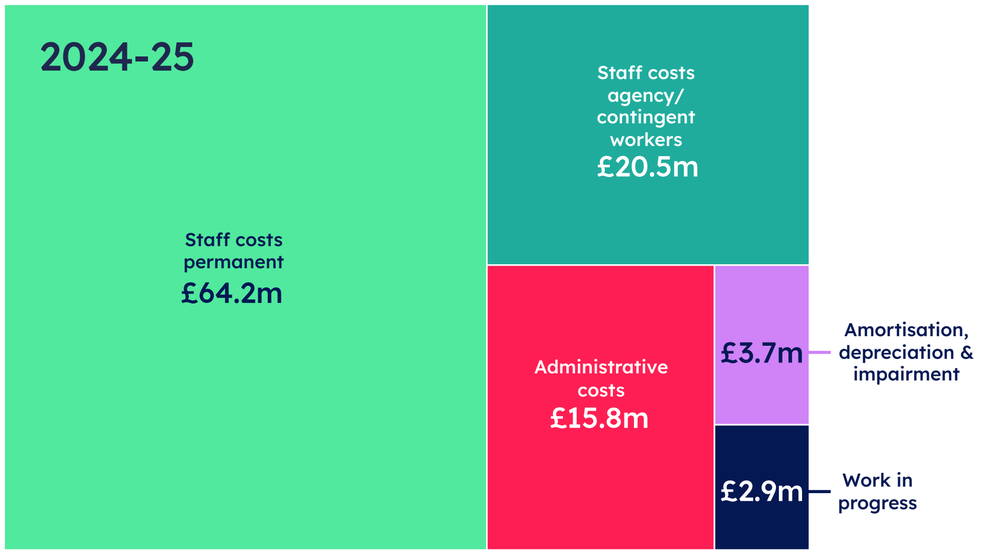
Non-statutory services are additional services RoS provides that while not required by law, are offered to add value or meet customer needs and connected to our overall work in registration.

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

BREAKDOWN OF TOTAL SPEND IN YEAR



Total spend 2025-26: £107.5m



Total spend 2024-25: £107.2m

BUDGET BREAK-EVEN

We measure and track our budget break-even position throughout the year. This captures how our income covers our cash operating costs.

Due to careful management of our finances - including closely tracking planned spend against our frequently changing demand-led income - we delivered a better than break-even position in 2025-26. This resulted in a small budgetary surplus, allowing us to contribute £0.3m to the Scottish Government. This is shown in the graph below.

INCOME AND TOTAL EXPENDITURE £M



PERFORMANCE TO BUDGET

We closely monitor our budget throughout the year and report to our Board and Audit and Risk Committee on a routine basis.

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In our year four delivery plan, we set a budget for 2025-26 of £104.2m for both total income and our cash operating costs as we planned to deliver a budget break-even position. Our actual income was £106.4m and cash operating costs were £103.3m. The variance on income was mainly due to an increase in average fee driven by higher than modelled property values. Cash operating costs were largely aligned to budget. Due to the surplus that arose from higher income, we chose to bring some items of spend forward from future years including more investment in our cyber resilience.

CAPITAL REPORTING

Expenditure that does not meet the criteria for capitalisation under International Financial Reporting Standards (IFRS) is disclosed as 'capital for budgeting' when the recognition criteria of European System of National and Regional Accounts (ESA10) - which UK public bodies must comply with - is met. This resulted in an increase in capital and a reduction in resource expenditure compared to our financial statement assertions. This accounts for a £0.5m adjustment.

SCOTTISH ADMINISTRATION

As a non-ministerial office of the Scottish administration, RoS was shown in the Finance & Local Government portfolio in the 2025-26 Scottish Budget. Oversight and reporting is through Director General Corporate. The Scottish Parliament approves funds to the Scottish Government and related bodies at the start of the financial year - with revisions in October and January.

In 2025-26, we further reduced our reliance on budget support from the Scottish Government. The Scottish Parliament approved an initial budget for RoS of £5m (2024-25: £9.9m). This consisted of £nil Resource Departmental Expenditure Limit (RDEL), £4.3m Ring-fenced Departmental Expenditure Limit (RFDEL) and £0.7m Capital Departmental Expenditure Limit (CDEL). As we covered our own business-as-usual capital requirements, the marginal £0.7m of CDEL supported the delivery of our two new registers on Moveable Transactions.

During the year, the budget was adjusted for part of the increased costs of Employer's National Insurance Contributions - with a £0.6m combined change from the Autumn and Spring Budget Revisions. We also received a budget for Annually Managed Expenditure (AME) to cover potential changes to provisions and impairments. These combined budget changes increased the total budget by £1.4m from the Scottish Government to £6.4m.

Lease changes for our Glasgow office - St Vincent Plaza (SVP) - and the subsequent impact on our CDEL budget in 2025-26 required a letter of comfort for up to £2.1m from the Scottish Government. This was because the changes became known after the Spring Budget Revision window closed and formal budget changes could be made. The SVP lease changes are part of our future planning and ensures that we hold on to an important resource that we share with other public sector bodies.

Due to changes implemented by the UK Government, the National Insurance Contribution (NIC) for our staff costs increased by £1.2m. Like many other public sector bodies, we were only partially funded by the Scottish Government for that new spend item, receiving £0.8m as a budget transfer at the Autumn Budget Revision. Due to careful spend management and our income performing higher than expected, we were in a position to advise the Scottish Government that no NIC budget cover was required. We returned it to them for use elsewhere in the Scottish Consolidated Fund. We also didn't need to rely on the letter of comfort from the Scottish Government and instead covered the budget required for the SVP lease changes ourselves.

A comparison of our financial outturn compared to the final budget from the Scottish Government is detailed below.

	FINAL BUDGET £'000	ACTUAL OUTTURN £'000	OVER/ (UNDERSPEND) £'000
Capital Departmental Expenditure Limit (CDEL)	1,425	4,681	3,256
Resource Departmental Expenditure (RDEL)	(125)	(3,489)	(3,364)
Total Capital and Resource DEL	**1,300**	**1,192**	**(108)**
Ring Fenced Departmental Expenditure Limit (RFDEL)	4,307	4,068	(239)
Total DEL	**5,607**	**5,260**	**(347)**
Annually Managed Expenditure (AME)	816	38	(778)
Total Expenditure	**6,423**	**5,298**	**(1,125)**

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TRANSFER OF FINANCIAL RISK TO THE SCOTTISH GOVERNMENT

RoS was reclassified in the national accounts by the Office of National Statistics (ONS) with effect from 31 March 2020 and we transferred all our reserves to the Scottish Government. Once RoS no longer held reserves, we also transferred a range of key risks to the Scottish Government as our ability to react and fund our responses to significant change factors was removed. The risks were the completion of the land register, the costs of delivering new registers, material compensation claims, housing market fluctuations and delivering digital innovation and meeting customer needs. Following the consultation process, ministers and parliament were updated via a communication to the Finance and Constitution Committee

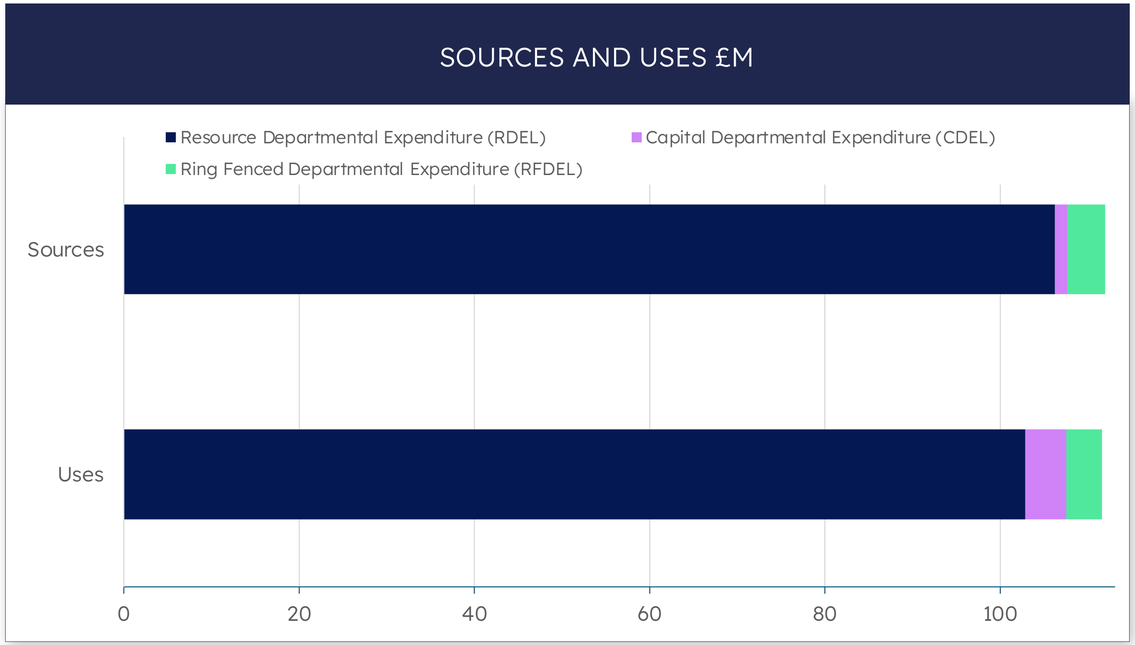
OVERALL FUNDING – SOURCES AND USES

Sources and uses explain how RoS is funded through income and budget support, how we align to public sector budgeting guidance and how we report our break-even.

On sources, our income was £106.4m and was supplemented by Scottish Government DEL budget allocations of (£0.1m) for RDEL, £1.4m for CDEL and £4.3m for RFDEL, (total £5.6m). This takes the total sources of funding to £112m. Our AME budget allocations are not included as a source of funding due to the limited ways we can use that budget.

On how the funding was used, our total DEL expenditure was £111.6m, with £102.8m of RDEL spend, £4.7m of CDEL spend and £4.1m of RFDEL spend.

With total DEL sources of £112m and total DEL uses of £111.6m, RoS was able to make a total DEL contribution of £0.3m to the Scottish Government.



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FINANCIAL MANAGEMENT AND DELIVERING OUR STRATEGIC OBJECTIVES

SO1: As we only record income in the year a case is settled, clearing open cases has a direct impact on our finances. Fees received in advance are continuing to fall from a peak of £40.8m in 2022-23 to £27.7m in 2025-26. This reflects the positive progress made from the strategic decision to invest more time and resources into reducing our open casework.

SO2: By diversifying our products and services and updating our fee structure, we generated an extra £0.7m of income in 2025-26. This is 22% more than the previous year.

SO3: We continued to invest in improving and automating parts of our registration processes. In 2025-26, we invested £1.5m in this work and freed up the capacity equivalent to 30 full time staff. The time released represents a potential future saving of at least £1.3m per year.

SO4: To reduce our reliance on agency/contingent workers, we have continued to build the skills of our own staff. During 2025-26, we converted a further 31 roles from agency/contingent workers to permanent staff. This resulted in savings of £0.8m for our digital directorate in the year. Across the organisation, agency/contingent worker costs fell from £20m in 2024-25 to £17.3m in 2025-26, delivering a 14% year on year saving.

SO5: We have improved efficiency and value for money by supporting the public sector reform agenda. This includes sharing our buildings with other public sector organisations. In 2025-26, we had seven tenant organisations using our buildings. Their contributions covered 20% of costs at our Glasgow office and 7% at our Edinburgh office, providing £0.4m towards overall building running costs. We also saved £0.5m by reviewing how contracts are used, and a further £0.3m through stronger contract negotiation. In addition, we expect further procurement savings from using the Scottish Government's collaborative frameworks. While not yet finalised for 2025-26, these savings were £1.9m in 2024-25 and £0.9m in 2023-24. The 2025-26 figures will be published in November 2026.

RISKS AND STRATEGIC ALIGNMENT

We manage strategic and operational risk to our objectives on a continuous basis – more information on specific risks can be found on page 35. 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, we maintained our focus on organisational risk appetite in 2025-26, in line with current corporate objectives but also looking ahead to the new corporate plan. We anticipate that the wider context of increasing financial pressure will remain a significant driver for how we take managed risk going forward.

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Performance analysis

This section provides a detailed overview of our performance over the past financial year. It sets out each of our strategic objectives and how we have performed against these in 2025-26.

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

This year, we continued to reduce open casework and further upskill our colleagues to increase our processing capacity. Our approach, and connected decisions, aims to set us up for future success by implementing long-term sustainable ways of working.

We made ongoing progress towards delivering the benefits of a completed land register.

KEY PROGRESS IN 2025-26

- we further reduced our open casework. As of March 2026, our total stock was 81,978 – compared to 101,229 at the start of the year and 136,388 at the start of this corporate plan period
- we increased our upskilling efforts with 115 colleagues trained in 16 small learning groups
- land mass coverage reached 96% - this means we can visualise all but 4% of land ownership in Scotland on a map

AREAS OF FUTURE FOCUS

Looking ahead, we will continue to balance upfront service delivery with efforts to reduce our open casework.

We will continue to upskill our colleagues and use workforce planning to ensure we have enough people in the right roles at the right time. This will help us to maintain resilient and sustainable services on a long-term basis.

SCOTTISH GOVERNMENT NATIONAL PERFORMANCE FRAMEWORK



Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

OPEN CASEWORK

Reducing open casework remained our primary focus. We made steady progress by further reducing open casework. This gives certainty to customers on completion dates, which will remain the central focus of next year's delivery plan.

The number of open cases has gone from 101,229 at the start of the year to 81,978 at the end.

In 2025-26, we received 659,855 applications for registration across the land register, sasine register and chancery and judicial registers - up 4.2% from last year. 92% of registrations were completed within 35 days - up 1% compared to 2024-25.

Our expedite service remained available to customers who required cases to be processed urgently. Across 2025-26, 4,213 cases were expedited. We met the agreed KPI standard for all expedite requests. Our total quality metric of 97.3% also continued to meet the relevant performance indicator.

For upfront services, we generally performed in line with our KPIs. An exception to this was in First Registration (FR) where we strategically chose to prioritise processing complex aged applications over new complex ones. This did not affect upfront FR standard applications which continued to be processed within 20 days.

Throughout the year, we worked to balance day-to-day service delivery with the ongoing effort to reduce open casework. To maximise our processing output, our operational staff regularly moved between tasks depending on the highest need. This flexible approach worked well and will continue to help keep services robust into the future.

UPSKILLING TO INCREASE CAPACITY

To support the level of open casework reduction required, we increased our upskilling efforts. We established a dedicated learning hub which saw 115 people trained in 16 small learning groups. This strengthened team capability, made it easier to move staff between tasks when needed, and helped us to keep momentum as operational needs changed.

The learning hub's programme draws on the skills, knowledge and expertise of our senior caseworkers. It supports new learners and enables teams to process open casework while also building capability.

WORKFORCE PROFILE AND SERVICE RESILIENCE

Our workforce profile evolved to support open casework reduction and to ensure that our services remain resilient.

We focused on:

- having the right number of people in place to meet demand
- ensuring our people have the necessary skills to deliver the best results
- building future capability and resilience in a sustainable way as open casework continues to decrease

Our operational workforce planning group monitored our staffing levels throughout the year. They balanced new recruitment with people leaving, primarily due to retirement, to make sure we maintained capacity and provided service continuity.

Looking ahead, being flexible with how our staff are deployed across different tasks will continue to be important. Building capacity and strengthening skills are likely to remain key priorities as our services continue to evolve and open casework reduces further.

TECHNOLOGY AND AUTOMATION

Across the year, the technology and tools we use to deliver our services improved. Automation, including people-assisted automation, grew in both scope and scale. This helped teams work more efficiently while still maintaining service standards.

We expanded the use of automation to support more of our upfront services. This contributed to better performance in our Dealings with Whole (DW) work. We used our in-house expertise to develop an automation service that now handles over 50% of standard DW applications. This type of high-volume case involves routine, repeatable steps that can be safely and accurately automated, freeing up colleagues to process more complex casework. New innovations -

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

such as a signature detection element that identifies if deeds are signed and witnessed - illustrate how AI can help meet operational needs by identifying issues more quickly and speeding up application processing.

Other highlights include:

- we used technical tools, including AI, to better support our processes. This helped improve predictability of service and quality
- we saw data quality improve across our operational system, including via enhancements to the online services used to register land and property
- we made better use of the data we capture by increasingly reusing it across business operations. This supports a smoother end-to-end process
- we invested in replacing outdated technology and improving the tools and processes our colleagues rely on day-to-day

OPERATIONAL IMPROVEMENTS

By following government service improvement frameworks, we improved our operational design model. The frameworks helped us to maintain consistent standards in our operations, as well as transparency and control, as our services and delivery models evolved.

With our profile of caseworkers changing over the year, our operational management structure adapted to make sure the right level of oversight and control remained in place. This helped us to maintain performance, manage risk effectively, and supported consistent decision making.

DELIVERING THE BENEFITS OF A COMPLETED LAND REGISTER

We continue to support Scottish Ministers in the goal to complete the land register. While we're continuing to make progress towards this, completion relies on many factors – not all of which are within our control. For example, we are reliant on receiving submissions from customers to buy, sell or re-mortgage property - or to make a voluntary registration.

As the scale of the task remains significant, our current approach focuses on delivering the benefits of a completed register whilst providing value to the public purse.

A completed land register is intended to deliver two key benefits:

- quick and efficient land and property transactions
- data and insight to improve transparency and help answer the question: "who owns Scotland?"

By combining land already in the land register, casework in progress, and data unlocked from the sasine register, we can deliver many of the benefits of a complete land register. This includes improved access to information and increased transparency about land ownership across Scotland.

While our longer-term aim continues to be 100% completion of the land register, our current approach means we can better meet customer needs now.

At the end of March 2026, land mass coverage was 96% - up from 95.8% in 2024-25. This means that we can visualise all but 4% of land ownership in Scotland on a map.

The percentage of land mass moving from the sasine register into the land register continues to steadily increase. Land held in the land register, together with casework being processed, covers 64.4% of Scotland's land mass - up from 62.5% last year.

A large proportion of the land (31.6%) which remains in the sasine register can be visualised by our indicative sasines layer on ScotLIS. This makes the information more useful and accessible, removing the need for lengthy and often complex manual searching of the sasine register. However, an examination of the sasine search sheets is still necessary to confirm ownership.

The layer enables customers, both members of the public and business users, to view indicative ownership and title boundaries on a map. Once the relevant area has been identified, customers must be able to interpret sasine search sheets to confirm ownership. For customers who can do this, the information can be self-served via an online business account. However, for infrequent or one-off users who may not have this knowledge, support is available to help them get more information or to make purchases if required.

Our progress towards land register completion is published on the dedicated land register completion pages on our website.

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

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

This year, we aimed to make sure that everyone who needs our data can access it easily and in a format that works for them.

We continued to run our Geovation Scotland accelerator programme and supported ongoing work on land reform.

KEY PROGRESS IN 2025-26

- we expanded our house price statistics and published new small-area statistics on our website
- we furthered our aim to introduce automation to our data products and services through advances in our data infrastructure
- our tech accelerator programme - Geovation Scotland - recruited its seventh cohort of entrepreneurs
- we reviewed and updated our plans reports service

AREAS OF FUTURE FOCUS

We want to keep improving our systems so that our live data can be used to help create data products and services that meet our customers' needs. We will continue working to further improve the quality, structure, delivery and licensing of our data. We also plan to identify where we can offer new data products, services and reports.

SCOTTISH GOVERNMENT NATIONAL PERFORMANCE FRAMEWORK



Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

DATA

As a producer of official statistics, we provide data and analysis on Scotland's land and property market. This information is used to improve decision making, facilitate research, and inform debate.

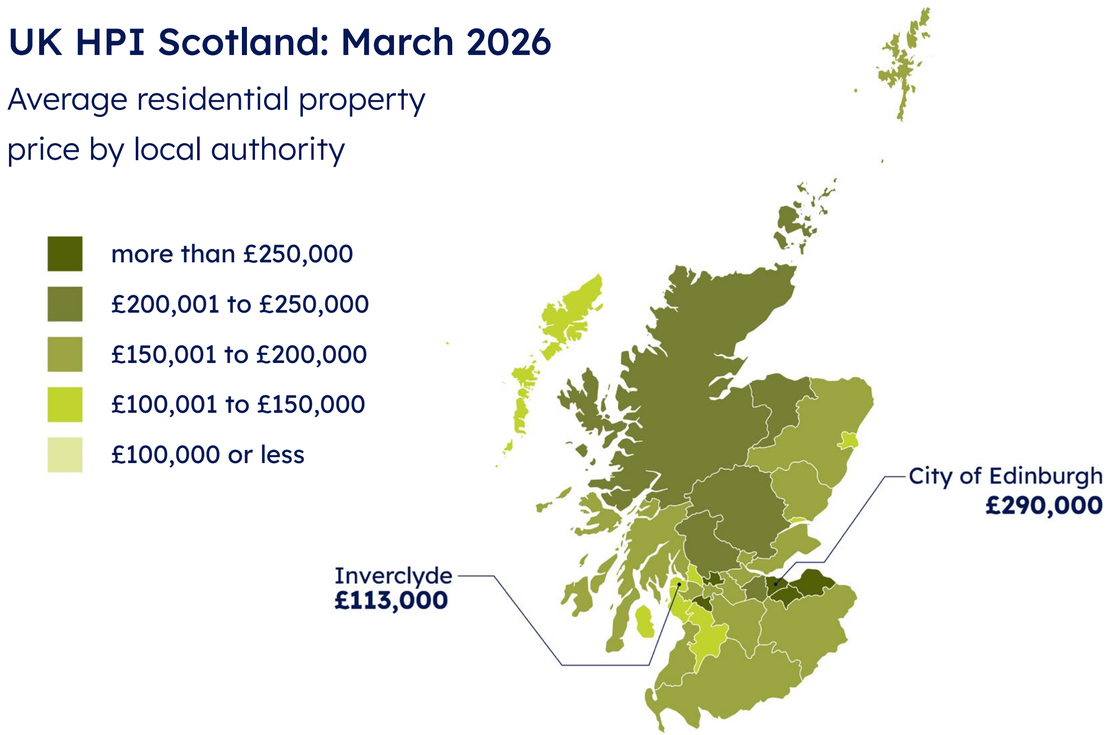
Our data is included in the monthly UK House Price Index (HPI). This provides valuable information on average house prices in Scotland, placed in the context of house price changes across the UK. The graphic opposite is taken from the UK HPI Scotland in March 2026 and highlights the average residential property price by local authority.

We published our annual Property Market Report in June 2025 and our latest Country of Origin Report in March 2026. The latter is accompanied by the Country of Origin Company Report, which provides details of non-UK companies owning or leasing in Scotland. We make this dataset available for free to support open access to data for research purposes.

In November 2025, we published a blog on new-build house prices in Scotland. This used data from the land register to explore trends, including changes in the mix of new-build house types.

In February 2026, we updated our small area statistics data - an annual update of residential property transactions at more local geographic levels - to include data for 2025. This dataset was previously published on the Scottish Government's open data platform but was also added to our website to make it easier to access and update.

Through our data warehouse, we made significant advances in the data infrastructure supporting our key Land and Property Data (LPD). This has allowed us to streamline and automate many of our processes and outputs. This work will continue across remaining LPD products in the coming year.



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GEOVATION SCOTLAND

Geovation Scotland is the only organisation in Scotland that provides specific enterprise support to those innovating in location, land and property technology. It is a collaboration between RoS and Ordnance Survey (OS).

Through an accelerator programme, an active community and an enterprise-in-residence programme, companies can receive a range of support. This may include:

- a small amount of equity-free programme funding
- workshops and coaching
- access to office space
- use of RoS and OS data to help grow their businesses

Recruitment of the programme's seventh cohort took place in 2025, providing support to early-stage startups working across a range of areas - retrofitting, decarbonisation, AI, conveyancing and BioTech.

To date, Geovation Scotland has supported 39 startup companies through both its accelerator and enterprise-in-residence programmes. To the end of March 2026, companies involved have raised over £15.9 million in additional funding and investment and created over 119 full-time jobs in addition to the startup founders themselves.

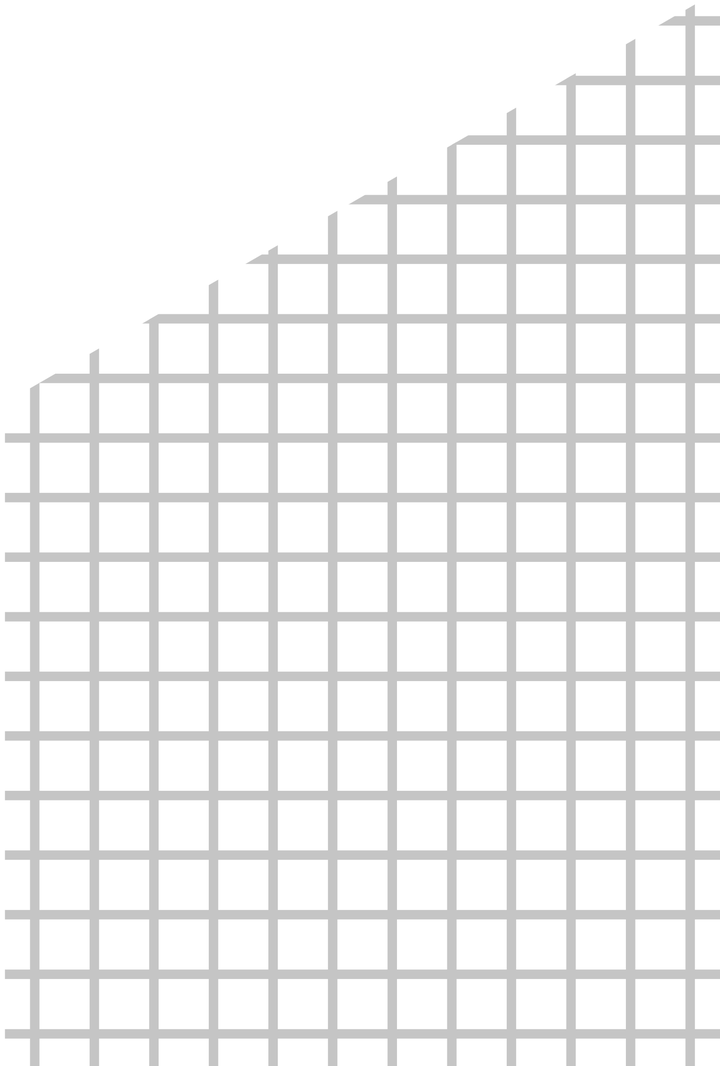
Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

LAND REFORM

We have a role to implement the parts of the Land Reform (Scotland) Act 2025 that are applicable to RoS, as well as the relevant recommendations from the community rights to buy review. Both will have a direct impact on our registers - namely the **Register of Community Interests in Land** (RCIL) and the **Register of Applications by Community Bodies to Buy Land** (RoACBL). We will continue to work closely with Scottish Government colleagues as the relevant policies are developed and implemented.

PLANS REPORTS UPDATES

We reviewed our **plans reports service** to ensure a sustainable, excellent service for our customers now and in the future. This included the introduction of a fast-track service for customers who need an urgent report. These reports identify issues prior to registration and help to reduce the likelihood of application rejection.



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

This year, we continued to develop and improve our online services so customers can access them more easily. There was a further increase in self-serve options, helping customers to save both time and effort. We invested in further strengthening our resilience to ensure we are better prepared for the future.

KEY PROGRESS IN 2025-26

- our Register Land and Property (RLP) service now supports 97% of all applications to the land register
- we made further digital improvements and continued to build our digital culture
- we received a Customer Satisfaction Index (CSI) score of 83.9 for professionals and 79.6 for citizens - both above the public sector benchmark of 74.7

AREAS OF FUTURE FOCUS

Sustainable services and operational resilience are key priorities. Due to our role in supporting the Scottish economy, it is essential that our services remain secure and available whenever our customers need them. We will continue to invest in strengthening this resilience. We will also continue to work closely with existing and new customers to identify where we can make further improvements to our services.

SCOTTISH GOVERNMENT NATIONAL PERFORMANCE FRAMEWORK



Innovative business

Spend on research and development

Entrepreneurial activity

Carbon footprint

Scotland's reputation

International networks

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

REGISTER LAND AND PROPERTY (RLP)

Register Land and Property (RLP) simplifies the process of registering deeds. It enables customers to create a case which connects related advance notices, applications and submissions.

RLP now supports most applications to the land register. This includes both registered and unregistered land, except for leases. This year, we expanded the capability for our professional customers to process both first and voluntary registrations through RLP.

As of March 2026, RLP was used for 95% of residential purchases and 90% of all applications to the land register.

DIGITAL IMPROVEMENTS

On ScotLIS (Scotland's Land Information Service), we expanded our self-service offer for business customers by making first series search sheets available. We also made it simpler for non-account customers to request copies of deeds.

System improvements now allow us to complete and despatch over 50% of standard dealings on the day of registration.

In response to customer feedback, we introduced the option that customers can request either the traditional paper or new digital extracts when submitting registrations in the Register of Deeds.

DATA AND ARTIFICIAL INTELLIGENCE

Over the past year, we strengthened our approach to how we adopt AI. We set up dedicated working groups and rolled out organisation-wide training. We formed a senior AI steering group, launched a data & AI champions network and embedded AI specific checks into our existing governance processes.

We published an AI policy which confirms our commitment to ethical, responsible, and secure adoption and use of AI technologies, while also ensuring the protection of RoS systems and data. It outlines that our AI use is assessed for risk and in line with best practice principles. We also introduced mandatory training for colleagues to support the introduction of the policy. Given the pace of this technology, our policy and practice in this space will remain under continuous review.

Our strategic work focused on strengthening our data and AI foundations of governance, enablement, and architecture. This work is expected to accelerate further in 2026-27. We will also continue to work closely with colleagues to develop valuable AI use cases and expand our capability to safely deploy these AI solutions into live production environments.

CYBER RESILIENCE

We updated our three-year Cyber Resilience Strategy. It sets out a clear and structured programme for how we'll further strengthen the protection of our services, data and operational capabilities in the years ahead.

We made progress on several key improvements, guided by recognised industry assurance frameworks. This has strengthened our technical controls, helped us to detect and respond to potential threats more quickly, and reinforced the resilience of our critical digital services.

We continued to develop a stronger culture of cyber awareness across the organisation. Through targeted training, clearer governance and strengthened operational discipline, colleagues at all levels are playing an active role in protecting the organisation and the services we provide.

CUSTOMER ENGAGEMENT

Our customer base continued to evolve this year - with over 100,000 customer contacts during 2025-26. As was the case last year, we saw a further increase in contacts from citizens.

We made several improvements to support both our professional and citizen customers. These include:

- extending the offering of digital extracts for Register of Deeds documents
- launching a learning hub for professional customers to help them understand how to get the best out of our products and services
- improving the process for citizen customers who want to order and pay for copy deeds
- further improving the accessibility of our website

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

To help customers get the best out of our services, we continued to offer a wide-ranging webinar programme, shared self-serve content online, and had subject matter experts speak at relevant industry events.

Our webinar attendance, video views and satisfaction rates all remained positive and broadly in line with previous years. Over 3,500 people attended RoS virtual events in 2025-26, with a customer rating of 4.2 out of 5, and 98% of attendees thought attending the event increased their knowledge. YouTube video views increased from last year's 5,000 to over 8,000, as did our webinar platform, BigMarker's views - rising from 435 to 1,265.

CUSTOMER SATISFACTION

Our spring 2026 customer satisfaction survey showed positive results, demonstrating the impact of our ongoing efforts to improve customer experience.

With continued increasing contact from citizen customers, we introduced a citizen KPI for our Customer Service Index score.

Our professional customer satisfaction score rose to 83.9 - remaining within our KPI of 82.2. Our citizen satisfaction score slightly decreased to 79.6 narrowly missing our KPI of 80. Both results remain ahead of the UK public sector benchmark (74.7) and UK all-sector average (78.2). Satisfaction improved across almost all measures for both groups, showing that the changes we have introduced are working.

Our Board endorsed our new Customer Experience (CX) Strategy, which is now a core part of our future service model and overall organisational direction. The strategy is steadily being embedded across the organisation and is helping to build a strong customer-centric culture. It ensures that customer needs are consistently reflected in how we design and deliver our services. As part of this work, we will publish a new Customer Charter. It will set out clear service commitments and measurable standards that we will aim to uphold for our customers. This will further improve transparency and accountability in how we serve Scotland's citizens and professionals.

The number of complaints we received in 2025-26 was 73 - compared to 68 in 2024-25. Only one complaint was referred to the Scottish Public Services Ombudsman (SPSO) - the same number as in 2024-25 - and has since been resolved. The majority of complaints continue to be about speed of service.

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

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

We know that a skilled and motivated workforce is fundamental to achieving our strategic objectives. Having the right people in the right roles will also help us be sustainable for the future. Over the past year, three key themes supported our People Strategy – reward, workforce planning and culture.

KEY PROGRESS IN 2025-26

- we introduced a new reward scheme to help us attract employees in hard-to-fill digital roles
- we hired an intake of 15 new modern apprentices
- we achieved platinum level for Investors in People: We Invest in Wellbeing - the highest level possible
- we achieved an 87% response rate to the Civil Service People Survey and sustained our highest ever engagement index score of 67%
- we continued our commitment to diversity and inclusion - including publishing our latest equality and diversity mainstreaming report

AREAS OF FUTURE FOCUS

We want to attract, retain and retrain the workforce we need with skills for now and the future. This includes developing leadership skills across the organisation and continuing to run our ‘Grow Our Own’ programme to develop talent within RoS. We will build on our culture of equality, diversity and inclusion.

SCOTTISH GOVERNMENT NATIONAL PERFORMANCE FRAMEWORK

- Gender balance
- Workplace learning
- Employee voice
- Employees on a living wage
- Mental wellbeing
- Public services treat people with dignity and respect

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

REWARD

We introduced a new reward scheme to help us attract and keep employees in hard-to-fill digital roles. For several years, we relied on agency/contingent workers to fill these roles, but employing people on a permanent basis reduces both cost and operational risk. This year, we exceeded our target for permanent recruitment in these roles, thanks to our improved Digital, Data and Technology (DDaT) reward package and updated approach to attracting talent. This has been strengthened by clearly promoting our Employee Value Proposition (EVP) to reach high-quality, diverse candidates.

To date, we have converted around 39 temporary DDaT roles to permanent positions.

We also created new career pathways for digital roles, starting with the software engineering job family. Building on this success, we will expand these pathways to other digital roles in 2026-27. This supports our ambition to have an innovative, diverse and inclusive workforce that is supported through career development.

We agreed a two-year pay settlement with our recognised union, the Public and Commercial Services (PCS) union. The agreement balances the cost-of-living pressures for colleagues with the wider financial challenges across the Scottish Government. It also includes a number of progressive measures for colleagues - including a new Carers' Leave Policy. The two-year settlement helps support future financial planning regarding pay costs and further strengthens our partnership with PCS during a period of ongoing change.

WORKFORCE PLANNING

We continued to deliver our strategic workforce plan - which focuses on our key people-related risks and opportunities in the remaining years of our current corporate plan. It also sets out the priorities, and actions, regarding operational capacity that will help us balance open and new casework.

Using updated capacity and demand modelling, we established a clearer idea of the risks related to critical registration skills and initiated plans to mitigate these. These include a new 'Grow Our Own' programme for senior caseworkers and further promotion pathways to develop legal specialists. We worked with team leaders to support positive, proactive performance conversations to help ensure that all colleagues are supported to deliver their best at work.

We welcomed 15 new modern apprentices - all between the age of 16 to 24 - to roles within registration. This programme demonstrates our commitment to diversity and to supporting skills development in Scotland. It also brings motivated young people into our workforce and strengthens our talent pipeline for future registration roles where training and development can only be provided internally.

People management continued to be an important area for ongoing development. We expanded our succession planning and development activities across our senior management communities. We also offered essential skills sessions for all people managers.

CULTURE

We achieved an 87% response rate to this year's annual Civil Service People Survey (CSPS) - an increase from 83% in 2024. This exceeded our KPI of reaching more than 80% participation. Our response rate ranked 11th out of 102 participating Civil Service organisations. We maintained our 67% engagement score from 2024, which is our highest since the CSPS began in 2009. This score is 2% above the Civil Service benchmark of 65% which meets our KPI for engagement.

We launched our refreshed Dignity at Work policy. This was accompanied by mandatory training for all people managers - alongside a separate module for all colleagues. The policy is designed to support a positive, respectful, and inclusive working culture that upholds equality, diversity, inclusion, and respect for the rights of all colleagues.

We published a new Diversity & Inclusion (D&I) statement for colleagues. It provides a clearer, more modern way of outlining our D&I commitments and the governance structures that support them. It also helps us to better demonstrate how we are meeting the objectives set out in our latest mainstreaming report which was published this financial year.

We completed our reaccreditation assessment for the Investors in People: We Invest in Wellbeing award. We achieved platinum level for the first time. This is the highest level possible and puts us in the top 8% of participating organisations.

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

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

We are committed to delivering excellent services and to being more effective, efficient, and sustainable.

This year, we reviewed our current position and began to set out priorities for our next corporate plan. We continued to be transparent and open with our stakeholders. The decisions we took this year delivered results and will underpin long-term, sustainable ways of working into the future.

KEY PROGRESS IN 2025-26

- we maintained a financial self-sustainable position
- we continued to progress our Sustainability and Climate Change Strategy
- we began early development of our new five-year Corporate Plan for 2027–32

AREAS OF FUTURE FOCUS

We will keep improving our products and processes to support more efficient and effective ways of working. This includes developing our people so they have the necessary skills for our evolving work - and continuing to embrace innovation so we can better adapt to future challenges. We will also work collaboratively across RoS, and with our Board and stakeholders, to identify future opportunities.

SCOTTISH GOVERNMENT NATIONAL PERFORMANCE FRAMEWORK



Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

EFFICIENCY AND EFFECTIVENESS

This year, we maintained a financial self-funded position and delivered a small surplus - providing financial support to the Scottish Government. Cost management continued to be a priority, and we deployed our resources to deliver and support income generating activities that underpin our strategic objectives.

Since 2023, we have worked to simplify and better organise our non-statutory services. This includes bringing all our non-statutory delivery teams together to sit under the same management structure and creating a small, dedicated business development team. We have also mapped and categorised all our services in line with how they support core registration.

In 2025-26, following detailed assessment, we introduced price increases for some of our commercial services – including our plans reports service. This will help ensure we remain sustainable into the future.

We delivered efficiencies on planned spend across all cost categories and we have reflected those savings when setting our budgets for 2026-27.

Total cash expenditure was £103.3m (2024-25: £100.5m). Costs increased year on year, due to inflationary pressures and the impact of the public sector pay award. However, some of the additional expenditure reflected planned increases above budget (£104.2m) due to surplus that arose from higher income. We chose to bring some items of spend forward. This included spend on further improving cyber resilience, which will create savings in future years.

We continued to embed processes to ensure a value for money culture. This includes our robust procurement process and adherence to public sector procurement rules.

Efficient management of expenditure allowed us to adhere to the Scottish Government's target of prompt payment of authorised invoices within ten days. In 2025-26, we received over 7,300 invoices (2024-25: 8,200). We maintained our payment performance of 95% of valid invoices in ten days or fewer (2024-25: 95%) - well above our target of 90%.

We have strong financial governance in place too. We undertake annual budgeting and regular reforecasting - and produce monthly management accounts. Financial reporting and management information is utilised in key decision-making and planning.

Our robust governance arrangements continue to ensure accountability for decision-making and proper management of public finances. It also ensures that we operate in accordance with Scottish Government and HM Treasury guidance regarding internal controls and risk management while enabling the achievement of our overall objectives.

SUSTAINABILITY

We continued to make good progress towards the commitments set out in our Sustainability and Climate Change Strategy (SCCS).

To support our goal to achieve net zero emissions by 2045, we continued to operate our buildings efficiently. This includes sharing our buildings with other government organisations. We have seven agreements in place across both our sites and work is underway to increase this number.

In line with our Estates Strategy, work has progressed to support the long-term future of our Glasgow office (St Vincent Plaza) through improved use of the space. This includes a proposal to share the office with a UK public sector organisation. Subject to agreement, this should allow us to extend our existing lease, providing more certainty for the future and supporting an efficient and sustainable workplace.

Our total carbon footprint for 2025-26 is 1,078 tonnes of CO2. This is 5% higher than our targeted tonnage of 1,027 but within the 'green' category of our RAG (red-amber-green) rating system. 1,078 tonnes is 10% lower than last year's figure. This is mainly due to a reduction in home working emissions following the introduction of a more accurate calculation methodology. The reduction was large enough to outweigh an expansion of emissions resulting from the inclusion of our facilities management 'hard services' contract within our reporting boundary.

In line with our commitment to expand our reporting boundary further, we worked with various providers of goods and services. This supports our ongoing phased introduction of procurement-related emissions, with emissions from another three contracts due to be added next year.

Last year, we introduced a stronger focus on direct ('Scope 1') emissions. For 2025-26, we set a Scope 1 emissions target of 140 tonnes. Our actual emissions were 141 tonnes. This is only 1% higher than targeted and places the figure within the RAG rating system's 'green' category. This highlights the robustness of our arrangements for forecasting and managing these emissions.

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

Further detail of our resource use - including data on waste arisings, recycling rates and water consumption – is available within the annual climate change reports and SCCS updates on the sustainability section of our website.

We strengthened our internal processes again this year, particularly in procurement. We completed a major internal review and produced our first sustainable procurement action plan, which will be implemented from 2026-27.

Partnership working continues to support resource efficiency and the circular economy through the effective management of surplus office items. During 2025-26, 1.2 tonnes of IT equipment was reused, refurbished or recycled. Increased collaboration between business areas also strengthened internal procedures for managing excess items in the most resource-efficient way possible.

Colleague engagement remained high, supported by joint working across the organisation. A programme is in place to deliver regular online communications, events and in-person activities.

Through Corporate Social Responsibility activities, we made a positive contribution in the workplace and to wider society. This included providing financial support to several community groups and continuing to deliver on our Social Impact Pledge where we use our unique position in Scottish society to help others work towards net zero.

As our current SCCS approaches its final phase, we have started developing a new strategy aligned with our next corporate plan.

TASK FORCE CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD) COMPLIANCE STATEMENT

The statement below outlines RoS' compliance with climate-related financial disclosures. It is consistent with HM Treasury's TCFD-aligned application guidance and recommendations, which interpret and adapt the TCFD framework for the UK public sector.

Climate change is not currently included on our key risk register and is therefore not considered a principal risk. However, during 2025-26, we re-examined our position and determined that the strategic direction relating to climate change is likely to evolve with the introduction of our new corporate plan in 2027. As such, we consider that it is appropriate to include a voluntary disclosure under the 'Strategy' thematic area. This is in addition to complying with the TCFD recommendations relating to disclosures under the 'Governance', 'Risk Management' and 'Metrics and Targets' thematic areas.

Governance:

The development, delivery and monitoring of climate change policy and climate risk management is led by our sustainability team within the Policy & Corporate Services Directorate. A range of business areas contribute to the climate change agenda through the Sustainability and Ethics Committee (SEC; previously known as the Environmental Management Group), including but not limited to Estates, Finance, Procurement, HR and the PCS union. The SEC meets quarterly to ensure that the required direction, support and controls are in place to achieve the objectives of our Sustainability and Climate Change Strategy (SCCS). The SEC reports into the Executive Management Team (EMT) annually, or more frequently where required.

Our organisational governance structures play an important role around climate change. For example, our Policy and Practice Group is responsible for approving sustainability policies and our Business Portfolio Board governs any aspect of climate change-related project works. Our Audit and Risk Committee (ARC) provides assurance over strategic climate change risk for the organisation while our risk management framework directs our governance routes and decisions.

Strategy:

During 2025-26, preparatory work was undertaken on our emerging 2027-32 corporate plan. A new strategic objective centred on resilience has been proposed, with the potential that this will elevate strategic recognition of climate change. This would be supported by the development of our Climate Risk and Adaptation Plan, which will be produced in tandem with our new corporate plan. These initiatives would provide additional insight into the risks and opportunities posed by climate change, assess their potential impacts on our organisational functions and set out the measures that we will take to ensure resilience.

Risk Management:

Organisational risk management arrangements include various strategic and practical measures that enable us to assess and manage climate-related risks.

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

Our Corporate Services Directorate risk register includes a ‘climate change duties’ risk, relating in part to the risk of failing to prepare for the impacts of climate change. The management of this rests with the Head of Procurement and Estates, but is overseen by the SEC. This risk also forms part of the directorate risk register. Owned by the Director of Policy and Corporate Services, a member of EMT, this remains visible at the most senior level of the organisation.

Climate-related risk management is reflected in other aspects of strategic planning. Our Digital and Estates functions provide a first response and major incident management capability for climate-related events. For example, we have a building closure incident management plan which considers the potential effects of extreme weather conditions on business operations such as infrastructure damage, utility failure and transport disruptions. Our incident management team provides a wider response and coordination for more significant or prolonged events; this team includes senior managers from across the organisation.

These arrangements are underpinned by an organisation-wide business continuity management system, which consists of a business continuity policy (owned by EMT) and an incident management framework. Under this system, Heads of Service are required to prepare and annually review local business impact analyses and business continuity plans for their business area. This system identifies three types of loss: people, premises and systems, and provides direction and guidance on how to respond.

Our Risk Management Framework includes risk management roles and responsibilities that enable anyone in the organisation to identify new risks, own a risk or own a control - or action - relating to a risk. The framework incorporates a risk management policy (owned by EMT), which includes guiding principles and sets out our commitment to responding to risk, using risk information to assist decision making and achieving compliance with mandatory obligations. To help mainstream climate-related risk considerations, the framework also contains the requirement for an environmental impact assessment as part of the scoring process whenever a risk assessment is undertaken.

Climate-related risk assessments are undertaken at an operational level - for example, within Estates whilst evaluating building renovation opportunities. However, a fuller assessment of the risks posed by climate change is being undertaken through our development of an organisational Climate Risk and Adaptation Plan.

Metrics and Targets:

Our annual SCCS updates are the main mechanism for collating and sharing details of achievements, targets and plans relating to our various sustainability commitments. Overseen by the Sustainability & Climate Change Manager, these publicly-shared reports focus on our central goal of carbon reduction. They share details of our annual carbon footprint and specify our annual Scope 1 emissions, setting out the range of strategic and practical measures being taken in the themed action areas of the SCCS:

- Energy use and water management
- Waste and circular economy
- Digital innovation
- Sustainable travel and staff commuting
- Sustainable procurement
- Biodiversity
- Green recovery: hybrid working

To supplement the annual report, we produce quarterly carbon footprint ‘health measure’ updates as part of our internal KPI reporting, which assesses our progress against targeted commitments.

Organisational carbon footprint assessments are captured through the annual Public Bodies Climate Change Duties Report, which reiterate the carbon figures quoted in the SCCS updates whilst providing further analysis and a detailed account of our climate change adaptation work.

As set out above, we have a fully defined governance structure in place that supports the production of these reports and the progress being reported within them.

Further details on our reporting arrangements, and copies of our most recent reports, are available on the Sustainability section of our website. More details on our SCCS commitments are outlined on pages 31-32.

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

FUTURE-FOCUSED

A big focus for 2025-26 was preparing our next corporate plan for 2027-32. We also continued to shape our Target Operating Model (TOM) which will cover the same period so that it is actionable and aligned to our goals.

We launched a recruitment campaign for new Non-Executive Board members who will play a vital role in contributing to both the new corporate plan and TOM. And Dónall Curtin became our new ARC Chair following outgoing Chair Andrew Harvey's term with us coming to an end.

We would like to thank Andrew and our other outgoing Non-Executive Director - Andrew Miller - for their valuable contribution to RoS over the past few years.

PUBLIC SERVICE REFORM

We continued to make progress on Public Service Reform (PSR) with the core aim to provide better services and value for customers and citizens. We looked for opportunities to deliver our services more efficiently and in different ways. This includes running an internal review to see if and where our supporting services functions could be more efficient with implementation of any changes planned to begin in 2026-27.

We regularly looked to cross-share knowledge and skills with other public sector bodies. For example, we held a pilot workshop for six other public sector bodies to share lessons we have learned that have allowed us to reduce the headcount of our customer service team by over 40% since 2018 - whilst also increasing our Customer Satisfaction Index scores. Future events are planned in support of the PSR agenda.

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

We agreed a joint statement on organisational change and reform with the PCS union, setting out expectations of partnership working in the context of PSR.

Going forward, we will continue to share best practice and strengthen our relationships across the wider Scottish administration. We will also look to collaborate on shared initiatives where possible and use appropriate benchmarking to drive greater operational efficiencies.

STAKEHOLDER ENGAGEMENT

We are committed to transparency and accountability.

This year, we engaged with the Scottish Parliament through monthly written Committee updates, and a quarterly parliamentary newsletter. We continued to offer an open invitation to parliamentarians to meet the Keeper either virtually at one of our breakfast briefings, at our offices for a more in-depth look at our work, or at the Parliament as part of our planned outreach activities. In June 2025, we also supported an exhibition in Parliament which offered MSPs the opportunity to engage with us directly.

For the seventh consecutive year, we took part in the annual independent survey of Members of the Scottish Parliament (MSPs). A total of 67 out of the 129 Members were surveyed in 2025, providing a sample that closely reflects the composition of the Scottish Parliament. The findings showed that the outgoing parliament holds a strongly favourable view of RoS and enable us to benchmark our performance against other public bodies.

Two thirds of MSPs surveyed believe RoS is effective in fulfilling its key role and report knowing a fair amount - or more - about us. Satisfaction with contact from RoS has increased, and our standing relative to other public bodies has improved compared to 2024. We know, however, that we still have work to do and take constituents' enquiries very seriously. We continue to focus on clearing our open casework and improving our processes.

More widely, we began early development of our new five-year corporate plan for 2027-32. To ensure that our stakeholders are involved in its development from the outset, we ran a series of engagement activity regarding the plan. This means that both internal and external stakeholders will be at the centre of any new strategic objectives being developed. We will continue to run this activity throughout the remainder of the current corporate plan cycle.

FREEDOM OF INFORMATION (FOI)

We have published FOI responses since October 2021. In 2025-26:

- we received 167 requests (2024-25: 141)
- we responded to 100% of requests within the statutory timescales (2024-25: 99%)

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

- average response time was 12 working days (2024-25: 10 days - statutory timescale is 20 working days or fewer)
- 29 FOI requests met our criteria for publication (2024-25: 24)

PROCUREMENT

Sharing our services and resources within the public sector helps us save money and work more efficiently. We continue to support small to medium enterprises by using the government's procurement framework. This is outlined in our latest Procurement Report.

ISLANDS (SCOTLAND) ACT 2018

As a relevant authority 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 preparing an Island Communities Impact Assessment (ICIA) in relation to a policy, strategy, or service which - in the Keeper's opinion - is likely to impact an island community in a significantly different way to other communities. This year's ICIA annual reporting return is attached as Appendix Two. This year, we embedded the ICIA into our wider Equality Impact Assessment (EQIA) process.

CONSUMER DUTY

As one of the public bodies specified in the Consumer Scotland Act 2020, we must consider the interests of consumers when making strategic decisions about how we carry out our work. We always look to place customers and consumers at the centre of our decision-making, and this is embedded in both our statutory and non-statutory activity. We have adopted recommendations from the Consumer Scotland guidance including raising awareness of this duty amongst colleagues involved in strategic decision making and the appointment of a consumer duty champion.

RISK AND FUTURE VISION

We have a key risk register that operates as a 'live' document. It is reviewed and approved as a standing item at our Executive Management Team's Corporate Governance meeting and is discussed quarterly by both our Audit and Risk Committee and Board. More detail on our governance and risk management processes can be found on page 41.

During 2025-26, we managed risk relating to:

- the current economic climate and our long-term financial sustainability
- transitioning from a focus on clearing open casework to our anticipated future goals
- our skills requirements and the shape of our workforce
- how RoS can contribute to PSR while maintaining and improving our existing services and fulfilling our statutory duties
- creating new business development opportunities
- monitoring of cyber threats and operational resilience

Management of these risks has helped us successfully deliver a financial break-even position and achieve our customer service ambitions.

We continuously manage the risk that fluctuations in the property market might affect our financial health or ability to meet customer demand. Similarly, we manage risk to the security of our digital estate and information on an ongoing basis, including by means of scenario testing and external assurance.

As we make progress towards the eradication of our longstanding open casework, we move closer towards the challenge of optimising the shape of our workforce to fit our future needs. This transition will take place within the wider context of PSR and the opportunities it may present.

Signed by:
Christopher Kerr
87EA778B0506493...

Christopher Kerr

Accountable Officer

29 October 2026

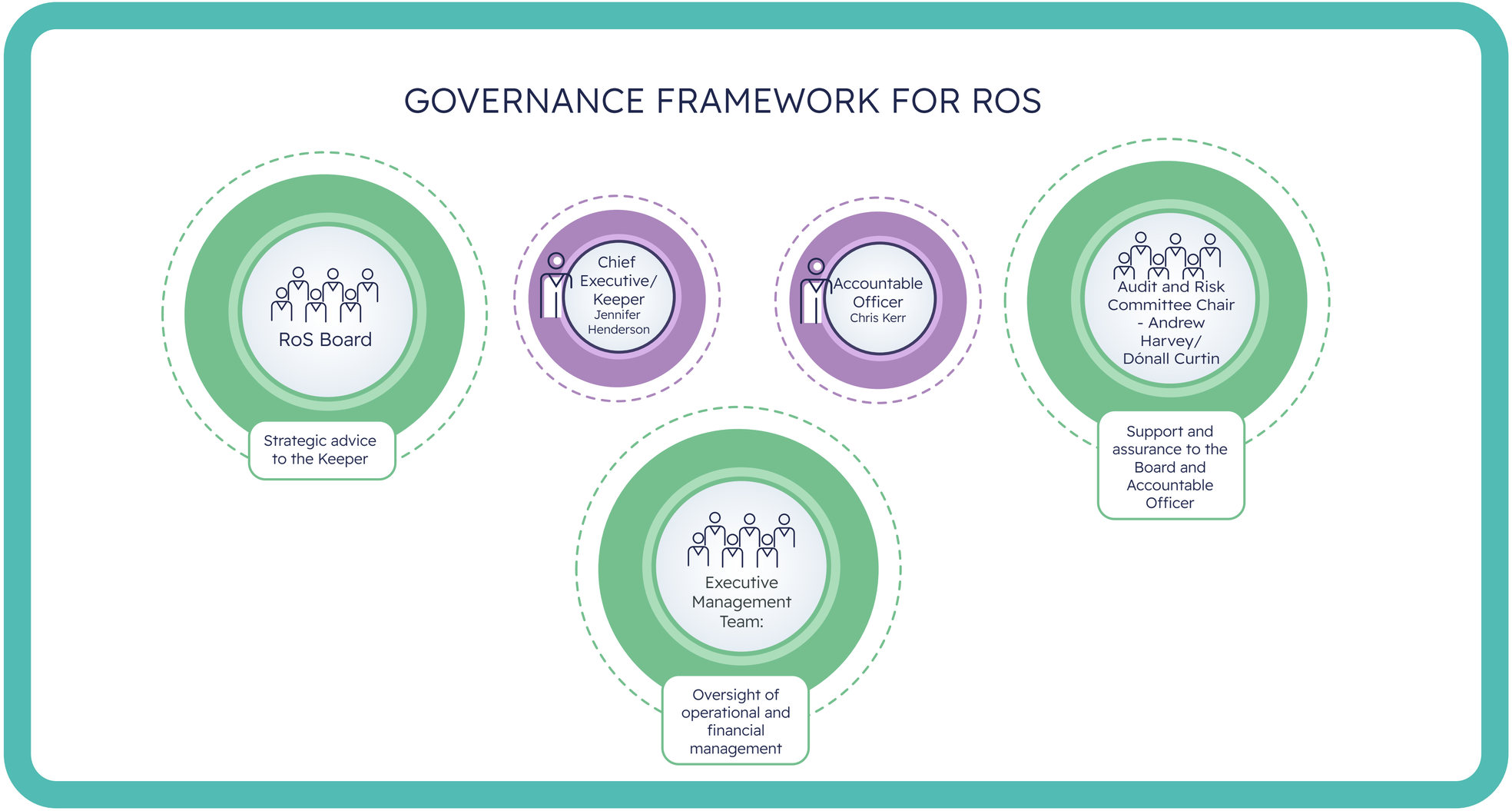
Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

Accountability report

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

Corporate governance report

THE DIRECTORS' REPORT



Biographies for our Board, and Audit and Risk Committee (ARC) members can be found on our website.

A register of interests of Board, ARC and Executive Management Team members is held by RoS and reviewed annually. It is published on our website alongside members' biographies.

In 2025-26, Dónall Curtin took over the ARC Chair role from September 2025 following Andrew Harvey's term coming to an end.

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

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 period
- 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 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
- confirm that the annual report and accounts 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 AO for RoS. The responsibilities of an AO are set out in 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.

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

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 it, 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 7.

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 outlines 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 that a system of internal controls and proactive risk management is in place, along with a programme of internal audit assurance.

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 to ensure that risks and controls are managed effectively, efficiently, and economically. The system of control has been in place for the year under audit and up to the date of signing.

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 all 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 Teams.

I can confirm that I have received Certificates of Assurance covering the period 1 April 2025 to 31 March 2026 from all Executive Directors, and no significant issues were raised.

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

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
- monitoring and improving RoS' performance

During 2025-26 the Board membership consisted of five Executive Directors and six Non-Executive Directors, decreasing to five from October 2025.

- 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 2025-26. 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 systems of internal control, and challenges to achievement of corporate objectives. ARC reviews the reports from that programme and actively monitors outcomes and improvement recommendations.

RoS' assurance framework provides an overview of the assurance processes and procedures in place for 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 2025-26 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.

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

THE EXECUTIVE MANAGEMENT TEAM

The Executive Management Team (EMT) is chaired by the Keeper and oversees the operational and financial management of RoS, meeting to review performance every month. The Keeper and all Executive Directors are members.

To fulfil its responsibilities, the EMT is supported by the following subcommittees: Policy and Practice Group, Business Portfolio Board, Strategic Development Authority, Strategic Change Authority, Strategic People Authority, Environmental Management Group, and Information Security and Assurance Group.

REGISTER OF INTERESTS

A register of interests of Board, ARC and Executive Management Team members is held by RoS and reviewed annually. These are published on our website.

RISK MANAGEMENT

RoS uses an Enterprise Risk Management approach, managing risk as an integral part of our system of internal control using principles set out in the Scottish Public Finance Manual (SPFM). Our risk management policy is approved annually by EMT, with involvement from ARC. Strategic risks are recorded and monitored through a key risk register, with operational risk registers also in place in each directorate. The risk registers describe the control measures in place to ensure risk is managed within acceptable tolerances of RoS' risk appetite.

Our risk management framework helps us 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 year's workshop also had a focus on 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, and throughout the year. New and emerging risks are assigned to key risk owners during these reviews.

Our AO is responsible for oversight of risk and its management, and is assisted in doing so by ARC, who support him in overseeing assurance processes.

INFORMATION MANAGEMENT

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

The Information Security Assurance Group (ISAG) oversees information management and security. It operates as a delegated function of EMT, with outputs reported to the AO acting as Senior Information Risk Owner (SIRO).

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 where required.

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

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, advising on incident notification and reporting in line with the Information Commissioner's guidance. During 2025-26, no incidents were reported to the ICO.

FRAUD

Instances of registration fraud remain low with no extract court determinations in relation to new frauds received by the Keeper during 2025-26. We reviewed and updated our policies and procedures on counter fraud, bribery and conflict of interest and we recently completed an audit with Scottish Government colleagues on our counter fraud function, measures and controls. 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 further improve our counter fraud controls.

Annual reports on fraud and bribery are considered by ARC and this forms part of the annual assurance process. The 2025 report confirmed that there were no new confirmed instances of fraud or bribery.

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'.

We have a specific policy in place which is reviewed and approved every 24 months (unless earlier review is appropriate) by our Executive Management Team and in consultation with our Audit and Risk Committee. We believe our whistleblowing arrangements are fit for purpose and would be effective if required to be put into practice.

David Blair, RoS Customer and Business Development 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 during 2025-26, there were no complaints raised by RoS employees that proceeded to investigation under the whistleblowing policy. One concern was raised directly with the prescribed person as a potential whistleblowing matter; however, after thorough review, it was determined that the concern did not meet the whistleblowing criteria set out in the policy and was therefore handled under a more suitable alternative procedure.

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 2025-26, SGDIAA completed the following assurance reviews:

- Fraud Management
- Project Management
- Stakeholder Engagement

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

The Fraud Management assurance review reported an assurance rating of 'reasonable', noting that RoS have established a robust fraud-management environment. Good practice identified included effectively functioning governance structures, reporting channels, and operational controls. Although there were improvement recommendations, these are not systemic weaknesses, but targeted adjustments aimed at strengthening an already robust framework.

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

An overall assurance rating of ‘substantial’ was noted for the Project Management assurance review with no formal recommendations made. Internal Audit reported evidence of robust governance arrangements, including clearly documented and well understood roles and responsibilities, effective escalation mechanisms, comprehensive templates, consistent reporting and dedicated support from the Project Management Office (PMO).

The Stakeholder Engagement review reported an assurance rating of ‘substantial’ stating that the governance framework and stakeholder engagement arrangement for both internal and external stakeholders are robust and effectively managed.

SGDIAA also completed one advisory review in 2025-26 which looked at RoS’ arrangements for asset management.

As AO, I received management letters and reports outlining the findings and outcomes for each of these reviews. The SGDIAA annual assurance report provided an overall assurance opinion of ‘Substantial’ for 2025-26. The findings demonstrate that RoS has a consistent and robust governance structure, risk management approach and assurance framework. 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 2025-26.

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 outputs from:

- *Executive Directors (in their individual capacity and as a collective group operating as the EMT)*
- *RoS Board*
- *Audit and Risk Committee*
- *Internal Audit*
- *comments made by our external auditors (Deloitte LLP) in its management letters and reports*
- *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.

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

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 48.

REMUNERATION POLICY

The remuneration of substantive senior civil servants employed by RoS (i.e. the Keeper and the Director of People and Operational Services) is determined by the Scottish Government and set in accordance with the Civil Service management code available at 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
- 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 for the Pay Review Bodies.

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

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		
	2025-26	2024-25	2025-26	2024-25 RESTATED**	2024-25 AS PREVIOUSLY STATED	2025-26	2024-25 RESTATED**	2024-25 AS PREVIOUSLY STATED
JENNIFER HENDERSON* Keeper and Chief Executive	90-95	90-95	60	47	53	150-155	140-145	145-150
TRACY MCINTYRE*** Director of People and Operational Services	95-100	50-55	35	94	94	130-135	145-150	145-150
CHRIS KERR Director of Policy and Corporate Services and Accountable Officer	100-105	95-100	39	38	38	140-145	135-140	135-140
MARTIN BURNS Director of Digital, Data and Technology	115-120	95-100	43	48	81	155-160	140-145	175-180
DAVID BLAIR Director for Customer and Business Development	100-105	90-95	15	37	49	115-120	130-135	140-145
DÓNALL CURTIN Non-Executive Director and Audit and Risk Committee Chair	10-15	0	0	0	0	10-15	0	0
ANDREW HARVEY Non-Executive Director to 30/09/2025	5-10	10-15	0	0	0	5-10	10-15	10-15
ANDREW MILLER Non-Executive Director to 30/09/2025	0-5	5-10	0	0	0	0-5	5-10	5-10
ELAINE MELROSE Non-Executive Director	5-10	0-5	0	0	0	5-10	0-5	0-5
MHAIRI KENNEDY Non-Executive Director	0-5	0-5	0	0	0	0-5	0-5	0-5
ASIM MUHAMMAD Non-Executive Director	0-5	5-10	0	0	0	0-5	5-10	5-10
NEIL MACKAY Non-Executive Director	5-10	5-10	0	0	0	5-10	5-10	5-10

* Hours reduced to part-time as of 1 July 2024.

**The prior year restatement is to reflect revisions made to the prior year pension benefits for three directors. The adjustments for Jennifer Henderson, Martin Burns and David Blair were (£6k), (£33k) and (£12k) respectively. The Cabinet Office transferred the administration of the Civil Service Pension Scheme from MyCSP to Capita on 1 December 2025. The pension figures included in the 2025-26 Remuneration and Staff Report therefore reflect the calculations undertaken by Capita under the new contract. These have resulted in the 2024-25 figures for these individuals being revised to reflect the amounts calculated by Capita.

***Tracy Mcintyre's 2024-25 remuneration was from 02/09/24.

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

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 2025-26 was £115,000-120,000* (2024-25: £110,000-115,000), a 4% increase from the previous financial year. The median remuneration of the workforce was £42,691 (2024-25: £38,114), an average increase of 12% from the previous financial year. In 2025-26, nil members of staff (2024-2025: nil) received remuneration in excess of the banded full-time equivalent of the highest-paid director. Remuneration ranged from £4,000 to £105,000 (2024-25: £5,000 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 decrease in the lower percentile and the increase in the higher percentile from 2024-25 to 2025-26 is due to changes in staffing composition within our operational and corporate functions.

TOTAL PAY RATIO	2025-26	RESTATED 2024-25	2024-25
25th percentile	3.12	3.17	3.17
50th percentile	2.75	2.95	2.95
75th percentile	2.23	2.41	2.58

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/contingent workers.

	2025-26 £	RESTATED 2024-25 £	2024-25 £
Director base salary	117,500	112,500	112,500
Director pay and benefits	117,500	112,500	112,500
COLLEAGUES SALARY			
25th percentile	37,717	35,527	35,527
50th percentile	42,691	38,114	38,114
75th percentile	45,379	43,634	43,634
COLLEAGUES TOTAL PAY & BENEFITS			
25th percentile	37,717	35,527	35,527
50th percentile	42,691	38,114	38,114
75th percentile	52,790	46,677	43,634

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 2025-26 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.

* These figures are based on Full-Time Equivalent (FTE) salaries.

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

PENSION BENEFITS (AUDITED)

	ACCRUED PENSION AT PENSION AGE AS AT 31/3/26 AND RELATED LUMP SUM	REAL INCREASE IN PENSION AND RELATED LUMP SUM AT PENSION AGE	CETV AT 31/3/26	CETV AT 31/3/25 RESTATED*	CETV AT 31/3/25 AS PREVIOUSLY STATED	REAL INCREASE IN CETV (SEE PAGE 49)	EMPLOYER CONTRIBUTION TO PARTNERSHIP PENSION ACCOUNT
	£'000	£'000	£'000	£'000	£'000	£'000	Nearest £100
JENNIFER HENDERSON Keeper and Chief Executive	40 to 45 plus a lump sum of 110 to 115	2.5 to 5 plus a lump sum of 2.5 to 5	1021	918	925	48	0
TRACY MCINTYRE Director of People and Operational Services	30 to 35	0 to 2.5	672	609	609	24	0
CHRIS KERR Director of Policy and Corporate Services and Accountable Officer	30 to 35	0 to 2.5	415	374	385	21	0
MARTIN BURNS Director of Digital, Data and Technology	10 to 15	2.5 to 5	150	99	99	26	0
DAVID BLAIR Director for Customer and Business Development	40 to 45	0 to 2.5	747	703	714	0	0

*The prior year restatement is to reflect revisions made to the prior year pension benefits for three directors. The adjustments for Jennifer Henderson, Chris Kerr and David Blair were (£7k), (£11k) and (£11k) respectively. The Cabinet Office transferred the administration of the Civil Service Pension Scheme from MyCSP to Capita on 1 December 2025. The pension figures included in the 2025-26 Remuneration and Staff Report therefore reflect the calculations undertaken by Capita under the new contract. These have resulted in the 2024-25 figures for these individuals being revised to reflect the amounts calculated by Capita.

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

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.

During 2025-26, RoS made contributions of £13,825,830 to the Principal Civil Service Pension Scheme (PCSPS) (2024-25: £12,827,662) at one rate of 28.97% (2024-25: one rate of 28.97%). 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 2025-26 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 2025-26, employer contributions of £100,446 (2024-25: £75,776) were made to the appointed stakeholder pension provider – Legal & General. Employer contributions are age-related and ranged from 8% and 14.75% (2024-25: 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 £272 in 2025-26 (2024-25: £208), 0.5% of pensionable pay, were payable to the PCSPS at the statement of financial position date 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 £8,484 (2024-25: £7,895). 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.

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

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.

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

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

There were no exit packages or compulsory redundancies during 2025-26 or 2024-25.

STAFF NUMBERS AND COSTS BY PERMANENT AND OTHER (AUDITED)

During 2025-26, the average number of full-time equivalent (FTE) staff employed was 1,218 (2024-25: 1,228). The average agency/contingent workers FTE was 113 (2024-25: 132). This was primarily to support the digital requirements of updating legacy IT systems and new registers. Fixed term contracts were 6 FTE (2024-25: 2), modern apprentices were 3 FTE (2024-25: 0) and 2 secondees were included (2024-25: 1).

STAFF TURNOVER

The employee turnover rate (unaudited) for 2025-26 is 5% (2024-25: 5%). This figure can be broken down into 93% voluntarily and 7% non-voluntarily (2024-25: 89% and 11%).

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

Wages and salaries		
Social Security costs		
Other pension costs		
Inward secondments		
Agency/contingent workers costs		
Other staff costs		
Restructuring costs		

DIVERSITY PROFILE

The tables below summarise the diversity profile at RoS:

*This is based on available self-reported data.

CATEGORY	FEMALE	MALE
ALL STAFF		
2025-26	47.1%	52.9%
2024-25	51.5%	48.5%
DIRECTORS		
2025-26	40.0%	60.0%
2024-25	33.3%	66.7%
SENIOR CIVIL SERVANTS		
2025-26	100.0%	0.0%
2024-25	100.0%	0.0%

PAY GAP REPORTING

Our median gender pay gap is 0%, and in the last 12 months the mean gender pay gap increased from 1.36% to 3.74%.

We have reporting mechanisms to allow us to report on disability and ethnicity pay gaps. Our current mean disability pay gap is 11.9% with a median of 20.31%. Our current mean ethnicity pay gap is -6.54% with a median of 0%.

We are committed to eradicating these pay gaps and promoting fairness, transparency, and inclusion in all aspects of our employment practices.

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

Our 2025 Equality & Diversity Mainstreaming Report sets out the actions to support this commitment:

- increasing disclosure rates for diversity monitoring information to improve our pay gap reporting
- improving representation of disabled, minoritised ethnic and younger people in our workforce, supported by our Employee Value Proposition
- embedding diversity and inclusion within our culture and ensuring accountable leadership to drive meaningful change

You can find out more about these actions and others in our Diversity and Inclusion strategy and latest Equalities Mainstreaming report.

SUPPORTING INCLUSIVE WORKING PRACTICES FOR DISABLED PEOPLE

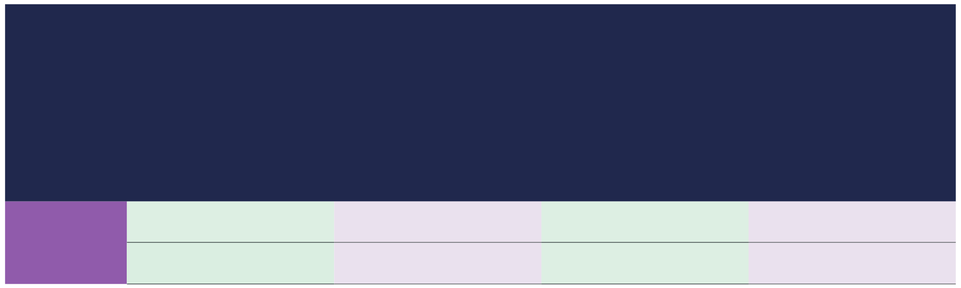
We are committed to being an inclusive organisation. We have policies in place - for example, on Mental Wellbeing and Dignity at Work - which support diversity, inclusion and the individual needs of colleagues. We use our flexible and hybrid working policies to support disabled people to balance employment and their personal circumstances, supported by an Employee Passport. We also ensure that our sickness absence policy allows for reasonable adjustments to support health and wellbeing of disabled colleagues and to manage disability-related absence.

We aim to be inclusive in our recruitment practices too. This includes:

- ongoing participation in the Disability Confident scheme, displaying logos on our adverts and offering a guaranteed interview to candidates who meet our criteria
- increasing our capability and knowledge in this space – our Talent Acquisition team has completed reasonable adjustments training to ensure appropriate support can be offered. We have also enhanced our reasonable adjustments webpage to provide clearer guidance on the support available
- refining our language when inviting candidates to assessments to provide greater clarity of what to expect in advance
- offering interview questions in advance to support candidates in performing at their best

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.



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 87% of staff across the organisation (2024-25: 83%). Our engagement score was 67% (2024-25: 67%).

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).

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

TABLE 1: HIGHLY PAID OFF-PAYROLL WORKER ENGAGEMENTS AS AT 31 MARCH 2026, EARNING £245 PER DAY OR GREATER.			
	CORE DEPARTMENT	ARMS LENGTH BODIES (ALBS)	DEPARTMENTAL GROUP
NO. OF EXISTING ENGAGEMENTS AS OF 31 MARCH 2026	96	0	0
OF WHICH...			
NO. THAT HAVE EXISTED FOR LESS THAN ONE YEAR AT TIME OF REPORTING.	1	0	0
NO. THAT HAVE EXISTED FOR BETWEEN ONE AND TWO YEARS AT TIME OF REPORTING.	13	0	0
NO. THAT HAVE EXISTED FOR BETWEEN TWO AND THREE YEARS AT TIME OF REPORTING.	16	0	0
NO. THAT HAVE EXISTED FOR BETWEEN THREE AND FOUR YEARS AT TIME OF REPORTING.	18	0	0
NO. THAT HAVE EXISTED FOR FOUR OR MORE YEARS AT TIME OF REPORTING.	48	0	0

TABLE 2: ALL HIGHLY PAID OFF-PAYROLL WORKERS ENGAGED AT ANY POINT DURING THE YEAR ENDED 31 MARCH 2026, EARNING £245 PER DAY OR GREATER.			
	CORE DEPARTMENT	ALBS	DEPARTMENTAL GROUP
NO. OF NEW ENGAGEMENTS, BETWEEN 1 APRIL 2025 AND 31 MARCH 2026	1	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	0	0	0
SUBJECT TO OFF-PAYROLL LEGISLATION AND DETERMINED AS OUT-OF-SCOPE OF IR35	1	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

TABLE 3: FOR ANY OFF-PAYROLL ENGAGEMENTS OF BOARD MEMBERS, AND/OR, SENIOR OFFICIALS WITH SIGNIFICANT FINANCIAL RESPONSIBILITY, BETWEEN 1 APRIL 2025 AND 31 MARCH 2026 - SOURCE: PES (2022) 01 22.12			
	CORE DEPARTMENT	ALBS	DEPARTMENTAL GROUP
NO. OF OFF-PAYROLL ENGAGEMENTS OF BOARD MEMBERS, AND/OR, SENIOR OFFICIALS WITH SIGNIFICANT FINANCIAL RESPONSIBILITY, DURING THE FINANCIAL YEAR. (1)	0	0	0
TOTAL NO. OF INDIVIDUALS ON PAYROLL AND OFF-PAYROLL THAT HAVE BEEN DEEMED “BOARD MEMBERS, AND/OR, SENIOR OFFICIALS WITH SIGNIFICANT FINANCIAL RESPONSIBILITY”, DURING THE FINANCIAL YEAR. THIS FIGURE SHOULD INCLUDE BOTH ON PAYROLL AND OFF-PAYROLL ENGAGEMENTS. (2)	0	0	0

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

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 £106.4m for 2025-26 relates to £100.0m from statutory fees and £6.4m from non-statutory fees (2024-25: £102.7m income - £97.3m from statutory fees and £5.4m from non-statutory fees). 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 £23.4m for 2025-26 (2024-25: £24.4m) and are detailed in note 16 in addition to losses within the sasines process and indemnity provision of £0.3m (2024-25: £0.2m). As at 31 March 2026, 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

29 October 2026

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

Independent auditor’s report

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

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 2026 under the Public Finance and Accountability (Scotland) Act 2000. The financial statements comprise the Statement of Financial Position, the Statement of Comprehensive Income and Expenditure, 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 2025/26 Government Financial Reporting Manual (the 2025/26 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 2026 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 2025/26 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.

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

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.

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

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;

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

- 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. This description forms part of our auditor's report.

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

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.

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

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.

Signed by:
Lorna Campbell
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Lorna Campbell CA, (for and on behalf of Deloitte LLP)

110 Queen Street

Glasgow

G1 3BX

29 October 2026

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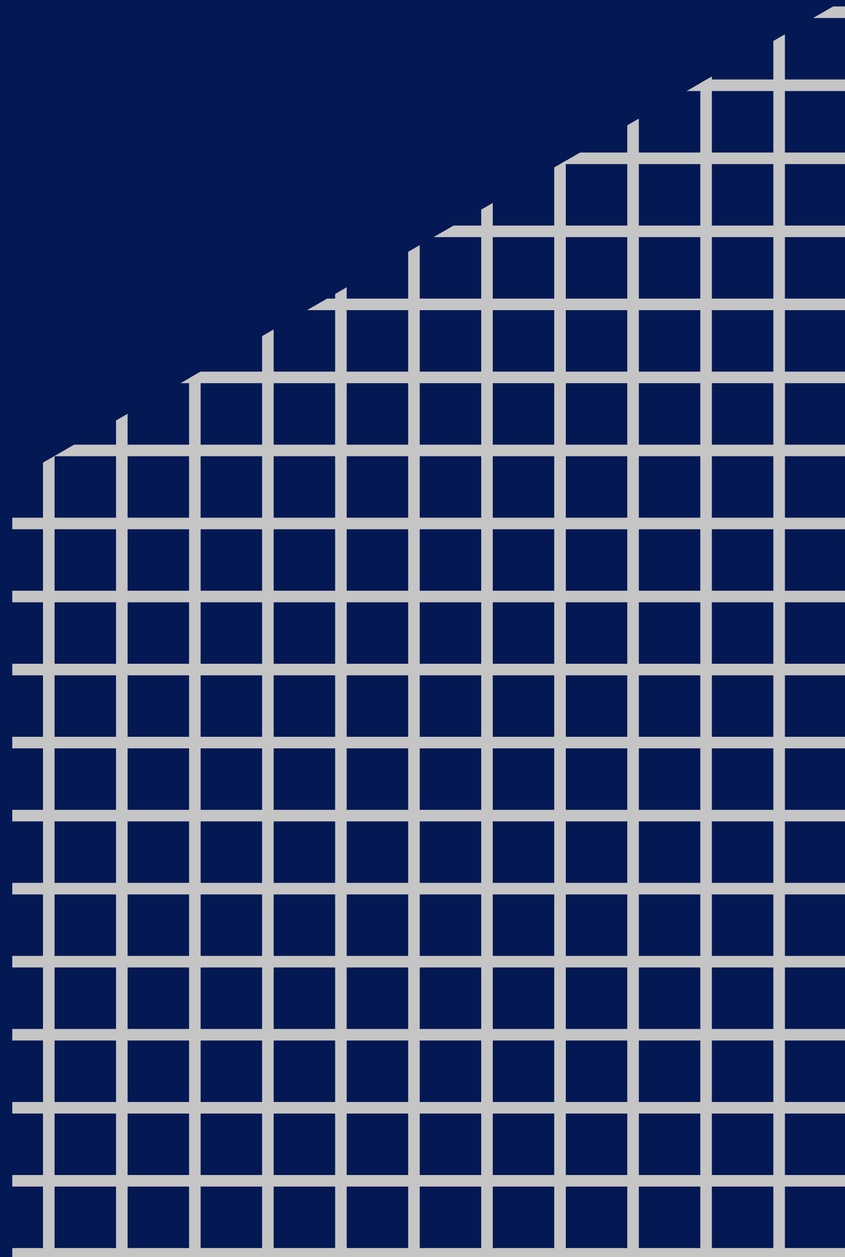
Annual accounts 2025-26



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STATEMENT OF COMPREHENSIVE INCOME AND EXPENDITURE FOR THE YEAR ENDED 31 MARCH 2026

	Note	2026	2025
		£'000	**£'000**
Income - continuing operations	2	106,353	102,702
Staff costs	3	(89,244)	(84,643)
Administrative costs	4	(14,194)	(18,807)
OPERATING SURPLUS/(DEFICIT)		2,915	(748)
Proceeds/(costs) on disposal of non-current assets		29	(4)
IFRS 16 lease de-recognition		24	0
Interest payable	13	0	(100)
Operating leases - interest	15	(29)	(29)
Amortisation and depreciation	5 & 6	(4,068)	(3,699)
Impairment of non-current assets	5 & 6	(26)	(7)
Restructuring costs	3	0	0
RETAINED DEFICIT FOR THE FINANCIAL YEAR		(1,155)	(4,587)
Gain/(loss) on revaluation of property, plant and equipment	5	0	0
NET OUTTURN		(1,155)	(4,587)
Operating costs (staff and admin costs)		(103,438)	(103,450)
Total costs (including interest)		(107,532)	(107,289)

The notes on pages 66 to 86 form part of these accounts.

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STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2026

		2026	2025
Non-current assets	Note	**£'000**	**£'000**
Property, plant and equipment	5	11,063	11,903
Right of Use Assets	5	4,341	2,778
Intangible assets	6	7,717	8,841
Receivables due after one year	9	20	22
TOTAL NON CURRENT ASSETS		23,141	23,544
Current assets			
Inventories	8	148	226
Trade and other receivables	9	4,737	4,619
Cash and cash equivalents	10	11,029	10,291
TOTAL CURRENT ASSETS		15,914	15,136
TOTAL ASSETS		39,055	38,680
Current liabilities			
Trade and other payables falling due within one year	11	33,760	36,519
ROU lease liability	11	184	588
Provisions for liabilities and charges	12	7,807	7,810
TOTAL CURRENT LIABILITIES		41,751	44,917
Non-current liabilities			
Trade and other payables falling due over one year	11	0	0
ROU lease liability	11	4,291	2,372
Provisions for liabilities and charges	12	890	862
TOTAL NON CURRENT LIABILITIES		5,181	3,234
TOTAL LIABILITIES		46,932	48,151
NET LIABILITIES		(7,877)	(9,471)

		2026	2025
Taxpayers' Equity			
Capital Loan	13	0	0
General Fund	SoCTE	(14,267)	(16,197)
Revaluation Reserve	SoCTE	6,390	6,726
TOTAL TAXPAYERS' EQUITY		(7,877)	(9,471)

The Accountable Officer authorised these financial statements.

Signed by:
Christopher Kerr
87EA778B0506493...

Christopher Kerr

Accountable Officer

29 October 2026

The notes on pages 66 to 86 form part of these accounts.

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2026

		2026	2025
CASH FLOWS FROM OPERATING ACTIVITIES	Notes	**£'000**	**£'000**
NET OPERATING DEFICIT	SoCNE	(1,155)	(4,587)
PROCEEDS/(COSTS) FROM DISPOSAL OF PROPERTY, PLANT AND EQUIPMENT	SoCNE	(29)	4
Interest payable	13	0	100
Adjustments for non-cash transactions			
Amortisation and depreciation	5 & 6	4,068	3,699
Impairment or disposal of non-current assets	5 & 6	26	7
Operating leases - interest		29	29
Operating leases - gain on de-recognition		(24)	0
External audit notional charge	SoCTE	85	65
MOVEMENTS IN WORKING CAPITAL			
(Increase)/Decrease in trade and other receivables	9	(116)	224
Increase/(Decrease) in trade and other payables	11	(3,522)	(5,453)
(Increase)/Decrease in inventories	8	78	1,241
Increase/(Decrease) in provisions	12	25	1,688
NET CASH FLOW FROM OPERATING ACTIVITIES		(535)	(2,983)
CASH FLOWS FROM INVESTING ACTIVITIES		**£'000**	**£'000**
Purchase of property, plant and equipment	5	(211)	(1,096)
Purchase of property, plant and equipment accrual adjustment		134	0
Purchase of intangible assets	6	(1,771)	(1,994)
Purchase of intangible assets accrual adjustment		698	0
Proceeds/(costs) from disposal of property, plant and equipment	SoCNE	29	(4)
NET CASH FLOW FROM INVESTING ACTIVITIES		(1,121)	(3,094)

		2026	2025
CASH FLOWS FROM FINANCING ACTIVITIES	Notes	**£'000**	**£'000**
Principle element of operating lease payments		(577)	(466)
Interest element of operating lease		(29)	(29)
Repayment of loans from NLF	13	0	(1,222)
Interest payable	13	0	(100)
Interest - Loan repayment		0	(56)
Early repayment loan cost		0	(251)
Transfers from Scottish Consolidated Fund (SCF)	SoCTE	3,000	12,000
NET CASH FLOW FROM FINANCING		2,394	9,876
Net increase/(decrease) in cash and cash equivalents in the period before adjustment for payments to the Consolidated Fund		738	3,799
Payments of amounts due to the Consolidated Fund		0	(6,000)
Net increase/(decrease) in cash and cash equivalents in the period after adjustment for receipts and payments to the Consolidated Fund		738	(2,201)
Cash and cash equivalents at beginning of period	10	10,291	12,492
Cash and cash equivalents at end of period	10	11,029	10,291

The notes on pages 66 to 86 form part of these accounts.

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

STATEMENT OF CHANGES IN TAXPAYERS' EQUITY

	GENERAL FUND	CAPITAL LOAN	REVALUATION RESERVE	TOTAL
	£'000	**£'000**	**£'000**	**£'000**
BALANCE AT 31 MARCH 2024	(17,675)	1,222	6,726	(9,727)
Net operating deficit for the year	(4,587)	0	0	(4,587)
Capital Loan repayments in period	0	(1,222)	0	(1,222)
Net gain/(loss) on revaluation of property	0	0	0	0
Auditors' remuneration	65	0	0	65
Parliamentary funding drawn down/(contribution)	6,000	0	0	6,000
BALANCE AT 31 MARCH 2025	(16,197)	0	6,726	(9,471)
Net operating deficit for the year	(1,155)	0	0	(1,155)
Net gain/(loss) on revaluation of property	0	0	(336)	(336)
Auditors' remuneration*	85	0	0	85
Parliamentary funding drawn down/(contribution)	3,000	0	0	3,000
BALANCE AT 31 MARCH 2026	(14,267)	0	6,390	(7,877)

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.

*Auditors' remuneration includes £9k of charges in relation to work on IFRS16 lease accounting and £13.5k of additional charges in relation to the 2024-25 audit.

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

1A. ACCOUNTING POLICIES

These financial statements have been prepared in accordance with the principle and disclosure requirements of the Government Financial Reporting Manual (FReM) for 2025-26, 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 basis.

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

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.

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

1.5 ESTIMATION TECHNIQUES

In applying RoS's accounting policies, the directors are required to make judgements (other than those involving estimations) that have a significant impact on the amounts recognised and to make estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The most significant estimates made by RoS relate to the property valuation, the sums recorded in provisions 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 estimates 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
- equipment and vehicles £5,000
- Information and Communications Technology (ICT) systems are capitalised where the pooled value exceeds £5,000

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.

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

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. 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. Valuations are carried out in the intervening years with annual market analysis considerations applied to provide a desktop valuation. A full valuation was carried out on 31 March 2026. Further details on this valuation are shown in note 5.

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.

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”) — over term of lease

Plant and machinery, and office equipment for the St Vincent Plaza office, including infrastructure set-up costs, are depreciated over 11 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 £10,000 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 (2025-26: £0.5m and 2024-25: £1.8m) 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

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

RoS relies primarily on income from statutory activities and is not exposed to any material liquidity risk.

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
- 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

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

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

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. 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 accountability 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, 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

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

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 in 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 adjusting events occurred after the reporting period which have had an effect on the annual report and accounts for 2025-26. One non-adjusting event occurred after the reporting period which has been disclosed in note 22.

1.22 ACCOUNTING STANDARDS ISSUED BUT NOT YET EFFECTIVE

All International Financial Reporting Standards, Interpretations and Amendments to published standards effective at 31 March 2026 have been adopted where applicable to RoS.

IFRS 17 Insurance Contracts (IFRS 17) is being applied by HM Treasury in the Government Financial Reporting Manual (FReM) from 1 April 2025. Management has assessed the standard and determined that it is not applicable to RoS's operations and therefore will have no impact on adoption.

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 obtained a complete valuation of land and building as at 31 March 2026.

The carrying amounts of land and buildings as at 31 March 2026 is reported in the tangible fixed assets note (note 5).

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).

Provisions and contingent liabilities for indemnity claims

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 2026. These assessments are based on 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 £200k 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 2026, 38% 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.

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

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.

2026	STATUTORY £'000	NON-STATUTORY £'000	TOTAL £'000
Income	99,982	6,371	106,353
Staff costs	(84,092)	(5,152)	(89,244)
Administrative costs	(13,568)	(626)	(14,194)
OPERATING SURPLUS	2,322	593	2,915

2025	STATUTORY £'000	NON-STATUTORY £'000	TOTAL £'000
Income	97,348	5,354	102,702
Staff costs	(79,624)	(5,019)	(84,643)
Administrative costs	(18,154)	(653)	(18,807)
OPERATING DEFICIT	(430)	(318)	(748)

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

2.1 INCOME FROM CONTINUING OPERATIONS

	2026	2025
	£'000	£'000
Statutory fees		
First Registrations	10,690	9,663
Transfers of Part	10,959	13,811
Dealings with Whole	69,733	65,326
Sasines	1,081	1,166
Chancery and Judicial Registers	1,836	1,876
ScotLIS	4,088	3,919
Moveable Transactions	66	0
Other statutory income	1,529	1,587
	99,982	97,348
Non-statutory fees		
Customer Services	145	152
Reports and other income (including recoveries)	6,226	5,202
	6,371	5,354
	106,353	102,702

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.

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

3. STAFF COSTS

	2026	2025
	£'000	£'000
Administration costs		
Wages and salaries	50,686	46,131
Social Security costs	6,730	4,909
Other pension costs	13,916	12,853
Inward secondments	150	83
Agency/contingent workers costs	17,522	20,450
Other staff costs	240	217
TOTAL ADMINISTRATION STAFF COSTS	89,244	84,643
Restructuring costs	0	0
TOTAL NET COSTS	89,244	84,643

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

AVERAGE NUMBER OF PERSONS EMPLOYED

	2026	2025
Average number of persons employed		
Registration	594	612
Corporate Services (including Business Development and Information)	500	481
TOTAL	1,094	1,093
Agency/contingent workers	113	132
Fixed term contract	6	2
Modern Apprentice	3	-
Secondees in	1	1
Secondees out	1	-
	1,218	1,228

4. ADMINISTRATIVE COSTS

	Note	2026	2025
		£'000	£'000
Staff-related costs			
Travel and subsistence expenses		61	59
Staff training		274	405
Other staff costs		384	380
Supplies and services			
Catering		73	69
Security		578	534
Equipment and services		7,663	9,086
General administrative expenditure		755	774
Services from Ordnance Survey		203	443
Copy deeds/quick copies		1	0
Professional fees		910	862
Bank charges		16	18
Loan early repayment cost		0	251
Indemnity and legal costs		414	299
Internal audit		40	40
Accommodation and utilities			
Estate charges		1,010	874
Operating leases - rents		71	77
Repairs, maintenance and minor works		600	543
Utilities		469	554
Environmental services		544	545
Non-cash items			
External audit	20	76	65
Movement in work in progress	8	(79)	2,895
Movement in provision for indemnity	12	103	12
Movement in provision for dilapidations	12	28	22
		14,194	18,807

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

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	£'000
Cost or Valuation								
at 01 April 2025	2,217	11,928	5,189	216	0	3,623	639	23,812
Additions	0	0	211	0	0	0	92	303
Transfers In/(Out)	0	0	0	0	0	0	0	0
Revaluation in year	(246)	(90)	0	0	0	2,146	0	1,810
Impairment	0	0	0	0	0	0	0	0
Disposals	0	0	(521)	(76)	0	0	(402)	(999)
AT 31 MARCH 2026	1,971	11,838	4,879	140	0	5,769	329	24,926
Depreciation								
at 01 April 2025	0	3,819	3,612	216	0	1,231	253	9,131
Charged in year	0	349	366	0	0	410	74	1,199
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	(521)	(76)	0	0	(211)	(808)
AT 31 MARCH 2026	0	4,168	3,457	140	0	1,641	116	9,522
NBV AT 31 MARCH 2026	1,971	7,670	1,422	0	0	4,128	213	15,404
NBV at 31 March 2025	2,217	8,109	1,577	0	0	2,392	386	14,681
Analysis of asset financing								
Owned	1,971	7,670	1,422	0	0	0	0	11,063
Under IFRS 16	0	0	0	0	0	4,128	213	4,341
Finance Leased	0	0	0	0	0	0	0	0
NBV AT 31 MARCH 2026	1,971	7,670	1,422	0	0	4,128	213	15,404

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

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 2024	2,217	11,928	4,889	325	0	3,623	549	23,531
Additions	0	0	1,096	0	0	0	250	1,346
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	0	0	0	0	0	0
Disposals	0	0	(796)	(109)	0	0	(160)	(1,065)
AT 31 MARCH 2025	2,217	11,928	5,189	216	0	3,623	639	23,812
Depreciation								
at 01 April 2024	0	3,470	4,057	324	0	821	266	8,938
Charged in year	0	349	351	1	0	410	147	1,258
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	(796)	(109)	0	0	(160)	(1,065)
AT 31 MARCH 2025	0	3,819	3,612	216	0	1,231	253	9,131
NBV AT 31 MARCH 2025	2,217	8,109	1,577	0	0	2,392	386	14,681
NBV at 31 March 2024	2,217	8,458	832	1	0	2,802	283	14,593
Analysis of asset financing								
Owned	2,217	8,109	1,577	0	0	0	0	11,903
Under IFRS 16	0	0	0	0	0	2,392	386	2,778
Finance Leased	0	0	0	0	0	0	0	0
NBV AT 31 MARCH 2025	2,217	8,109	1,577	0	0	2,392	386	14,681

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

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 31 March 2029.

Land and our Meadowbank House (MBH) building were revalued by the District Valuer Services (DVS) at £9.2m as at 31 March 2026. The basis of valuation is current value for in-use areas valued at £6.0m and market value for surplus areas valued at £3.2m. Formal inspections and valuations were carried out by the DVS, a division of the Valuations Office Agency. The valuations have been carried out by a Royal Institute of Chartered Surveyors (RICS) Registered Valuer and have been conducted in accordance with the RICS Valuation – Professional Standards 2014 UK Edition (revised April 2015). At the valuation date there has been a diminution in the public sector's ongoing requirement for these operational assets of £0.3m largely due to market factors impacting the land valuation. As the assets have been previously revalued, this is shown as a revaluation decrease in Taxpayers' Equity (note 13).

During the year, the Scottish Ministers entered into a lease modification, effective 26 March 2026, in respect of the lease of SVP. The modification removed a previously exercised break and extended the lease term to 31 March 2037, with a revised tenant break option at 31 March 2032.

In accordance with IFRS 16 as adapted by the FReM, the modification was treated as a remeasurement of the existing lease, resulting in an increase in the right-of-use (RoU) asset of £2.1m, recognised within RoU property additions in the year. The remeasured carrying amount of the RoU asset increased to £4.1m and is being depreciated on a straight-line basis over the revised remaining lease term to 31 March 2037.

The adjustment reflects the present value of revised lease payments over the extended lease term and was measured using a discount rate of 4.81% at the date of modification. The modification did not give rise to any gain or loss in the Statement of Comprehensive Net Expenditure.



Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

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 2025	2,289	19,281	5,303	26,873
Additions	659	0	1,112	1,771
Reclassification	(2,474)	2,474	0	0
Impairment	0	0	(26)	(26)
Disposals	0	(116)	(619)	(735)
AT 31 MARCH 2026	474	21,639	5,770	27,883
Amortisation				
at 01 April 2025	0	15,209	2,823	18,032
Charged in year	0	1,699	1,170	2,869
Reclassification	0	0	0	0
Impairment	0	0	0	0
Disposals	0	(116)	(619)	(735)
AT 31 MARCH 2026	0	16,792	3,374	20,166
NBV AT 31 MARCH 2026	474	4,847	2,396	7,717
NBV at 31 March 2025	2,289	4,072	2,480	8,841

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 2024	2,152	25,377	5,494	33,023
Additions	1,697	20	277	1,994
Reclassification	(1,554)	1,554	0	0
Impairment	(6)	0	(1)	(7)
Disposals	0	(7,670)	(467)	(8,137)
AT 31 MARCH 2025	2,289	19,281	5,303	26,873
Amortisation				
at 01 April 2024	0	21,555	2,174	23,729
Charged in year	0	1,324	1,117	2,441
Reclassification	0	0	0	0
Impairment	0	0	0	0
Disposals	0	(7,670)	(468)	(8,138)
AT 31 MARCH 2025	0	15,209	2,823	18,032
NBV AT 31 MARCH 2025	2,289	4,072	2,480	8,841
NBV at 31 March 2024	2,152	3,822	3,320	9,294

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

Software includes the Moveable Transactions and RCI which had an NBV of £1.5m and £0.5m respectively at 31 March 2026.

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

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 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. RoS does not have any borrowings and therefore the risk is not significant.



Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

8. INVENTORIES

	2026	2025
	£'000	£'000
WORK IN PROGRESS	148	226

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

	2026	2025
	£'000	£'000
Increase/(Decrease) in Asset balances	(78)	(1,241)
(Increase)/Decrease in provision	157	(1,654)
	79	(2,895)

9. TRADE RECEIVABLES AND OTHER CURRENT ASSETS

	2026	2025
	£'000	£'000
Amounts falling due within one year:		
Trade receivables and accrued income	792	674
Less: Provision for bad debts	(5)	(21)
	787	653
Other receivables	520	414
Prepayments	3,430	3,552
TOTAL RECEIVABLE WITHIN ONE YEAR	4,737	4,619
The above is further analysed as:		
Other central government bodies	375	314
Local authorities	27	22
NHS bodies	0	0
Bodies external to government	4,335	4,283
	4,737	4,619
Amounts falling due after more than one year:		
OTHER RECEIVABLES - SUBROGATION	20	22

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

10. CASH AND CASH EQUIVALENTS

	2026	2025
	£'000	£'000
Balance at 1 April	10,291	12,492
Net change in cash and cash equivalent balances	738	(2,201)
BALANCE AT 31 MARCH	11,029	10,291
The following balances at 31 March were held at:		
Government Banking System	8,999	8,414
Commercial banks and cash in hand	2,030	1,877
BALANCE AT 31 MARCH	11,029	10,291

11. TRADE PAYABLES AND OTHER CURRENT LIABILITIES

	2026	2025
	£'000	£'000
Amounts falling due within one year:		
Trade payables and accruals	4,257	3,965
Other payables	3	0
IFRS 16 Liability	184	588
Other taxation and social security	1,502	1,217
VAT/CIS	297	80
Fees received in advance	27,701	31,257
TOTAL DUE WITHIN ONE YEAR	33,944	37,107
Amounts falling due over one year:		
Trade payables	0	0
IFRS 16 Liability	4,291	2,372
	38,235	39,479
The above is further analysed as:		
Other central government bodies	1,999	1,311
Local authorities	231	349
NHS bodies	0	90
Bodies external to government	36,005	37,729
BALANCE AT 31 MARCH	38,235	39,479

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

12. PROVISIONS FOR LIABILITIES AND CHARGES

12.1 SCHEDULES

	INDEMNITIES	WORK IN PROGRESS	DILAPIDATIONS	TOTAL
	£'000	£'000	£'000	£'000
at 01 April 2024	108	6,036	840	6,984
Additional provision made	285	0	22	307
Revaluation of provision	68	1,654	0	1,722
Amounts incurred and charged against provision	(320)	0	0	(320)
Unused amounts reversed	(21)	0	0	(21)
AT 31 MARCH 2025	120	7,690	862	8,672
Additional provision made	551	0	28	579
Revaluation of provision	233	(157)	0	76
Amounts incurred and charged against provision	(546)	0	0	(546)
Unused amounts reversed	(84)	0	0	(84)
AT 31 MARCH 2026	274	7,533	890	8,697

Analysis of total provisions:

AT 31 MARCH 2025				
Current	120	7,690	0	7,810
Non-current	0	0	862	862
	120	7,690	862	8,672
AT 31 MARCH 2026				
Current	274	7,533	0	7,807
Non-current	0	0	890	890
	274	7,533	890	8,697

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

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 St Vincent Plaza leased property.

13. TAXPAYERS' EQUITY

13.1 REVALUATION RESERVE

The movement during the year of £0.3m is due to 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:

	2026	2025
	£'000	£'000
Property, plant and equipment	0	0
Intangible assets	0	0

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

15. LEASES

OPERATING LEASES

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

	2026	2025
Buildings:	£'000	£'000
Not later than one year	319	467
Later than one year and not later than five years	2,111	1,869
Later than five years	3,080	311
Less interest element	(1,231)	(69)
	4,279	2,578
Other:		
Not later than one year	76	153
Later than one year and not later than five	134	253
Later than five years	0	0
Less interest element	(13)	(25)
	197	381

From 01/04/2022 RoS applied IFRS 16 to operating leases and RoU assets. Corresponding liabilities as at 31/03/2026 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 2025	2,393	358	26	2,777
New leases	0	92	0	92
Depreciation Expense	(410)	(65)	(7)	(482)
Revaluation	2,145	0	0	2,145
Lease de-recognition	0	(191)	0	(191)
at 31 March 2026	4,128	194	19	4,341

The incremental borrowing rate used is 4.81% which is the HM Treasury nominal rate for IFRS 16 leases.

During the year, a modification to the lease of St Vincent Plaza (SVP), Glasgow was agreed, effective 26 March 2026, which resulted in an extension of the lease term to 31 March 2037 with a break clause in March 2032.

As required by IFRS 16 as adapted by the FReM, the lease liability was remeasured at the effective date of the modification to reflect revised future lease payments over the extended term. This resulted in an increase in the lease liability of £2.1m.

The remeasurement incorporates revised contractual rental payments up to the extended lease term and contractual rent free periods up to the first break clause in 2032. The revised lease liability was calculated using a discount rate of 4.81%, reflecting the HM Treasury Public Expenditure System (PES) incremental borrowing rate at the date of modification.

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

16. LOSSES

RoS settled 119 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 £310,000 (2024-25: 105 claims, £238,000).

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	2026	2025
	£'000	£'000
Opening FR WIP provision	(6,869)	(6,036)
Closing FR WIP provision	(6,182)	(6,869)
Change in provision	687	(833)
Cost of FR registrations	(27,880)	(23,883)
FR Income	10,703	9,663
LOSS	(16,490)	(15,053)

FROM TP REGISTRATION PROCESS		
	2026	2025
	£'000	£'000
Opening TP WIP provision	(821)	0
Closing TP WIP provision	(1,350)	(821)
Change in provision	(529)	(821)
Cost of TP registrations	(17,326)	(22,321)
TP Income	10,982	13,811
LOSS	(6,873)	(9,331)

17. CONTINGENT LIABILITIES

As at 31 March 2026, 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 £0.0m (2024-25: £0.0m). In 2025-26, 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 2026, the following standards and amendments have been issued but are not yet effective and have not been adopted early:

- IFRS 18 Presentation and Disclosure in Financial Statements
- IFRS 19 Subsidiaries without Public Accountability: Disclosures
- Amendments to IFRS 9 and IFRS 7
- Annual Improvements to IFRS Accounting Standards – Volume 11

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

20. AUDITORS' REMUNERATION

The following charges have been included in the accounts:

	2026	2025
	£'000	£'000
Statutory audit services	85	65
Total auditor's remuneration	85	65

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

The 2025-26 fee includes £9k of charges in relation to work on IFRS16 lease accounting and £13.5k of additional charges in relation to the 2024-25 audit, which were charged to us during the year ended 31 March 2026.

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 EVENTS AFTER THE REPORTING PERIOD

There was one non-adjusting event after the reporting period (2024-25: none). Subsequent to 31 March 2026, four new Non-Executive Directors, Mike Harlow, Elaine Lorimer, Michael Payne and Tom Saunders, were appointed to the RoS Board. All appointments became effective on 1 September 2026.

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

Appendices



Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

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

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

Appendix two:
Registers of Scotland Island Communities Impact Assessment (ICIA) 2025-26

Annual Reporting Return:

Name of Relevant Authority: Keeper of the Registers of Scotland

Reporting Period: 1 April 2025 to 31 March 2026

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 RoS Keeper has incorporated the Island Communities Impact Assessment (ICIA) consideration and decision-making process into RoS business processes, project planning and assurance checklists. This ensures that the need - or otherwise - for an ICIA is considered each time the development and delivery of a policy, strategy or service is undertaken. Completed ICIAs are published on the RoS website as part of Equality Impact Assessments (EQIA).

Please provide a list of policies, strategies or services for which your organisation has completed a Section 10 assessment ICIA: In this reporting period the following policies, strategies or services developed or delivered by RoS required ICIAs to have been completed, as part of an EQIA:

- Commercial Fees Review - Searches
- Employee Value Proposition (EVP)
- Mental Wellbeing Policy
- Commercial Fees Review – Land and Property Data (LPD) Products
- Commercial Fees Review – Plans Reports

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 RoS that were deemed requiring partial ICIAs to have been completed nor adjustments required for island communities.

Docusign Envelope ID: BD47110D-BD52-896A-803B-6041F45FAB8A

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. RoS recognises this through our support for trade union learning and equality initiatives.

A 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 RoS 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.

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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%	0
51%-99%	3
100%	4

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	£137,913
Provide the total pay bill	£89,243,643
Provide the percentage of the total pay bill spent on facility time, calculated as: (total cost of facility time ÷ total pay bill) x 100	0.15%

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%	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

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