

Keeping the balance

Land Registry
Annual Report and
Accounts 2007/8

Readers of this report

Her Majesty's Land Registry (Land Registry), established in 1862, is a government department in its own right, an executive agency and a trading fund that makes no call on monies voted by Parliament. By statute, it is required to ensure that its income from fees covers all of its expenditure under normal operating conditions.

Land Registry comprises the Registration of Title Department, dealing with its main business, and the much smaller Land Charges Department and Agricultural Credits Department. This report deals with the departments separately but the accounts are given for Land Registry as a whole.

The Secretary of State for Justice and Lord Chancellor is the minister responsible for Land Registry. This is the Chief Land Registrar's formal account to the minister of Land Registry's performance against each of the objectives and key performance targets set by the minister for 2007/8.

Copies of the report are made available to:

- Land Registry staff
- The Stationery Office bookshops for sale to members of the public
- the institutions representing those who regularly use our services
- those organisations with a particular professional or practical interest in conveyancing or other aspects of Land Registry's work
- academics in the field
- the professional and national press
- other government departments and agencies, including the Treasury and the Cabinet Office
- land registries overseas
- the United Nations, European Union and World Bank
- those individuals in institutions with a professional interest in public sector management.

For readers of this report who are not familiar with Land Registry terms, a glossary has been provided at Appendix 7. This report is available for online viewing on our website at www.landregistry.gov.uk

If you would like this annual report and accounts in a different format, including audio tape, Braille or large print, please contact Ian MacEachern by phone: 020 7166 4496 or email: ian.maceachern@landregistry.gsi.gov.uk



Report to the Secretary of State for Justice and Lord Chancellor by the Chief Land Registrar and Chief Executive on the work of Land Registry for the year 2007/8.

Report prepared pursuant to section 101 of the Land Registration Act 2002, and accounts prepared pursuant to Section 4(6) of the Government Trading Funds Act 1973, of HM Land Registry Trading Fund as at 31 March 2008, together with the Report of the Comptroller and Auditor General.

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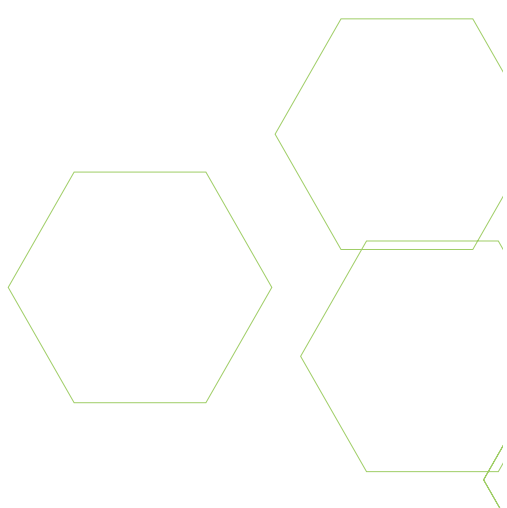
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Highlights of 2007/8

Royal approval
Staff at Croydon Office moved into their new Trafalgar House office building in July and the premises were officially opened by Her Royal Highness The Princess Royal in January. Trafalgar House is designed to be exceptionally environmentally friendly, gaining an 'excellent' rating under the British Research Establishment's Environmental Assessment Method. "It's a pleasure to see Land Registry keeping up with the needs of the future," said Her Royal Highness.
The Princess Royal chats to senior managers Andy Howarth and Alasdair Lewis



Graduating with honours

Hundreds of students who successfully completed the Land Registration Qualifications were honoured at two ceremonies at the Law Society in London. The candidates were drawn from Land Registry offices and law firms, banks, building societies and local authority offices across England and Wales.

Diploma students celebrate their success with barrister Charles Harpum and Chief Land Registrar Peter Collis



Focus on equality

Land Registry's commitment to diversity was strengthened by the creation of a Black & Minority Ethnic Focus Group for staff. It joined the existing Lesbian Bisexual Gay & Transgender Focus Group, which has helped Land Registry climb to 51st place in Stonewall's Workplace Equality Index.

Safe and secure

Security in many of Land Registry's offices is "commensurate with worldwide best practice", according to an external assessor who accredited the organisation with the new information security standard ISO27001. The award recognises that Land Registry is keeping pace with the constantly changing security environment and safeguarding its information and systems.

In the country

Each year members of staff walk, run or cycle part of a long-distance route in the English or Welsh countryside. The Land Registry Relay is a charity fundraiser that brings together colleagues from across the organisation's offices. This year's event was held along the Cotswold Way in Gloucestershire.



Leading lights

Regular leadership forums give staff on the Future Leaders Development Programme the chance to debate policy issues with senior managers. October's theme was the impact of central government initiatives on Land Registry.



Staff celebrations

Two major anniversaries were reached during the year. Information Systems in Plymouth celebrated its 40th birthday, tracing its history back to the first advert for automatic data processing staff in 1967. The Lytham and Lancashire offices have been around even longer, marking 50 years since the first seven recruits assembled in Lytham St Anne's.

Chief Land Registrar Peter Collis prepares to 'have a go' at creating an old-style paper title plan at Lancashire Office's anniversary event



In position

The Positional Accuracy Improvement programme has brought Land Registry's data in line with Ordnance Survey's new and improved rural maps. A total of 7.25 million indexings, representing an area of 160,000 km², was shifted in a project completed more than six months ahead of schedule.

Landmark registrations

A landmark in Land Registry's voluntary registration campaign was reached early in the year when new applications meant 64 per cent of England and Wales was now registered. The Longleat Estate and parts of Snowdonia and Salisbury Plain were among the registrations completed during the year.

Longleat House



Business as usual

Emergency planning proved its worth when Gloucester Office had to close in the aftermath of the July floods. With no electricity or water supply, a small team carried on working in the building while other offices took the strain of Gloucester's workload. Prior planning and great teamwork ensured customer service was not affected.

Testing times

Conveyancers, estate agents, homebuyers and sellers in Portsmouth, Eastleigh and Bristol took part in a trial of Land Registry's e-conveyancing Chain Matrix prototype. The lessons from the trial informed how the organisation will take forward e-conveyancing in 2008 and 2009.



Changes at the top

Long-serving Human Resources Director Linda Daniels (pictured) retired from Land Registry after 41 years with the organisation. Linda was succeeded by Malcolm Dawson, who was previously Director of Pay & Grading at the Ministry of Justice. Annette Davies-Govett joined the Land Registry Board at the end of the year in the new post of Commercial Director.



Funds for the future

Gross income from added value product service sales has increased from £1.8 million in the 12 months to March 2007 to £3.2 million in the same period to March 2008. These are funds that can be reinvested in future investment or improve quality across all our services.

Sport for all

Sports day is the second of Land Registry's two major sports and social events of the year. Portsmouth Office hosted the 2007 event at HMS Temeraire on the city's waterfront, with a party at the University of Portsmouth rounding off the day's exertions.



Foreword

By the Chief Land Registrar and Chief Executive

The dominant news story of the last few months of 2007/8 was undoubtedly the mounting speculation over whether property prices were heading for a fall. Land Registry's monthly House Price Index featured prominently in the media coverage as the most authoritative guide to the trend in prices and the volume of transactions.

Any hint of a slump in the property market is of concern to Land Registry. If fewer homes are bought and sold, there will inevitably be less work for our registration teams to do. We, of course, have plans in place for such an eventuality and these are being implemented as and when required. At the same time the situation gives us a chance to highlight how widely Land Registry's services have diversified beyond straightforward registration.

There's no greater illustration of this than to look at the range of online and printed communication that we produce for customers. We have leaflets and folders promoting our voluntary registration campaign, our commercial services and our education and training programmes. We put out regular bulletins on the progress of e-conveyancing and changes to our policy and practice. In 2007/8 we ran a series of central consultations on a variety of key topics and we created a new gateway to our three main websites.

All this shows both how our work is expanding above and beyond our core business and how much we value and depend upon our interaction with our professional customers and the public. We stay in touch with our customers through a variety of means and we are never complacent about how well we are communicating with them. Over the past year we have trialled new methods of measuring customer satisfaction, such as telephone polling, and commissioned research on the effectiveness of our magazine *Landnet*. The results of our new-style customer satisfaction survey show extremely positive ratings for Land Registry with 97.2 per cent rating our overall service as excellent, very good or good against our key performance indicator target of better than 95 per cent.

Our customers are undoubtedly keen to be kept informed about the progress we're making in putting our services online. In 2007/8 we made significant progress by putting in place a system for attaching electronic signatures to documents, which will allow the electronic lodgement of applications with deeds attached.

We also carried out a trial of a prototype Chain Matrix service, which would allow everyone involved in a homebuying chain to monitor its progress online. The trial taught us valuable lessons and we need to carry out further research on how best to develop Chain Matrix while we concentrate on making our existing registration services electronic.

Electronic conveyancing is a challenge and an opportunity for our customers and ourselves. As we widen our electronic services, the work we do in our local offices will develop and broaden. But nothing will replace the expertise built up by our dedicated and loyal staff.

Their skills and commitment were amply demonstrated when our Gloucester Office was forced to close for nearly two weeks due to the July floods. This was the first time in our history we have had to close an office for normal business for so long. Our staff rose to the challenge magnificently, redirecting and completing work in other offices to minimise the impact on customers.

There's been further evidence from the continuing success of our voluntary registration campaign. By encouraging landowners to register before they carry out any transactions, we've increased the coverage of the Land Register from 48 per cent of England and Wales three years ago to 64 per cent today.

Last year a specially designed Land Registry trailer went out on the road for the first time, visiting rural shows and events to get the registration message across. Again this shows we're always looking for new ways of communicating with our customers.

All this demonstrates that Land Registry's people are far more than registrars of land. They're a flexible, modern team with collective skills in sales, marketing, communication, training, fraud prevention, procurement and much more. They give me the confidence that Land Registry will cope with any eventuality, whether it's the record intakes of the first six months of the year or the prospects for a slowdown in transactions as the year drew to a close.

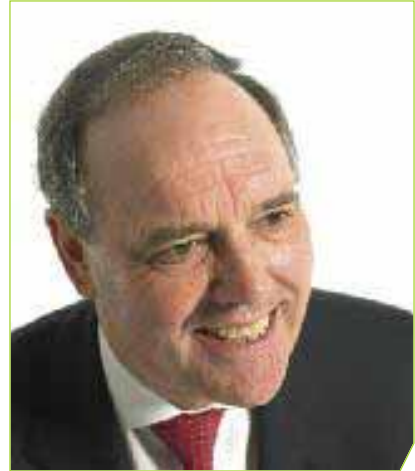
Whatever the challenge, we will continue to meet our commitment to make property transactions easier for all.

Peter Collis CB HonRICS CCMl
Chief Land Registrar and Chief Executive
June 2008

Directors



Peter Collis CB HonRICS CCMI
Chief Land Registrar and
Chief Executive



Ted Beardsall CBE
Deputy Chief Executive



Joe Timothy
Director of Legal Services and
Deputy Chief Land Registrar



Andy Howarth
Director of Operations



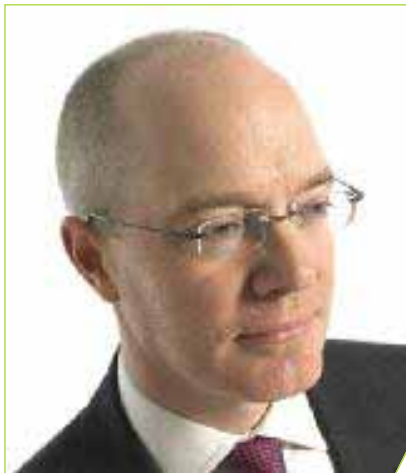
Heather Foster
Finance Director



John Wright
Director of Information Systems



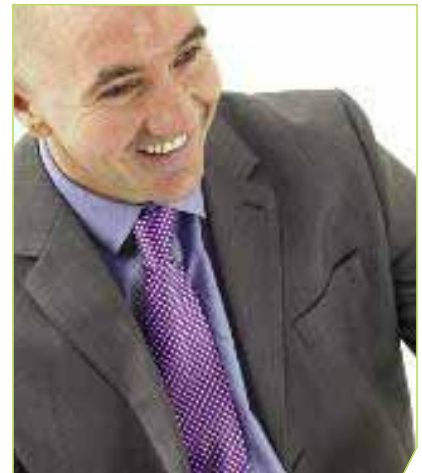
Mike Cutt
Non-Executive Director



Malcolm Dawson
Director of Human Resources



Annette Davies-Govett
Commercial Director



David Rigney
Non-Executive Director

Our business

Land Registry's mission is to provide the world's best service for guaranteeing ownership of land and facilitating property transactions.

In pursuit of this mission, Land Registry's principal aims are:

- to maintain and develop a stable and effective land registration system throughout England and Wales as the cornerstone for the creation and free movement of interests in land
- on behalf of the Crown, to guarantee title to registered estates and interests in land for the whole of England and Wales
- to provide ready access to up-to-date and guaranteed land information, enabling confident dealings in property and security of title
- to provide a Land Charges and Agricultural Credits service.

Our core business is to register titles to land in England and Wales and record dealings (for example, sales and mortgages) with registered land.

Building on more than 140 years' experience, Land Registry has developed state-of-the-art IT systems through which all our registration work is processed. We serve a population of 54 million and facilitate one of the most active property and mortgage markets in the world. Our computerised register, guaranteed and accessible online to anyone, handles in the region of 4.5 million transactions and 11 million enquiries annually; our register is the largest online transactional database globally and the security of that data fully meets ISO27001 standards.

The Land Register, comprising more than 21.6 million titles, has been open to public inspection since December 1990.

Our mission, vision and strategic objectives

Our mission

To provide the world's best service for guaranteeing ownership of land and facilitating property transactions.

Our vision

Making property transactions easier for all.

Our strategic objectives

Our strategy seeks to develop or enhance existing services as well as introduce new services, with the overall aim of making property transactions easier for all.

We have identified four key areas for development: customer service, land registration, electronic service delivery and other business. To ensure we deliver improvements within each of these areas, we have agreed with our ministers a number of long-term strategic objectives, affirmed each year.

Customer service

- 1 Continue to make improvements to the delivery of services to all stakeholders.

Land registration

- 2 Deliver timely and effective secondary legislation in relation to land registration.
- 3 Create a comprehensive Land Register for England and Wales.

Electronic service delivery

- 4 Introduce an electronic conveyancing system through which most property transactions will be effected.

Other business

- 5 Develop a broader range of services for property professionals, the public and others.

Each year we address strategic objectives 1 and 2 by continually improving our services and ensuring that our legislation is up to date and meets the needs of our stakeholders. Our intention is to achieve strategic objective 3 within the next decade by committing each year to register a challenging target of additional hectares of land for the first time. Strategic objectives 4 and 5 will be achieved progressively through the year-on-year introduction of new services and service delivery systems.

To ensure we deliver annually against these objectives, Land Registry is set a key performance target for each of our development areas. The targets for 2007/8 and our performance against them are shown in the table on page 16 under the section titled *Strategic development areas*.

Our key performance indicators

As well as setting the key performance targets for our development areas, each year the Secretary of State for Justice and Lord Chancellor sets Land Registry the targets for our key performance indicators (KPIs) to ensure our customers continue to receive an excellent land registration service.

Progress towards achieving these KPI targets is monitored throughout the year by a robust management information system, and performance information is published in a range of formats on a regular basis.

Our performance against the KPI targets and wider business performance measures for 2007/8 is shown in the following table. Our KPI targets for 2008/9 can be found in Appendix 3. Explanations of the KPIs shown opposite can be found in Appendix 4.

How we performed against our key performance indicator targets 2007/8

	Target 2007/8	Achieved 2007/8
Customer service		
Speed		
Percentage of official copy and official search applications processed within two working days	98	98
Percentage of all registrations processed within 18 working days	80	88.1
Accuracy		
Percentage of registrations processed free of any error	98.5	98.9
Overall satisfaction¹		
Percentage of customers who rate the overall service provided by Land Registry as excellent, very good or good	Better than 95	97.2
Financial		
Percentage return on average capital employed	3.5	16.3
Efficiency		
Cost per unit in cash terms ² (<i>real terms</i> ³)	£30.21 (£20.61)	£24.11 (£16.45)
Strategic development areas		
Customer service		
Provide a sustainable and scalable e-security infrastructure solution, providing role-based access, identity management and future e-signature functionality, for Land Registry's external and business customer base		Achieved
Land registration		
Add a further 550,000 hectares of land to the total areas of registered freehold land in England and Wales		Achieved 701,245 at year end
Electronic service delivery		
Complete a review of responses to the consultation paper on the Land Registration (Network Access) Rules and the Land Registration (Electronic Communications) Order and report to ministers		Achieved
Other business development		
Move the Land Registry corporate website to the new portal and establish the portal for the use of one or more of the following customer segments: citizens, conveyancers, lenders, estate agents		Achieved

¹ The 2007/8 figure is derived from the average of data collected from two in-year telephone interview-based customer satisfaction surveys.

² Based on the GDP deflator issued by the Treasury on 28 March 2008 (base year 1992/3).

³ The real term unit cost in the base year of 1992/3 was £30.65.

⁴ Based on title extents (see also note 4 on page 17).

Our wider business performance for 2007/8

	Achieved 2006/7	Achieved 2007/8
Customer service		
Speed		
Percentage of customers who rate the speed of service of official copy and official search applications as excellent, very good or good ¹	99.2 ²	99.0
Percentage of customers who rate the speed of services of registrations as excellent, very good or good ¹	98.3 ²	91.6
Number of days taken to process as at 31 March:		
first registrations	13	12
dispositional leases	20	12
transfers of part dealings of whole	19	12
official copies	6	5
official searches	3	2
official searches	1	1
Percentage of general correspondence (letters, faxes and emails) responded to within five working days	97	96
Accuracy¹		
Percentage of customers who rate the accuracy and quality of registrations as excellent, very good or good	98.2 ²	94.2
Overall satisfaction¹		
Percentage of customers who rate the overall service provided by Land Registry as excellent or very good	49.8 ³	84.4 39.7 excellent 44.7 very good
People		
Average number of training days per person	6	8.59
Strategic		
Number of registered titles (millions)	21.079	21.626
Percentage area of freehold of England and Wales registered ⁴	59.46	63.99
Number of registrations:		
first registrations	304,391	246,742
discharges	2,605,620	2,541,679
mortgages	2,723,530	2,592,905
transfers for value	1,480,819	1,401,520
leases	197,546	228,988

¹ The 2007/8 figure is derived from the average of data collected from two in-year telephone interview-based customer satisfaction surveys.

² The 2006/7 figures are derived from a different customer satisfaction survey methodology that determined the percentage of customers who were very satisfied or satisfied.

³ The 2006/7 figure was derived from a different customer satisfaction survey methodology that determined the percentage of customers who were very satisfied with the full range of services provided by Land Registry.

⁴ Based on indexings (see also note 4 on page 16)



Intakes and outputs

Overall intake increased by 5 per cent over that received for 2006/7.

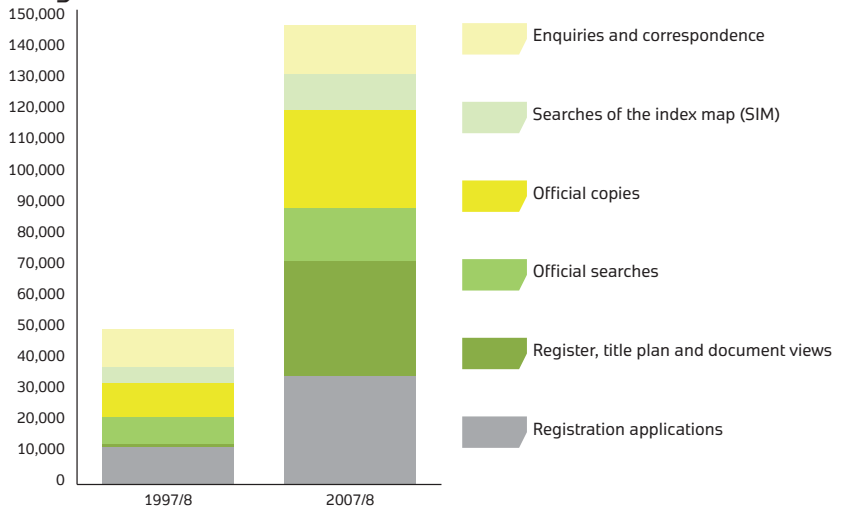
We received 36,285,336 applications over the year. This equates to a unit intake for 2007/8 of 16.110 million, compared with the budget forecast of 13.805 million.

At 14,718,097, intakes of preliminary services applications have increased by 0.4 per cent on the previous year's 14,660,341 applications.

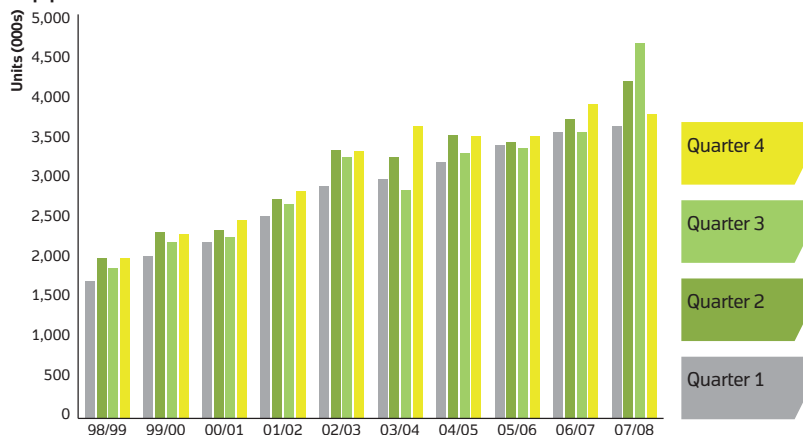
Output for the year was 36,322,484 applications, which is 5.4 per cent more than achieved for 2006/7.

Full details of our year's workload are shown at Appendix 1.

Daily intakes in 1997/8 and 2007/8



Applications received (in units)



Overall customer satisfaction

In April 2007, Land Registry reviewed how we carried out our customer satisfaction survey. Following the review, the Land Registry Board approved the trial of a new methodology based on six-monthly telephone interviews. Although the board recognised there would be some disadvantages, such as the loss of trend data and the loss of data on individual offices, they considered these would become less significant in the longer term and be outweighed by the advantages.

The new method would:

- provide a better understanding of the factors that affect the customer experience and satisfaction
- provide a better understanding of the key drivers of satisfaction and the key areas of importance to customers
- better identify key areas for improvement.

Following the success of the trial Internal Audit endorsed the new methodology as a suitable measure of performance. The board agreed the results should be used as the official measure for our 2007/8 customer satisfaction KPI target and that the new methodology would be adopted for subsequent years.

The results of our new customer satisfaction survey methodology show extremely positive ratings for Land Registry with 97.2 per cent rating our overall service as excellent, very good or good against our KPI target of better than 95 per cent. This is on a par with the satisfaction rating achieved in 2006 for very satisfied and/or satisfied. Also 91.4 per cent rated Land Registry on overall value for money as excellent, very good or good, and 81.5 per cent agreed strongly with the statement that Land Registry is a professional, efficient and courteous public service.

Additionally, our survey showed that Land Registry staff received above average ratings (excellent or very good) across all services in providing information and guidance, especially for helpfulness and courtesy (77.6 per cent) and for knowledge and competence (68.8 per cent).

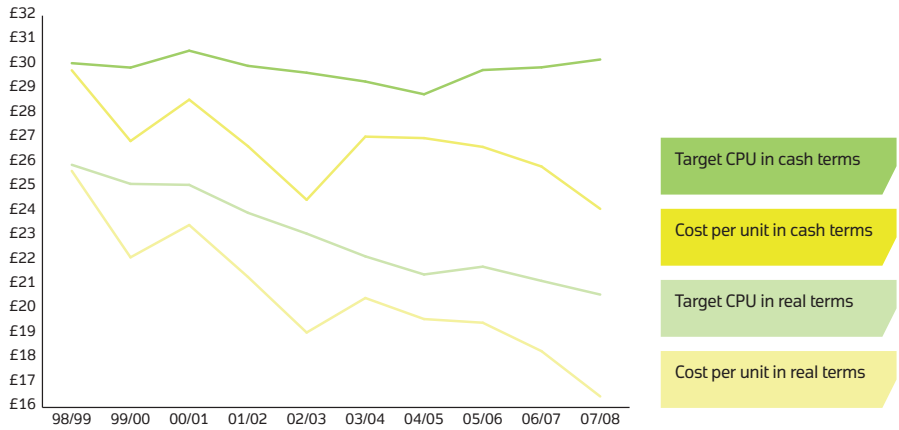
Efficiency

We met our cash cost per unit target, the year-end figure being £24.11 against a target of £30.21.

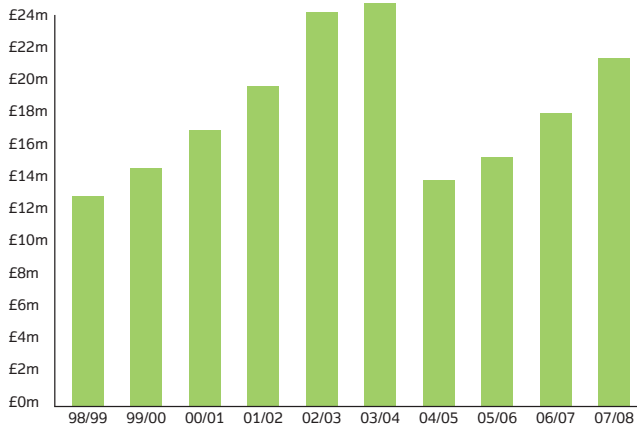
Fee income for the financial year was £482.9 million against a 2006/7 figure of £474.5 million. Total expenditure was £400.1 million against £382.1 million for 2006/7.

We met our target for the Return on Average Capital Employed of 3.5 per cent with an outturn of 16.3 per cent. A dividend of £19.71 million for the financial year is payable to the Consolidated Fund (£16.55 million in 2006/7).

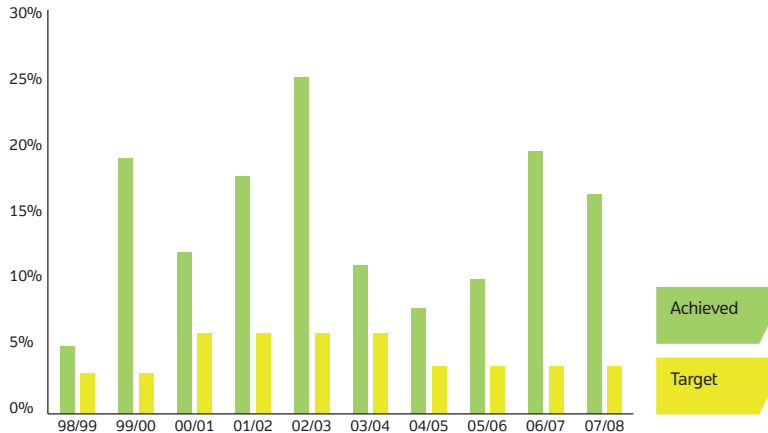
Cost Per Unit



Dividend to the Consolidated Fund



Return on average capital employed

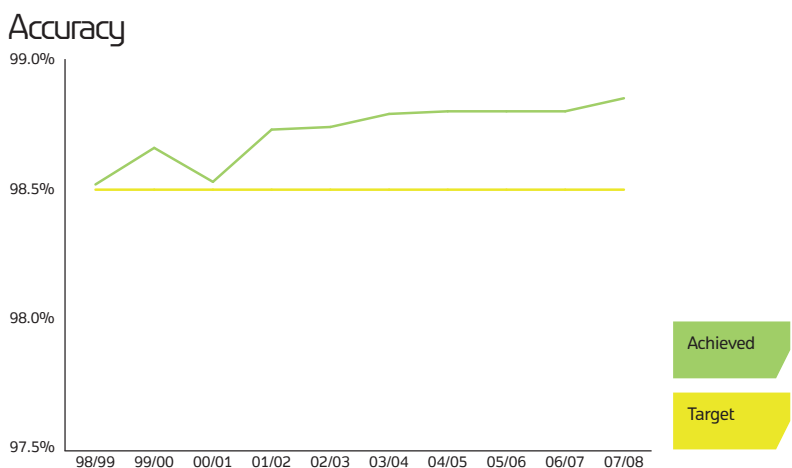


Accuracy

We achieved our KPI relating to the accuracy of casework. We processed 98.9 per cent of all cases free from error against the target of 98.5 per cent.

The results of our new customer satisfaction survey showed that 94.2 per cent of customers rated the accuracy and quality of casework in 2007/8 as excellent, very good or good compared with the 98.2 per cent of customers who were very satisfied or satisfied with the accuracy of registrations during the previous year.

The percentage of customers who rated the accuracy and quality of completed registrations as excellent (26 per cent) or very good (39.4 per cent) was 65.4 per cent. Last year, 45.3 per cent of customers were very satisfied with the accuracy of completed registrations.



Speed

We also achieved our KPI of processing 80 per cent of all registrations within 18 working days, with 88.1 per cent completed within the target and 84.4 per cent completed within 15 days. During 2006/7 (when intakes were lower), the results were 88.6 per cent within 18 days and 85.3 per cent within 15 days.

We are striving to process dealings of whole (where no amendment is needed to the title plan) on a 'same-day' basis. This year, on a daily basis, we completed more than 61 per cent of such applications on the day of receipt (compared with last year's figure of 60 per cent). Those we could not complete were usually awaiting confirmation by lenders that a mortgage had been discharged.

The results of our new customer satisfaction survey showed that 91.6 per cent of customers rated our speed of service of substantive casework for 2007/8 as excellent, very good or good, and 99 per cent rated the speed of service of preliminary services as excellent, very good or good.

Standards of service

Our target standards of service, and our achievements against them, are published each year in our annual report and accounts as well as being displayed in our customer information centres across England and Wales.

Practitioners' advisory committees are also regularly informed. Information relating to our performance against these targets is published on our website www.landregistry.gov.uk and in our customer magazine *Landnet*.

Our annual business plan contains full details of our key performance indicator targets and is published on our website.

Land Registry's statement of service standards is set out in Appendix 2.

Land Charges and Agricultural Credits

The Land Charges Department operates under the authority of the Land Charges Act 1972. The department maintains registers of Land Charges, pending actions, writs and orders affecting land and other encumbrances registered against the names of owners of property, which are not registered under the Land Registration Acts.

Agricultural Credits is responsible for maintaining a register of short-term loans by banks under Part II of the Agricultural Credits Act 1928. These charges are secured on farming stock and other agricultural assets of the farmer.

This year the combined totals of applications dealt with by the Land Charges and Agricultural Credits departments was 4,841,043, which represents a reduction of 7.3 per cent over the totals for 2006/7.

The total number of searches processed was 4,562,579, which is a reduction of 7.3 per cent.

The proportion of official search and official copy applications made by telephone, direct access and fax increased to 87 per cent of the totals received during this year, compared with 83 per cent in 2006/7, with 89 per cent of official copy applications being delivered in this way. Seventy-four per cent of Land Charges searches are now processed through Land Registry Direct and the National Land Information Service. The percentage of telephone searches conducted as a proportion of total search applications received fell to 13 per cent compared with 20 per cent in the previous year.

The Agricultural Credits Department

Year	New registrations	Cancellations and rectifications	Searches
2005/6	1,021	928	3,769
2006/7	1,250	860	4,356
2007/8	1,267	808	4,269

The Land Charges Department

Type of application	Number of applications or names in 2007/8	Percentage variation compared with 2006/7
New registrations, rectifications and renewals	171,518	-2.4
Cancellations	24,769	-17.8
Official searches:		
– Full searches	642,559	-9.0
– Searches limited to insolvency	3,920,020	-7.0
Official copies	75,833	-14.5
Total	4,834,699	-7.3

Register development

Creating a comprehensive register of land in England and Wales is vitally important to Land Registry. It will mean every registered landowner has the best possible legal protection and buyers have access to good title information, making buying and selling easier for everyone concerned. In 2007/8 we added a further 4.5 per cent of freehold land in England and Wales to the register, which means 64 per cent is currently registered.

We exceeded our target for increasing the total area of registered freehold land in England and Wales with the help of some notable registrations. Marble Arch, Horse Guards Parade and Harrow School have been registered, as have parts of Snowdonia National Park, Windsor Great Park and Salisbury Plain. The registration of Longleat Estate is also complete. In addition, we carried out a successful events programme, visiting major agricultural shows across the country.

After a review of our register development team structure, activity is now being carried out from eight regional locations: Durham, York, Peterborough, Weymouth, Plymouth, Wales, Telford and Lancashire. These locations have been chosen not only for their proximity to large areas of unregistered land but also to ensure coverage of England and Wales.

Each has a register development manager in place, with a small team. They have responsibility for specific geographical areas, between them supporting the whole of England and Wales. The register development managers and their teams are responsible for actively generating voluntary registrations to increase the percentage of registered land.



Longleat House



Horse Guards Parade

New first registration triggers

In order to support the creation of a comprehensive land register for England and Wales, we issued a consultation paper and ran a public consultation from 19 November 2007 until 29 February 2008. The paper proposed that two new events (the appointment of new trustees of land and the partition of land among trust beneficiaries) become triggers requiring the first registration of the land affected by those events, by an order being made under section 5(1) of the Land Registration Act 2002. The responses are now being evaluated.

Rules review

An internal review of the Land Registration Rules 2003 was completed in 2007/8 together with a public consultation exercise on proposed amendments to the Rules, which commenced on 8 October 2007 and was completed on 14 January 2008. The replies to the consultation are being analysed and the final report on the consultation will be published in July 2008.

Legislation

Land Registry successfully implemented the Land Registration Act 2002 and Land Registration Rules 2003 on 13 October 2003. The new legislation, which replaced the 1925 Land Registration Act, provides for improved national systems for land registration, guaranteed ownership, transfers, leases and mortgages. The new legislation also provides for the use of e-technologies, in preparation for electronic conveyancing.

Accordingly, two sets of draft rules on access to the e-conveyancing network and on specific electronic transactions were the subject of consultations in 2007 and further consultations will follow.

Additionally, Land Registry seeks views through public consultation on proposals to amend or introduce new rules to improve and simplify practice for the benefit of customers and reduce the administrative burden on them.

Our organisation

Our organisation

Land Registry was created as a separate government department in 1862 and became an executive agency on 2 July 1990 and a trading fund on 1 April 1993. The Chief Land Registrar is the Head of the Department, full Accounting Officer and Chief Executive of the executive agency. He is a statutory office holder and is responsible for conducting the whole business of land registration in England and Wales. He reports to the Secretary of State for Justice and Lord Chancellor.

During 2007/8, Land Registry operated through 24 proper offices (each of which dealt with land in particular administrative areas) located throughout England and Wales, a London-based Head Office and offices in Plymouth housing the Land Charges and Agricultural Credits departments and our Information Systems Directorate.

However, as part of Land Registry's plans to rationalise its office accommodation we intend to close our York and Harrow offices in 2010, and where we have two offices in Birkenhead, Durham, Lytham, Nottingham and Swansea, they will in due course be merged and replaced by a single office.

Before each merger, the two offices will operate as one. So that applications are not delivered to the two offices which are due to be closed (and which will be sub-offices in the meantime), and to give effect to the merger of the two Durham offices, first to merge on 1 April 2008, a new Proper Office Order was made and laid before Parliament on 14 December 2007.

As a consequence of this Order, on and after 1 April 2008, Land Registry will operate through 21 offices and two sub-offices. Appendix 6 contains contact details for Land Registry offices.

Corporate governance

From April 2006 Land Registry has operated two boards – the Land Registry Board, including non-executive directors, and the Executive Board, which has the same membership but excludes the non-executive directors.

The Land Registry Board assists the Chief Land Registrar and Chief Executive in his ultimate responsibility and accountability for the good governance and performance of Land Registry. It sets out a mission and vision for Land Registry and owns the values that guide the organisation as it moves forward. It determines the future strategies for Land Registry and the organisational structure that will enable those strategies to be realised. It is the forum in which strategies and major policy issues are discussed and decided.

The Executive Board delivers the annual business plan and is responsible for the day-to-day management of Land Registry.

These boards are supported by a number of subsidiary boards, which either oversee specific aspects of Land Registry's operations or provide assurance.

New identity checks

For most people, land is their most important or most valuable asset. Privately owned homes in England and Wales are alone worth £3.6 trillion. Property, therefore, can be a tempting target for fraudsters. Fraud is an increasing problem for society, to which Land Registry is not immune. We have been investigating what additional safeguards can be introduced to deter and prevent fraud. As there is a higher risk of fraud where the applicant or disponent is not legally represented we have widened the types of

applications where evidence of identity is required.

Formerly, we normally only asked for verification of identity in cases of lost deeds but since 3 March 2008 identity evidence is required for applicants and disponents who are not legally represented for the following types of applications.

- Transfers (whether or not for value).
- Leases (whether or not for value).
- Charges.
- Discharges in paper form.
- First registrations where

the title deeds have been lost or destroyed.

Our aim has been to reduce the chances of a fraudulent application being lodged for registration without placing undue regulatory burdens on our customers. Similar procedures are used by many other organisations.

We have published a new Public Guide 20 – *Identity checks* that sets out our requirements. The guide and the ID forms are available from www.landregistry.gov.uk or from any of our local offices.

An integral part of delivering improved service is to ensure that Land Registry continues to operate sound mechanisms for internal control. In April 2007, the Land Registry Board considered the governance arrangements for all its forward change initiatives and concluded that Land Registry should consolidate its various programme structures. As a consequence, all projects are now rationalised under two new programmes: the Business Transformation Programme, which oversees and drives forward the realisation of the new business model described in our Blueprint for the future, and the Business Effectiveness Programme, which improves the efficiency and effectiveness of our current business model.

More pertinently, a new governance structure has been introduced, and the former Programme Management Board, Business Change Programme Board, E-conveyancing Programme Board and Registration Change Board have been replaced with a simpler structure to oversee the new programmes. An organisational chart showing Land Registry's revised corporate governance structure together with its committees and their purpose is at Appendix 8.

Risk management

Effective risk management is crucial to the delivery of Land Registry's strategic objectives. The Land Registry Board identifies and actively manages its major corporate and strategic risks and has efficient risk management processes in place across the organisation. In particular Land Registry constantly reviews its procedures to tackle fraud. During 2007 we introduced a robust anti-fraud strategy. Security control and access restrictions are in place to prevent the fraudulent transfer of land titles and to prevent our online register from being abused and accessed illegally.

In February 2008, Land Registry followed Cabinet Office guidance on data handling procedures in government and conducted a thorough review of its internal controls for managing information risk. We have initiated steps to ensure we are fully compliant with the specific minimum measures to protect personal information.

In response to these wider Government data security concerns, in January 2008 we temporarily grounded all laptops and pocket PCs while we developed an encryption solution. The solution was rolled out to all essential laptop users within 10 days and to our full population of 550 users within a six-week period.

Land Registry confirms that in 2007/8, as with previous financial years, there have been no protected personal data related incidents formally reported to the Information Commissioner's Office, or any centrally recorded protected personal data related incidents not formally reported to the Information Commissioner's Office.

Land Registry will continue to monitor and assess its information risks in order to identify and address any weaknesses and ensure continuous improvement of its systems.

As a customer-led organisation, we have to respond to the work the property and mortgage markets generate for us as quickly, accurately and efficiently as we can. We cannot accurately predict what will happen in these markets in the coming year and the impact this might have on our income and performance. Moreover, we have to be prepared for the impact of new legislation on our operations and innovations of our own, such as e-conveyancing and the development of new commercial services. So, we have to have sound risk mitigation plans in place to ensure that we have sufficient operational capacity to meet customers' demands while maintaining our high standards of customer service.

Land Registry operates one of the biggest database systems in the world, both in size of database and complexity of transactions. Information systems lie at the heart of Land Registry's operational processes and will become increasingly critical to the business as a growing proportion of transactions are handled electronically and directly delivered by software applications.

IT systems are important to our customer service delivery. The availability and reliability of such systems and the integrity of the data they hold are key to our operational performance and vital to our business. We have to have robust and comprehensive business continuity plans in place to mitigate the impact that their loss would have on our operations. This includes an annual programme of exercises designed to test arrangements at each Land Registry office.

Audit

The accounts have been audited by the Comptroller and Auditor General (C&AG). The cost of the audit work for 2007/8 was £70,000 (2006/7: £69,000). The cost is in respect of the audit services relating

to the statutory audit. There were no other services provided or assurance work undertaken by C&AG during the year.

So far as the Accounting Officer is aware, there is no relevant audit information of which Land Registry's auditors are unaware. The Accounting Officer has taken all the steps that he ought to have taken to make himself aware of any relevant audit information and to establish that Land Registry's auditors are aware of that information.

Work of the Audit Committee

The committee's activities in 2007/8 included:

- overseeing the development of risk management in Land Registry, via the Business Risk Board, including receiving regular reports from the Chair of the Business Risk Board reporting on strategic risk register activity and highlighting any emerging risks
- receiving regular reports from Internal Audit and other areas of the business, such as stewardship reports and gateway reviews, to gain assurances that proper processes were in place and being adhered to
- agreeing and monitoring Internal Audit's plans and reports and ensuring action was taken to implement Internal Audit's recommendations
- agreeing and monitoring External Audit's strategy, findings and management letter
- approving the annual accounts and statement on internal control for the annual report
- receiving updates on any whistleblowing and fraud incidents.

During the period under review, the committee's membership did not change and remained David Rigney (Non-Executive Director, Chair), Mike Cutt (Non-Executive Director), Vaughan Williams (independent), John Wright (Director of Information Systems) and David Cleasby (Area Manager Portsmouth Office). The Chief Executive, Finance Director, Head of Internal Audit and our external auditors routinely attend the committee's meetings.

Rule Committee

The Rule Committee was reconstituted under the Land Registration Act 2002 to provide advice and assistance to the Secretary of State for Justice and Lord Chancellor in making new or revised rules under the Act. A High Court judge chairs it and its members comprise the Chief Land Registrar, representatives of the legal profession, mortgage lenders and surveyors together with a person appointed for their experience in consumer affairs. Neither the chair nor the members are paid for their work on the committee. The committee meets as necessary to consider new or amendment rules.

During the course of the year the Council of the Law Society nominated a new member.

The Rule Committee met in March 2008 to consider the draft Land Registration (Electronic Conveyancing) Rules 2008. These make provision for the creation of legal charges in electronic form.



Using traditional techniques at the Department of Lands & Survey in Freetown, Sierra Leone, where Land Registry recently investigated the current state of land registration and advised on improving practice

International Unit

Our International Unit ensures that we communicate and interact effectively with our stakeholder network overseas, that we are represented in relevant international forums and that we contribute where appropriate to the Government's wider strategic goals, including providing UK expertise to developing countries.

This year saw the launch of the Justice Assistance Network by the Attorney General. The network, in which we are active participants, aims to facilitate and develop information sharing and coordination on UK justice sector capacity-building initiatives in developing and transitional countries.

During 2007/8, we continued to provide assistance to the British Council's Security, Justice & Growth programme in Nigeria, funded by the Department for International Development. In Slovakia, in partnership with Registers of Scotland, we completed the European Union-funded Twinning Light project started last year to improve the efficiency of land registration services. We also completed a project for the government of Bermuda to provide a briefing for the Attorney General's Chambers in Bermuda to prepare a draft Land Registration Bill.

We have maintained our strong links with our counterparts overseas and in the past year we have:

- been active participants in the United Nations' Economic Commission for Europe's Working Party on Land Administration (WPLA). Our Deputy Chief Executive represented us on the bureau of the WPLA until the end of its last session and we are delighted that the Head of our International Unit has now been elected as a bureau member
- continued to be active members of the European Land Registry Association, considering matters of international concern such as the European Commission's White Paper on the Integration of EU Mortgage Credit Markets
- participated in Eurogeographics workshops on cadastre and land registry held in Sofia and Nicosia
- assisted Ordnance Survey with the organisation of the international Cambridge Conference for heads of mapping organisations worldwide, fielding a speaker and a rapporteur.

During the year we have also continued to receive a large number of visitors from overseas, delivering tailor-made study programmes to meet their particular areas of interest, such as customer service or e-conveyancing. Such visits give us the opportunity to share experience and expertise, and to build relationships with overseas colleagues working in the same field. This year we have hosted study visits from our counterparts and other organisations in Bermuda, Egypt, Hong Kong, Japan, Latvia, New Zealand, Nigeria, the Russian Federation, Singapore, South Korea, Sri Lanka, Spain and the United States.

Corporate responsibility

Land Registry is committed to good practice in terms of corporate responsibility: doing everything possible to encourage a culture of

The Druidstone project

Emma Phillips of Land Registry's Croydon Office recently took part in The Prince's Trust Druidstone project.

The Druidstone project is a two-week residential course with each adult volunteer mentoring a child on a one-to-one basis. The children are picked by teachers to attend for specific reasons. One may be a carer for a parent, another from a disadvantaged background where no adult is in work. The child is funded by the volunteer's employer.

"I was encouraged to go for it by a Land Registry colleague who volunteered the year before and spoke enthusiastically about the skills they learnt and their overall feeling of achievement.

"Based in the Brecon Beacons, the first week gave me the opportunity to meet the other adult mentors and work effectively with them on a wide range of team activities, such as caving and gorge walking. We used the time to plan the activities and budget for the second week. The project runs on a tight budget within which the activities need to be fun, as well as educational and in line with health and safety requirements.

"Every day was a long one but the planning certainly proved to be worthwhile. I also had the chance to meet the child for whom I would take responsibility in the second week. Apparently the idea was to reassure the children,

although personally I think the adults were more nervous!

"The second week saw the best laid plans working like clockwork, or supposedly so. I found myself adapting to changing circumstances: adverse weather, solving problems the children had, supporting my fellow mentors, working as part of a team and leading sessions when required. Not forgetting to make sure everyone was enjoying themselves...

"I find it hard to put into words and quantify the development I underwent at Druidstone – it's certainly the most intensive course I've ever attended. It's greatly improved my communication and planning skills and taught me not to prevaricate but quickly weigh up situations to make an informed decision. I gained confidence when putting my point across and improved the skill of listening to others and evaluating their suggestions. It was such a worthwhile experience and I would thoroughly recommend it."



Prince's Trust

diversity and staff development, protect the environment and support positive interaction with the community.

Our ongoing membership of Business in the Community has contributed to the updating of our corporate responsibility action plan. The recent formation of a steering group will further promote our vision to encourage socially responsible business behaviour, focusing on successful delivery of our corporate responsibility and sustainable development obligations.

Environmental management systems and sustainable procurement continue to be major items on Land Registry's corporate responsibility agenda. We have continued with external audits of our accreditation to the ISO14001 Environmental Standard, demonstrating the effectiveness of our Environmental Management System and achieving continued certification.

We are working towards achieving the targets set in the Framework for Sustainable Operation on the Government Estate and look set to achieve all of the current targets, with the exception of CO₂ emissions from road transport, which continues to be a challenging target for us. We will strive to improve, and the coming year will see positive action taken on a travel policy to address this.

Our procurement team is working to ensure we are a leading government department in the area of sustainable procurement, taking forward requirements set within the Government's Sustainable Procurement Task Force Action Plan.

We comply with the Late Payment of Commercial Debts (Interest) Act 1998 and the Better Payment Practice Code. During the year we paid 97.1 per cent of invoices received from suppliers within 30 days (or the agreed contractual terms if otherwise specified). This percentage does not include disputed invoices.

Our people

As an employer, we strive to be an exemplary organisation and are proud of the contribution our people make to the success of Land Registry. Our culture is one of openness and equality. Land Registry is fully committed to treating people as individuals, providing equality of opportunity for all of our employees and equal treatment to our customers. We invest in our people to develop the skills, capacity, motivation and positive working environment that will equip us to shape our future successfully. Land Registry has full Investors in People accreditation.

The changes arising from our organisational Blueprint to Land Registry's structure, jobs, skills and estate will have a significant impact on our people that must be fully evaluated and planned and the change carefully managed.

A particular change will be the transformation of Human Resources (HR) to provide Land Registry with one central HR Service Centre at

Nottingham where HR case managers will provide support to line managers on complex or challenging issues. In addition to the case managers, two new roles of business partner and senior business partner are being introduced. They will work with board members and senior managers to help plan future people requirements.

The new streamlined service will reflect the changes we are making across our business and provide professional specialist support to our managers, who will have greater people management responsibilities.

Recruitment and retention

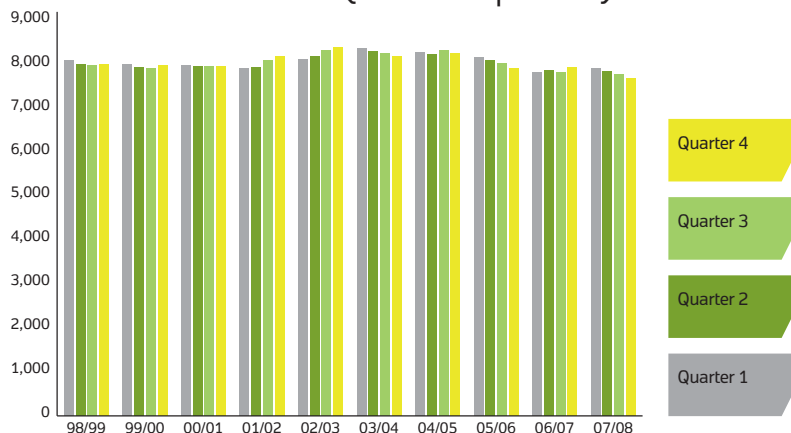
At 1 April 2008, Land Registry employed 8,341 people, or 7,512 full-time equivalents (including fixed-term and casual staff).

Facts and figures

- Part-time employees make up 32.3 per cent of staff.
- Sixty three per cent of our staff are female, including two of the seven directors reporting to the Chief Land Registrar.
- Six per cent report that they have a disability and five per cent report they are from an ethnic minority.
- Last year, 289 people started new permanent jobs with Land Registry – 234 of these were existing staff promoted into new jobs and 55 joined Land Registry for the first time.
- Turnover for permanent staff for the past year equated to 3.5 per cent compared with 3.7 per cent the previous year.

Our recruitment statement is set out in Appendix 5.

Staff numbers since 1998 (full-time equivalent)



Diversity and equal opportunities

In April 2007 we published our Single Equality Scheme (SES), covering all diversity strands. Our SES incorporated our previous race equality and disability equality schemes, and introduced our Gender Equality Scheme. The scheme will integrate work required under the Civil Service 10-Point Plan.

Our SES formalised our processes for ensuring equality impact assessments (EIA) across the whole organisation. During the first year of our scheme we have trained the majority of our managers in the EIA process. Over the next two years we aim to identify policies that are relevant to diversity and will undertake impact assessment screening.

Staff focus groups have been formed and are fully consulted and involved in the impact assessments and in other initiatives. In addition, all HR policies will be screened prior to the implementation of our HR Transformation programme.

Work is well underway across all departments implementing our SES objectives. Areas already addressed include:

- diversity monitoring questions included in our annual customer survey
- diversity questionnaires incorporated into our procurement processes
- reviewing the profile of our user panels
- ensuring publications and official materials are produced in suitable formats
- reviewing the collection of employment data for diversity monitoring of our workforce.

Land Registry's 10-Point Plan has undergone external auditing. We are currently reviewing our diversity targets with the aim of implementing new targets by the end of the Summer 2008.

The recommendations from the 2006/7 childcare review have been implemented to schedule during 2007/8 with the remaining actions due for completion in 2008/9. All our staff now have access to childcare provision.

We achieved a high placing in the Stonewall Workplace Equality Index Top 100 Employers for 2008. This recognises the top 100 employers from a lesbian, gay and bisexual (LGB) perspective. We were ranked 51st, scoring 79 per cent, and classed as one of the most improved companies this year, having been ranked 107th in the index in 2007.

Against the Disability Standard 2007 we scored 52 per cent overall. In particular we scored highly on our progress to date in putting in place policies and procedures that will lead to disability equality for our employees. To build on this and help us improve our overall score for 2008, we are linking areas for improvement into our objectives under our SES.

All line managers have been trained in disability awareness, ensuring they are aware of their obligations under the Disability Discrimination Act 1995. We aim to review our diversity training packages in 2008. Our on-site harassment advisers have also undertaken refresher training.

In June 2007 the lesbian, gay, bisexual and transgender (LGBT) intranet pages were officially launched by our Chief Land Registrar and

Chief Executive; it is hoped the pages will raise awareness of LGBT issues around the organisation.

In July 2007 our Black & Minority Ethnic Focus Group met for the first time with the aim of reviewing and assisting the progression of black and minority ethnic staff across the organisation.

Developing staff

Investing in our people is crucial to our ability to deliver our objectives.

Qualifications in Land Registration Law and Practice

The Qualifications in Land Registration Law and Practice are run in partnership with The College of Law and are established career development courses for both Land Registry staff and external students.

There are two qualifications: the certificate, which is a one-year foundation courses at A-level standard, and the degree-level diploma, which is a two-year course providing a comprehensive and detailed consideration of property law, including the law and practice of land registration.

The qualifications have been fully open to external candidates since 2003, and actively promoted externally since 2005.

During 2007, 215 students (153 internal, 62 external) completed the certificate, and 92 students (75 internal, 17 external) graduated with the diploma. To date, 1,652 certificates (1,542 internal, 110 external) and 513 diplomas (486 internal, 27 external) have been awarded.

Technical members of the Royal Institution of Chartered Surveyors (TechRICS)

In June 2007 we celebrated the success of seven colleagues who were the first to be welcomed as technical members of the Royal Institution of Chartered Surveyors (TechRICS). By the end of the year they were joined by a further eight colleagues. Currently, a further 34 members of staff are following the Land Registry programme to achieve TechRICS.

Developing our leaders and managers

Introduced in September 2005, Future Leaders is Land Registry's in-house programme for developing staff potential through a mixture of assignments, secondments and training. It has two main strands – the one-year local office-based Local Accelerated Module (LAM) and the three-year centrally organised Central Accelerated Module (CAM), which is delivered in partnership with National School of Government and Henley Management College. A number of the participants have gained both personal and professional achievements through taking part.

The LAM is proving to be very popular in local offices. Each individual undertakes a 360-degree feedback exercise to inform his or her development needs for the year ahead. During 2007, some of the participants undertook a personal development programme with the

Prince’s Trust, whereas others used the flexibility of the programme to participate in local projects. Now in its third year, there are currently 56 participants on the programme.

CAM has a number of compulsory components, including studying for a professional qualification, undertaking action learning assignments and a period of secondment or detached duty. A key challenge for CAM participants is the biannual design and delivery of leadership forums, which explore ‘real life’ business issues for Land Registry in addition to considering leadership theory and practice. Currently, there are 20 staff within the three cohorts on CAM.

Developing management capability

Over the last few years, our local management trainers have been successfully implementing the Institute of Leadership & Management (ILM) Level 5 Award for relevant staff such as district team leaders; in 2007/8 193 candidates were registered. Also, to date, 33 staff have achieved the Diploma in Service Leadership (Warwick) and another 25 are currently studying towards it.

During 2007 Land Registry piloted workshops, at its Tunbridge Wells and Durham offices, of a programme called *Developing management capability*, which has been endorsed by ILM and will be delivered by a central team of trainers with relevant experience. The programme introduces the concept of a ‘training path’ foundation for managers that includes a relevant management qualification (such as ILM Level 5 Award or Diploma in Service Leadership) that will usually be undertaken at the end of the programme.

To create a baseline standard of management practice and experience, and develop a consistent approach across Land Registry, all managers regardless of their experience will undertake the programme's two core modules. One covers people skills and the other managing performance and implementing HR policies. The modules will be completed through attendance at two two-day practical workshops, which will deal with real life issues for managers, designed to draw out best practice and share knowledge and experience. The two core modules will be rolled out across Land Registry in 2008/9.

Internal training

During the year, the Education & Training Group issued a questionnaire to a selection of staff who process casework, their line managers, training managers and the senior casework team development managers.

Results indicated that there were several areas that could benefit from additional training material. The first two packages were released in January 2008 and cover easements in transfers of part and dispositional first leases. The packages are designed to be delivered classroom style by an instructor. A rolling programme of training packages will be created over the coming months.

Aspect	Trainee days
Induction	754
Vocational (land registration)	54,895
Management	3,510
External	4,179
Total	63,338

The integration of internal training material and online practice guidance has continued to be enhanced.

The total spend on all training represented 11.7 per cent of the salary bill.

Health and safety

In 2006/7 Land Registry undertook a comprehensive review of our working methods, including display screen equipment (DSE), bespoke software, the environment and psychosocial aspects of our core work. The recommendations from the review report have been the cornerstone of our health and safety work during 2007/8.

All 52 recommendations have been addressed with 48 having been completed through implementing new policy or as business as usual. Supporting this theme of ongoing improvement, we have improved our in-house guidance on working with DSE, managing upper limb disorders and guidance for our software developers. The effectiveness of this work may be reflected in the reduced number of recorded number of upper limb disorders and the reduction in usability issues arising from new software releases.

The annual health and safety audits were completed on schedule. Where improvements have been required, recommendations have been made and acted upon to ensure compliance with legislation and Land Registry policy. The audit process has been revised for 2008/9 where we will move from a three-year to a two-year rolling programme.

A review of how health and safety is managed at senior management level has also been completed and resulted in a 15-point action plan being produced for delivery during 2008/9.

The recorded accident incident rate has increased marginally from 5.76 last year to 5.93.

Our customers

Although Land Registry provides a statutory service and has a state monopoly, we treat our customers as though they have a choice and we remain committed to providing an excellent service to all of our customers. To fulfil our vision, we must offer a choice to customers, enabling them to work with us in a way that suits their individual or business needs.

As we develop new commercial services for a wider market our customer base is expanding. So, to ensure our services meet and exceed customer expectations, we have adopted a customer-led rather than supply-led approach to our service design and delivery. We are segmenting our customer base to enable us to better serve customers in accordance with their specific needs and, through technological innovation, make improvements to the delivery of our services with the aim of making them fully electronic.

Land Registry has built an enviable reputation for the quality of its services. But that reputation cannot be taken for granted during changing times. As new products are offered, e-conveyancing is introduced and the customer base changes, the quality of Land Registry's work has to be proved over and over again. That is why a number of initiatives are running in tandem across the organisation to underline the importance of quality and help make it a reality.

In 2006/7 we commissioned a wide-ranging quality review. As a result, Land Registry has set in train what is perhaps the biggest quality initiative it has ever undertaken, the Quality Improvement Flowline (QIF), to improve the quality of the index map data. QIF will further enhance our database of accurate and reliable vector-indexing polygons displayed against the current Ordnance Survey map.

Data sales cleansing work is vital if we are to protect our reputation and gain repeat orders from customers. Many staff who currently process data sales work will become involved in the QIF initiative, which, to prove the systems capability, was piloted at our Plymouth Office. A wide variety of work was undertaken, ranging from housing estates to Exeter Airport. Following the success of the pilot, Birkenhead (Old Market) and Telford offices came on stream in February 2008, and by the end of 2008 a full roll out of QIF should have been achieved.

Open and full information

A comprehensive range of practical information about our services and procedures is available from all our customer information centres (CICs). All publications and land registration forms are available to download free of charge from our website (www.landregistry.gov.uk) as are all the official forms needed to lodge land registration applications. The website also includes a page devoted to answering frequently asked questions.

During 2007/8, Land Registry identified 70 written requests for information as being made under the provisions of the Freedom of Information Act 2000.

Accessibility and the promotion of choice

Our main customers tend to be from the legal profession or financial institutions, although we do receive applications and enquiries from a range of other bodies and directly from the general public. We recognise that our customers include everyone affected by our work.

Customers can contact us in person, or by telephone, fax, email and post. Professional customers with credit accounts can access our services electronically through Land Registry Direct and through Telephone Services, both of which provide a quick, convenient and simple method of applying for a number of our services. Telephone Services for Wales specialises in Welsh place names and offers a Welsh language service.

The general public can access our information electronically by using Land Register Online. This service allows anyone with access to the internet to view and print copies of register entries and pay by credit or debit card. It provides access to the register and title plan.

All customer information centres are audited for accessibility and have access for wheelchair users. Staff in these centres are trained in providing quality customer service for disabled customers and those with special needs. We maintain a list of members of staff who can use British Sign Language with customers. We provide a textphone facility on a freephone number and welcome calls made through Typetalk. Both of these services are for deaf or hard-of-hearing customers.

We are able to provide documents and guidance in a range of formats including, on request, Braille, large print and audio. Customer service managers at each of our offices have been provided with an information pack containing practical guidance on the needs of disabled customers.

We use our customer feedback questionnaire, *We value your comments*, to assess demand for information in languages other than English and Welsh. We also maintain a database of staff able to speak other languages to help customers with particular language needs.

Welsh language service

Land Registry welcomes correspondence in Welsh and initiates correspondence accordingly. We reply in Welsh to letters received in

Welsh and meet the same speed of service targets for correspondence. Correspondence by fax and electronic means are treated in the same way. Our website is bilingual, and the Welsh site can be accessed through www.cofrestrfatir.gov.uk

We offer a Welsh language service on the telephone and in some customer information and telephone service centres. We aim to deliver an equally high-quality service in Welsh and English.

Every register template produced at our Wales Office is printed in bilingual format. All headings and standard information on registers of titles in Wales appear in Welsh and English. Individual entries appear in the language of the source document on which they are based.

For further information on the Welsh language services that we provide please contact:

The Welsh Language Coordinator,
Land Registry Wales Office,
Tŷ Cwm Tawe,
Phoenix Way,
Llansamlet,
Swansea SA7 9FQ

Putting things right

We appreciate that mistakes can be annoying, but sometimes things can go wrong and we may not get it right first time. We welcome complaints and provide a variety of methods to make it as easy as possible for people to do so. Our complaints leaflet *Putting things right* explains our procedure and contains full contact details, making it easy for people to complain in person, over the phone or in writing (including fax and email). Our website enables customers to complain to us online and also contains full contact details. There is also a freephone number for customers who wish to telephone the Customer Service Manager for Land Registry.

We see complaints as an important aspect of customer feedback because they may identify gaps or deficiencies in service delivery and lead to improvements. Customers are informed of improvements made in response to complaints either directly or through our customer magazine *Landnet*.

In 2007/8, we received 3,037 complaints (17 per cent more than in 2006/7) of which 88 per cent were responded to within our five-day target, as per 2006/7.

During this year, Land Registry was approached three times by the Office of the Parliamentary and Health Service Ombudsman. Two of these were preliminary enquires that did not lead to full investigations. The third, however, did result in a full investigation. The complaint was jointly against Land Registry and the Legal Services Commission and concerned applications to register a caution and a restriction. The complaint was not upheld against Land Registry.

Independent Complaints Reviewer

The Independent Complaints Reviewer (ICR) conducts impartial investigations of complaints from customers who are dissatisfied with the service they have received from us and who have not been satisfied by our internal complaints procedure. In March 2008, the ICR Jodi Berg retired after 10 years' service and was succeeded by Elizabeth Derrington, formerly deputy ICR. Ms Derrington is a qualified solicitor and mediator with a wide experience in complaint resolution. She is also the Independent Complaints Adjudicator for Ofsted as well as ICR for the Northern Ireland Youth Justice Agency.

The number of referrals leading to formal investigations by the ICR remains at a low level, and of those few complaints rising to investigation level only a handful have been upheld.

The constructive criticism that the reports on these complaints contain is considered and actioned by the ICR Evaluation & Study Team, which was specifically set up to consider recommendations made by the ICR. Information about its meetings and the actions taken on the ICR decisions are accessible to all Land Registry staff on our intranet site.

Further details are set out in the ICR's annual report, which can be obtained from the ICR's office.

New Premier House,
150 Southampton Row,
London WC1B 5AL

Tel: 020 7278 6251
www.icrev.org.uk

Only one formal response was made during the year. This was Land Registry's short response to the ICR's annual report, endorsing that report, which praised Land Registry for its continued proactive response to complaints.

Indemnity Fund (see table on page 44)

In 2007/8, we paid £9,110,218.85 for 1,072 claims, compared with £5,253,416.51 for 873 claims in 2006/7.

We saw an increase in the number of claims and the amount paid as a result of fraud, such as the registration of fraudulent transfers and charges. We paid £3,953,378.02 for 60 claims, up from £2,123,496.34 for 24 claims in 2006/7. During the year we have reviewed our procedures and continue to do so. We have introduced measures intended to counteract registration fraud.

We recovered £72,535.89 under our statutory rights of recourse, compared with £654,715.36 last year.

Indemnity claims for 2007/8

Nature of claim	Number of claims	Substantive loss	Costs	Percentage of total
Extent of registered titles	360	£750,244.31	£879,272.43	17.89
Errors in/omissions from register entries	148	£1,795,681.27	£326,818.24	23.30
Sundry plans errors	39	£13,611.23	£22,747.87	0.40
Fraud and forgery	60	£3,429,131.38	£524,246.64	43.39
Official inspections of title plans	11	£20,000.00	£8,579.83	0.31
Bankruptcy errors	1	£0.00	£18,628.94	0.20
Official searches	15	£421,557.93	£31,597.14	4.97
Official copies	22	£875.35	£3,859.20	0.05
Errors in searches of the index map	33	£1,084.30	£30,029.54	0.34
Errors in filed extracts	51	£89,651.52	£29,294.07	1.31
Lost documents/administrative errors	331	£40,805.41	£157,113.50	2.17
Land Charges errors	1	£450,000.00	£65,388.75	5.66
Total	1072	£7,012,642.70	£2,097,576.15	100.00
Gross payment			£9,110,218.85	
Less sums recovered under Land Registry's statutory right of recourse			£72,535.89	
Net indemnity			£9,037,682.96	

Providing our customers with training support

This year has seen the continuation of our local office-led training events for customers, covering the core registration skills they need to work effectively with us. Work has also been undertaken in preparation for the 2008 training events on the broader topic of the private individual and their home. This will create an opportunity for a wider audience of those affected by land registration law and practice to benefit from tailored materials drawing together disparate themes. It also gives them a chance to speak directly to our experts on key issues.

Separate seminars have also dealt with the more specialist needs of those involved in dealing with developing estates. Materials were aimed at the wider audience of developers, their architects, surveyors and conveyancers to try to get things right at the very start of the document creation process.

The aim is to benefit the end buyers of new properties by a speedier, more efficient experience during the transaction and a greater likelihood of applications being processed by Land Registry without any need for a requisition at the end. This complements the work being done in local office teams to identify activity on developing estates at the earliest possible stage and to deal with any potential issues before any applications for registration have been received.

Education & Training Group has also compiled and distributed a brochure of additional face-to-face presentations being run at venues around England and Wales, which are also being offered to firms as in-company seminars. Unlike the local office programme, which offers free limited places to each firm and at a pre-arranged time and location, Land Registry is charging for this service. As our research had already shown and booking levels have proved, our customers are prepared to pay for Land Registry training as they value our ability to talk about our current and developing procedures.

The level of activity on these customer-led training sessions has been deliberately relatively low during this first year of operation. Work during the coming year will build on this promising start to ascertain the level of resource and the nature of the activities required to match our customers' future needs.

The National Land Information Service

The National Land Information Service (NLIS) is a commercial service with three channels offering online searches and enquiries to solicitors and licensed conveyancers throughout England and Wales. The channels are competing in the marketplace and differentiate between their services by packaging and presenting the information to suit their target audience.

Searches are sent electronically and results received via the NLIS hub, which acts as the gateway for information and services from a number of data providers.

Land Registry has supported NLIS from its inception and we continue to be a major data provider, alongside other bodies such as local authorities and utility companies.

NLIS channels are currently generating fee income for Land Registry in excess of £630,000 per month.

Connect Direct

Connect Direct, a relatively new service, provides business-to-business links aimed deliberately at property search companies, using an XML schema over a virtual private network. Five separate organisations are currently using this service and fee income in excess of £150,000 per month is already being achieved.

The European Land Information Service

Land Registry has continued to play a leading role in the development of the European Land Information Service (EULIS), an exciting new service for Europe. We were among the first group of land registration authorities to go live with the service when it was officially launched in November 2006 at the annual conference of the European Mortgage Federation in Brussels.

As a result, the national land information services of England and Wales, Lithuania, the Netherlands, Norway, Sweden and Eire are now linked together online, through the EULIS portal. A further 10 countries are set to join over the next year or so.

The aim of EULIS is to provide easy worldwide access to European electronic land and property information in order to promote and underpin a single European property market.

Our shared vision for the future is that ultimately:

- customers will have ready access to information about individual properties throughout Europe
- customers will also have ready access to all necessary reference information on the land and property registration services provided, and the associated legal environment, in each European country
- all European land and property registration services will be readily accessible through a single portal.

The service has been driven by the need to break down barriers to a single European market for mortgage lending, which at present takes place almost entirely within national borders.

The main market for EULIS is organisations such as banks, conveyancers, estate agents, property developers, tax authorities and the police. Users simply log on as usual to their existing national land registration information provider in order to get access to the EULIS portal.

This facility opens up a new market for land information, as customers of the connected services will now be able to access land information from equivalent services in other countries.

Marketing & Sales Group

Marketing & Sales Group is located in Birkenhead, Coventry, Croydon and London. The objectives of the group are to:

- inform customers about their rights and responsibilities and provide up-to-date information about our public services and policies
- build relationships with our customers and gain greater insight
- promote existing services
- identify new, value-added, product and service opportunities
- develop opportunities to take to market
- encourage customer take up of new products and services.

Marketing & Sales Group works with customers to ensure our products and services are developed, refined and positioned to meet and exceed expectations. By building long-term relationships with customers and evaluating activities, the group gains valuable customer insight and clarity about our services.

Land Registry's plans for the future identified the need to appoint account managers to take responsibility for Land Registry's relationships with its customers. The commercial sales team focuses on new product and service sales and other teams are responsible for statutory services and the introduction of e-conveyancing.

Account managers manage and develop Land Registry's relationship with conveyancers, lenders and other customers, providing a primary

Alison Hollett, Birkenhead (Old Market) Office

Being part of the sales team is “so different to the day-to-day job”, says former caseworker Alison Hollett.

Alison joined Land Registry seven years ago after working in the Employment Service as a client adviser.

“I’m quite a personable person – I like getting out there and talking to people,” says Alison, who was spurred on to apply for the sales job by feedback from her Future Leaders assessment centre. “It’s a complete change of role.”

Alison was surprised but pleased to find that she wasn’t expected to put on any sort of ‘act’ with clients.

“The main thing they get across in training is to be yourself,” she says. “People buy from people, if you can get them to trust you. It’s quite reassuring that you don’t have to put on another persona.

“Account management is about building relationships but at the end of it you have to sell the products so it’s about generating business also. It’s about getting the balance right. You’re not just getting in there for a quick sale.”

point of contact. They aim to build strong and lasting relationships with our customers to generate awareness and appetite for e-conveyancing products and services.

Gross income from added value product service sales has increased from £1.8 million in the 12 months to March 2007 to £3.2 million in the same period to March 2008. This has come from a steady increase in data services (which include property price and polygon data) and a significant growth in consultancy and electronic services. These services analyse data to provide customers with confirmation of their own data accuracy or enable them to undertake more informed decisions.

Additional services such as Property Watch, Data Matching and Charge Validation are used by customers such as estate agents, debt recovery firms and lenders. A new range of services for conveyancers has also been launched that help them manage and reduce costs in preparing applications for registration.

Developing new added value products and services brings benefits to our customers. They receive services that add value to their business and are designed to meet their needs. Land Registry, through its trading fund status, has greater freedom to fund future investment or improve quality across all our services.

E-conveyancing

Until such time as e-conveyancing services become mandatory, our account managers will need to convey the benefits of e-conveyancing and encourage conveyancers to take up our e-services. Customers will require further support as they change over from traditional paper-based processes to the new electronic systems.

Our objective is to ensure that customers can make the new services a routine part of their business as soon as possible and at the lowest possible cost and complexity to themselves and Land Registry.

Our future

As part of our drive to make property transactions easier for all, we have increased electronic access to and provision of services for all our customers. This includes our Land Registry Direct service for business customers and Land Register Online, which allows the public to view individual registers and title plans via the internet. The total number of applications being processed through Land Registry Direct, our busiest electronic service by far, is now regularly exceeding 1.8 million per month. Land Register Online continues to grow in popularity with almost 100,000 downloads being requested each month.

Land Registry is well advanced in the development of what we believe to be the most far-reaching electronic conveyancing system in the world. The Land Registration Act 2002 paved the way for electronic conveyancing in England and Wales. The programme of work to introduce this is led by Land Registry and aims to utilise advances in technology by creating a system that reduces the delay and anxiety often experienced in the home-buying process. E-conveyancing is the transformation of the current paper-based conveyancing system into an electronic system, using electronic documents, requisitions and signatures, and is integral to Land Registry's Business Transformation Programme.

In September 2007 we published a revised version of our organisational Blueprint to include key decisions made since it was first published in 2006. The document sets out how Land Registry will deliver an expanded range of services to its widening range of customers over the next decade. This new version reinforces the message about how we will become the organisation we believe we need to be and describes a new business model for Land Registry that:

- includes a more comprehensive register
- provides for e-conveyancing for dealings of whole and part
- continues to provide traditional registration and information services
- provides a new range of non-statutory (commercial) services
- continues to offer excellent customer support services.

The Land Registry Board made the decision in December 2007 to focus resources on electronic discharges, charges and transfers – thus automating our core business of registering land as the priority in the e-conveyancing programme. The decision was influenced by valuable feedback from our customers following a prototype of Chain Matrix, which ran for six months. As Electronic Funds Transfer (EFT) was dependent on the Chain Matrix further work has been deferred on this as well.

Land Registry is still committed to Chain Matrix and EFT, but evolving technology means that there is no guarantee that we will benefit from the development work already undertaken.

As a result it is not possible to match the development expenditure with the generation of future income. The correct course of action is to write-off the development expenditure incurred on Chain Matrix and

EFT in line with section 29 of Statement of Standard Accounting Practice 13 – *Accounting for research and development*, and charge it to the income and expenditure account in 2007/8.

The Business Transformation Programme will oversee and drive forward the realisation of our Blueprint for the future. Over the next two to three years, the programme is planned to deliver electronic charges (mortgages), which will be the focus for 2008, and electronic transfers, during 2009; new policies and operating practices to support the new business model together with new performance measures; the portal, by which we mean a single website through which all of our e-services can be accessed; and a new model for our internal support services, in particular regionalised HR and a transformed Information Systems function.

During February 2008, Land Registry completed the e-security key signing ceremony, paving the way for electronic signatures to be used throughout the conveyancing process and beyond.

Accounts

The Certificate and Report of the Comptroller and Auditor General to the Houses of Parliament

I certify that I have audited the financial statements of Land Registry for the year ended 31 March 2008 under the Government Trading Funds Act 1973. These comprise the income and expenditure account, the balance sheet, the cash flow statement and statement of total recognised gains and losses and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the remuneration report that is described in that report as having been audited.

Respective responsibilities of Land Registry, Chief Executive/Accounting Officer and Auditor

The Land Registry and Chief Executive as Accounting Officer are responsible for preparing the Annual Report, which includes the remuneration report, and the financial statements in accordance with the Government Trading Funds Act 1973 and the Treasury directions made thereunder and for ensuring the regularity of financial transactions. These responsibilities are set out in the statement of trading fund's and Chief Executive's/Accounting Officer's responsibilities.

My responsibility is to audit the financial statements and the part of the remuneration report to be audited in accordance with relevant legal and regulatory requirements, and with International Standards on Auditing (UK and Ireland).

I report to you my opinion as to whether the financial statements give a true and fair view and whether the financial statements and the part of the remuneration report to be audited have been properly prepared in accordance with the Government Trading Funds Act 1973 and the Treasury directions made thereunder. I report to you whether, in my opinion the information, which comprises the foreword by the Chief Executive, the management commentary, the remuneration report and the appendices included in the Annual Report, is consistent with the financial statements. I also report whether, in all material respects, the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities that govern them.

In addition, I report to you if Land Registry has not kept proper accounting records, if I have not received all the information and explanations I require for my audit, or if information specified by the Treasury regarding remuneration and other transactions is not disclosed.

I review whether the statement on internal control reflects Land Registry's compliance with the Treasury's guidance, and I report if it does not. I am not required to consider whether this statement

covers all risks and controls, or form an opinion on the effectiveness of Land Registry's corporate governance procedures or its risk and control procedures.

I read the other information contained in the Annual Report and consider whether it is consistent with the audited financial statements. I consider the implications for my report if I become aware of any apparent misstatements or material inconsistencies with the financial statements. My responsibilities do not extend to any other information.

Basis of audit opinion

I conducted my audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. My audit includes examination, on a test basis, of evidence relevant to the amounts, disclosures and regularity of financial transactions included in the financial statements and the part of the remuneration report to be audited. It also includes an assessment of the significant estimates and judgements made by Land Registry and Chief Executive/Accounting Officer in the preparation of the financial statements, and of whether the accounting policies are most appropriate to Land Registry's circumstances, consistently applied and adequately disclosed.

I planned and performed my audit so as to obtain all the information and explanations which I considered necessary in order to provide me with sufficient evidence to give reasonable assurance that the financial statements and the part of the remuneration report to be audited are free from material misstatement, whether caused by fraud or error, and that in all material respects the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them. In forming my opinion I also evaluated the overall adequacy of the presentation of information in the financial statements and the part of the remuneration report to be audited.

Opinions

In my opinion:

- the financial statements give a true and fair view, in accordance with the Government Trading Fund Act 1973 and directions made thereunder by the Treasury, of the state of Land Registry's affairs as at 31 March 2008 and of its surplus for the year then ended
- the financial statements and the part of the remuneration report to be audited have been properly prepared in accordance with the Government Trading Fund Act 1973 and the Treasury directions made thereunder
- information given within the Annual Report, which comprises the foreword by the Chief Executive, the management commentary, the remuneration report and the appendices, is consistent with the financial statements.

Audit opinion on regularity

In my opinion, in all material respects, the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities that govern them.

Report

I have no observations to make on these financial statements.

T J Burr
Comptroller and Auditor General
National Audit Office
151 Buckingham Palace Road
Victoria
London
SW1W 9SS
2 July 2008

Statement of trading fund's and Accounting Officer's responsibilities

Under Section 4(6) of the Government Trading Funds Act 1973 the Treasury has directed Land Registry to prepare for each financial year a statement of accounts in the form and on the basis set out in the Accounts Direction referred to in note 1.1 on page 70. The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of Land Registry and of its income and expenditure, recognised gains and losses and cash flows for the financial year.

In preparing the accounts, the Accounting Officer is required to comply with the requirements of the Government Financial Reporting Manual and in particular to:

- observe the Accounts Direction issued by the Treasury, 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 as set out in the Government Financial Reporting Manual have been followed, and disclose and explain any material departures in the financial statements, and
- prepare the financial statements on a going concern basis.

The Treasury has appointed the Chief Executive of Land Registry as the Accounting Officer for the trading fund. The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping proper records and for safeguarding the Land Registry's assets, are set out in the *Accounting Officers' Memorandum* issued by the Treasury and published in *Managing Public Money*.

Statement on internal control 2007/8

1 Scope of responsibility

As Accounting Officer, I have responsibility for maintaining a sound system of internal control that supports the achievement of Land Registry's policies, aims and objectives set by the Secretary of State for Justice and Lord Chancellor, while safeguarding the public funds and departmental assets for which I am personally responsible, in accordance with the responsibilities assigned to me in *"Managing Public Money"*.

I report on Land Registry's performance and on any future issues to the Secretary of State for Justice and Lord Chancellor at six-monthly intervals. Each written report is followed by a meeting between myself, the Secretary of State for Justice and Lord Chancellor, Ministry of Justice officials and, other commitments permitting, the Parliamentary Under-Secretary of State with day-to-day responsibility for Land Registry.

The performance monitoring process includes an assessment of any concern about the achievement of Land Registry's strategic objectives as detailed in its annual business plan. If, between the biannual reports, any issues arise that might significantly change Land Registry's risk assessment of the achievement of any of its strategic objectives, a submission would be made to the Parliamentary Under-Secretary of State in the first instance.

2 The purpose of the system of internal control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of departmental policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in Land Registry since the year ended 31 March 2002 and up to the date of approval of this annual report and accounts, and accords with Treasury guidance.

3 Capacity to handle risk

As Accounting Officer, I acknowledge my overall responsibility for the effective management of risk throughout Land Registry. However, as a management responsibility, I formally delegate the responsibility for internal control and the adequacy of assurance arrangements, as for corporate governance as a whole, to the individual Directors of Land Registry; and they submit annually a statement to me that confirms that an effective system of internal control for the management of risk is in place and working within their area of responsibility.

Significant strategic risks to the organisation are considered by the Land Registry Board, which includes two non-executive directors. As

the Board's risk champion, the Finance Director chairs the Business Risk Board, which ensures that key business risks are identified and managed.

Land Registry's risk management policy is periodically reviewed and updated. Risk management guidance notes support the policy and are available to all staff electronically on Land Registry's intranet.

Following the publication of our Blueprint, during June 2007, the Board considered the governance arrangements for all its forward change initiatives and concluded that Land Registry should consolidate its various programme structures. As a consequence, a new governance structure has been introduced, and all projects are now rationalised under two new programmes: the Business Transformation Programme, which oversees and drives forward the realisation of our Blueprint for the future, and the Business Effectiveness Programme, which improves the efficiency and effectiveness of our current business model. Additionally, following a review of programme risk management at a workshop attended by senior management, a simple but taut and transparent framework for risk management has been introduced.

Land Registry constantly reviews its procedures to tackle fraud, which is recognised by the Executive Board as one of the organisation's top priorities. In July 2007, the Board endorsed a robust anti-fraud strategy, recommended by Land Registry's Registration Fraud Unit, the implementation of which is owned by the Indemnity Board. Further, Land Registry is working with the police and other organisations to refine its fraud strategy and to develop its expertise in this area. Moreover, it continuously reviews the security control and access restrictions in place to prevent the fraudulent transfer of land titles and to prevent its online register from being abused and accessed illegally. On 5 November 2007, Land Registry withdrew access to documents available electronically via Land Registry Online as a positive step to help alleviate the risk of misuse.

As a consequence of the Corporate Manslaughter and Corporate Homicide Act 2007, which came into force in April 2008, the Health & Safety Commission with the Institute of Directors produced guidance on leadership actions to assist directors and boards to understand their responsibilities. Although Land Registry currently operates a management system for health & safety that substantially meets the standards promoted by this guidance, a gap analysis highlighted a number of areas where improvements could be made, and actions have been set in train to take these forward under the lead of our HR Director.

Following the issue in February 2008 of Cabinet Office guidance on data handling procedures in government, Land Registry conducted a thorough review of its internal controls for managing information risk, and initiated steps to ensure it is fully compliant with the specific minimum measures to protect personal information. As Land Registry's Senior Information Risk Owner, the Director of Information Systems provides written advice to me in my capacity as accounting

officer on the adequacy of internal controls relating to information risk, not least of which is confirmation of our certification as conforming to ISO 27001. I can confirm the following:

- Land Registry has an information risk policy, covered by our Security Management, IT Security and other supporting policies.
- Risks to the confidentiality, integrity and availability of information in the delivery chain are assessed constantly and reported monthly through our IS Management Board and quarterly through our Business Risk Board.
- The effectiveness of the management of these risks is regularly assessed by our Internal Audit function and reported to our Audit Committee.
- Our Information Communication Technology systems have been accredited by a Communications Electronics Security Group (CESG)¹ Listed Adviser Scheme (CLAS)² consultant.
- Our information assets have identified owners and risk assessments.
- Our access control management systems provide role-based access to information. Individuals are assigned roles appropriate to business need.
- Reporting of information risk incidents in line with Government policy is contained within our policies and specific instructions within the Security Operating Procedures of relevant systems.
- Security incidents are managed by our skilled IS staff and monitored by our IT Security Committee, which reports to our Business risk Board.
- Personal data has been identified and recorded with our Data Protection Officer.
- Personal data is held in secure server rooms within secure buildings, with no requirement for remote access. Security is penetration tested by independent experts.

4 The risk and control framework

Land Registry's directors and other senior managers lead risk management in their commands. In particular, they are responsible for putting in place a management system for the systematic identification, assessment and management of the risks to delivery of their outputs and key targets. Risks are identified and evaluated in the context of their potential impact on the achievement of objectives and managed at the level at which staff have the authority, responsibility and resources to take action. Staff and managers are required to identify new or increased risks and opportunities as part of the routine performance reporting process.

Risk management is an integral part of Land Registry's programme and project management, responsibility for which is vested in Senior Responsible Owners. Programmes and projects are managed in accordance with Office of Government Commerce guidelines and reviewed under the government's Gateway process.

¹ CESG is the Information Assurance (IA) arm of GCHQ and is the Government's National Technical Authority for IA responsible for enabling secure and trusted knowledge sharing, which helps its customers achieve their aims.

² CLAS is a partnership linking the unique Information Assurance knowledge of CESG with the expertise and resources of the private sector.

Risks are reviewed, the effectiveness of risk control measures and their impact on residual risk is monitored, and changes identified and evaluated throughout the year as part of routine management activity. Risk owners include reports on their handling of operational risk as part of their wider stewardship reports. The Land Registry Board allocates the management of strategic risks to nominated directors who report back as appropriate through the year.

Although Land Registry's risk appetite varies according to the perceived importance of risks and their timing, all risks with a high impact on its performance; stewardship of its register, public funds, and the environment; or its reputation or that of the wider government receive focused, cost-justified management attention, and where appropriate action is escalated through the chain of management to the Ministry of Justice and Ministers.

I hold biannual meetings with Ministers at which operational risks are discussed. They receive reports on risks to delivery of key performance indicators targets and strategic objectives through biannual reports.

I am keenly aware that risks to public stakeholders arise from many aspects of the development and operation of electronic conveyancing. While developing new forward change initiatives, Land Registry involves the public in risk management through the normal consultation process. My senior staff and I meet with stakeholder groups and cover their views on risks to their interests in these meetings. Risks of our online register being abused and accessed illegally are managed through a developing anti-fraud strategy based on the views of our many stakeholders.

5. Review of effectiveness

As Accounting Officer I have responsibility for reviewing the effectiveness of the system of internal control. My review of the effectiveness of the system of internal control is informed by the work of the internal auditors and executive managers within Land Registry who have responsibility for the development and maintenance of the internal control framework, and comments made by the external auditors in their management letter and other reports. This year a Statement of Assurance from each Land Registry Director, stating that an effective system of internal control for the management of risk is in place and working, also informed my review.

Additionally, a rolling programme of assurance reports covering physical and information system security, health and safety, energy and the environment, diversity, and business continuity inform my review.

The Land Registry Board, the Audit Committee and Business Risk Board have advised me on the implications of the result of my review of the effectiveness of the system of internal control. Measures to address weaknesses and ensure continuous improvement of the system are in place.

My Head of Internal Audit provides regular reports on the key risk and control issues, to standards defined in the *Government Internal Audit* manual, and an annual independent opinion on the adequacy and effectiveness of Land Registry's system of internal control together with recommendations for improvement. Individual Internal Audit reports are circulated to the Land Registry Board and the Audit Committee.

The Head of Internal Audit's opinion for the year 2007/8 is that the effectiveness of Land Registry's system of internal control is satisfactory. In his opinion, there are no significant weaknesses that fall within the scope of issues that should be reported in the Statement on Internal Control. He supports proposed initiatives to strengthen our risk management arrangements and reports that actions to rectify other concerns identified by internal audit are in train.

Overall, I am satisfied with the effectiveness of the system of internal control in Land Registry.

Peter Collis
Chief Land Registrar and Chief Executive

Remuneration report

Remuneration policy for senior civil servants

The remuneration of senior civil servants is set by the Prime Minister following independent advice from the Review Body on Senior Salaries. In reaching its recommendations, the Review Body has regard to:

- 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 www.ome.uk.com

Two Senior Civil Service (SCS) Pay Committees, acting on the authority of the Land Registry Board, consider the pay recommendations provided by line managers and decide the distribution of bonuses in the annual pay review for Land Registry staff in the SCS, in accordance with the guidance issued by the Cabinet Office.

Both base pay and bonuses are dependent on performance, which is assessed through an annual appraisal system for senior civil servants, more details of which can be found at www.civilservice.gov.uk

During the year the members of the Pay Committee dealing with SCS pay band 1 were: Mike Cutt (Chair), Ted Beardsall, Andy Howarth and Joe Timothy, and for the pay committee dealing with SCS pay band 2: Mike Cutt (Chair) and David Rigney.

Remuneration policy for other civil servants

Pay for Land Registry staff who are not in SCS grades is determined under the terms of the Pay Agreement, which came into effect on 1 April 1995. Under this agreement, pay is determined each year following negotiation and consultation between Land Registry and the unions, and is subject to approval by the Treasury.

In 2007/8, for satisfactory performers who had been in the grade one year, the pay award comprised a guaranteed progression of one step up the pay band and a revalorisation of the pay band. For satisfactory performers with less than one year's service in the grade the pay award comprised a revalorisation of pay. In addition there was a performance-related non-consolidated bonus for all staff who received the top appraisal marking.

Service contracts

Civil Service appointments are made in accordance with the Civil Service Commissioners' Recruitment Code, which requires appointment to be on merit on the basis of fair and open competition.

All the directors covered by this report hold appointments that are open-ended until they reach the normal retiring age of 60. Early termination, other than for misconduct, would result in the individual receiving compensation as set out in the Civil Service Compensation Scheme.

Further information about the work of the Civil Service Commissioners can be found at www.civilservicecommissioners.gov.uk

Salary and pension entitlements

	Salary, including performance pay		Real increase in pension and lump sum at 60		Total accrued at 31 March 2008		Cash equivalent transfer value (CETV) at 31 March		Real increase in CETV after adjustment for inflation and changes in investment factors
	2008 £'000	2007 £'000	Pension £'000	Lump sum £'000	Pension £'000	Lump sum £'000	2007 £'000	2008 £'000	
Land Registry Board									
Peter Collis Chief Land Registrar and Chief Executive	155-160	150-155	0-2.5	5-7.5	55-60	175-180	1,067	1,261	41
Ted Beardsall Deputy Chief Executive and Business Development Director	110-115	125-130	0-2.5	0-2.5	60-65	180-185	1,411	1,503	16
Andy Howarth Director of Operations	125-130	120-125	0-2.5	2.5-5	55-60	165-170	1,218	1,407	33
Joe Timothy Director of Legal Services	125-130	120-125	0-2.5	2.5-5	40-45	125-130	799	931	19
Linda Daniels (until 31 December 2007) Director of Human Resources Annual equivalent	70-75 (85-90)	95-100	-	-	35-40	115-120	917	895	-
Malcolm Dawson (from 7 January 2008) Director of Human Resources Annual equivalent	20-25 (85-90)	-	0-2.5	0-2.5	25-30	80-85	437	458	6
Heather Foster Finance Director	100-105	90-95	0-2.5	0-2.5	25-30	85-90	522	612	13
John Wright Director of Information Systems	100-105	90-95	0-2.5	0-2.5	0-5	-	30	58	18
Annette Davies-Govett (from 31 March 2008) Commercial Director Annual equivalent	0-5 (90-95)	-	-	-	-	-	-	-	-
Mike Cutt Non-Executive Director	15-20	15-20	-	-	-	-	-	-	-
David Rigney Non-Executive Director	15-20	15-20	-	-	-	-	-	-	-

All executive directors sit on the Executive Board

¹ Due to certain factors being incorrect in last years CETV calculator there may be a slight difference between the final period CETV for 2006/7 and the start of period CETV for 2007/8.

'Salary' includes gross salary, performance pay or bonuses, overtime, London allowance, recruitment and retention allowances and any other allowance to the extent that it is subject to UK taxation. None of the directors received any benefits in kind during the year. The table on page 62 is based on payments made by Land Registry and thus recorded in these accounts.

Civil Service pensions

Pension benefits are provided through the Civil Service pension arrangements. From 1 October 2002, civil servants may be in one of four defined benefit schemes; either a 'final salary' scheme (classic, premium, or classic plus); or a 'whole career' scheme (nuvos). The statutory arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under classic, premium, classic plus and nuvos are increased annually in line with changes in the Retail Prices Index (RPI). New entrants after 1 October 2002 may opt for either the appropriate defined benefit arrangement or a good quality 'money purchase' stakeholder pension with a significant employer contribution (partnership pension account).

Employee contributions are set at the rate of 1.5 per cent of pensionable earnings for classic and 3.5 per cent for premium and classic plus. Benefits in classic accrue at the rate of 1/80th of pensionable salary for each year of service. In addition, a lump sum equivalent to three years' pension is payable on retirement. For premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike classic, there is no automatic lump sum (but members may give up (commute) some of their pension to provide a lump sum). Classic plus is essentially a variation of premium, but with benefits in respect of service before 1 October 2002 calculated broadly in the same way as in classic. In nuvos a member builds up a pension based on his or her pensionable earnings in that scheme year and the accrued pension is up-rated in line with RPI. In all cases members may opt to give up (commute) pension for lump sum up to the limits set by the Finance Act 2004.

For 2007/8 Land Registry paid employer's contributions of £36.4 million (2006/7: £35.6 million) at one of four rates in the range 17.1 per cent to 25.5 per cent (2006/7: 17.1 per cent to 25.5 per cent) of pensionable pay, based on salary bands. The scheme's actuary reviews employer contributions every four years following a full scheme valuation. From 2008/9 the salary bands will be revised but the rates will remain the same. (The rates will be changing with effect from April 2009.) The contribution rates are set to meet the cost of the benefits accruing during 2007/8 to be paid when the member retires, and the benefits paid during this period to existing pensioners.

The partnership pension account is a stakeholder pension arrangement. Land Registry makes a basic contribution of between 3 per cent and 12.5 per cent (depending on the age of the member) into one of three approved stakeholder pension products. For 2007/8 this contribution was £52,420 (2006/7: £49,819). The employee does not have to contribute but where they do make contributions, the employer

will match these up to a limit of 3 per cent of pensionable salary (in addition to the employer's basic contribution). Land Registry also contributes a further 0.8 per cent of pensionable salary, which amounted to £3,955 in 2007/8 (2006/7: £3,903), to cover the cost of centrally provided risk benefit cover (death in service and ill health retirement).

The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member 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.

Seventeen individuals retired early during the year on ill-health grounds. The total additional accrued pension liabilities in the year amounted to £18,939.

Further details about the Civil Service pension arrangements can be found at the website www.civilservice-pensions.gov.uk

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 CETV figures, and from 2003/4 the other pension details, include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the Civil Service pension arrangements and for which the CS Vote has received a transfer payment commensurate with the additional pension liabilities being assumed. They also include any additional pension benefit accrued to the member as a result of their purchasing additional years of pension service in the scheme at their own cost. CETVs are calculated within the guidelines and framework prescribed by the Institute and Faculty of Actuaries 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 drawn.

Real increase in CETV

This reflects the increase in CETV effectively funded by the employer. It takes account of the increase in accrued pension due to inflation and 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.

Income and expenditure account for the year ended 31 March 2008

	Notes	2008 £'000	2007 £'000
Fee income – continuing operations	2	482,944	474,525
Cost of service	2, 8	(390,565)	(358,139)
Gross surplus		<u>92,379</u>	<u>116,386</u>
Administrative expenses	2	(20,790)	(20,069)
Operating surplus	3	<u>71,589</u>	<u>96,317</u>
(Loss)/profit on disposal of fixed assets		(36)	89
Interest receivable		18,896	11,604
Interest payable and similar charges	5	(32)	(32)
Surplus for the financial year		<u>90,417</u>	<u>107,978</u>
Dividend payable	6	(19,709)	(16,548)
Retained surplus for the financial year	21	<u><u>70,708</u></u>	<u><u>91,430</u></u>

The notes on pages 70 to 85 are an integral part of these accounts.

Statement of total recognised gains and losses for the year ended 31 March 2008

	Notes	2008 £'000	2007 £'000
Surplus for the financial year		90,417	107,978
Unrealised (deficit)/surplus on revaluation on Government Grant Reserve	19	(713)	242
Unrealised surplus on revaluation	20	7,582	10,683
Transfer to retained earnings	21	0	(6,687)
Total recognised gains and losses for the financial year		<u>97,286</u>	<u>112,216</u>

The notes on pages 70 to 85 are an integral part of these accounts.

Reconciliation of movements in government funds for the year ended 31 March 2008

	Notes	2008 £'000	2007 £'000
Surplus for the financial year		90,417	107,978
Dividend payable	6	(19,709)	(16,548)
		<hr/> 70,708	<hr/> 91,430
Surplus on revaluation	20	7,582	3,996
Transfer to retained earnings	21	0	6,687
Revaluation of non-property assets	21	0	32
Increase/(decrease) in Indemnity Fund	17	242	(100)
Decrease in Government Grant Reserve	19	(751)	(2,350)
Net increase in government funds		<hr/> 77,781	<hr/> 99,695
Opening government funds		514,375	414,680
Closing government funds		<hr/> <hr/> 592,156	<hr/> <hr/> 514,375

The notes on pages 70 to 85 are an integral part of these accounts.

Balance sheet as at 31 March 2008

	Notes	2008		2007	
		£'000	£'000	£'000	£'000
Fixed assets					
Tangible assets	7		249,110		245,227
Intangible assets					
Research and development	8		27,452		26,127
Current assets					
Stocks	9		1,653		2,401
Debtors	10		21,742		25,428
Cash at bank and in hand	11, 24.2		380,331		306,793
			<u>403,726</u>		<u>334,622</u>
Creditors – amounts falling due within one year	12.1		<u>(74,646)</u>		<u>(76,513)</u>
Net current assets			<u>329,080</u>		<u>258,109</u>
Total assets less current liabilities			<u>605,642</u>		<u>529,463</u>
Creditors – amounts falling due after more than one year	12.2		(12,051)		(12,531)
Provisions for liabilities and charges	16		<u>(1,435)</u>		<u>(2,557)</u>
Net assets			<u>592,156</u>		<u>514,375</u>
Indemnity Fund	17		15,400		15,158
Capital and reserves					
Public Dividend Capital	18		61,545		61,545
Government Grant Reserve	19		8,599		9,350
Revaluation Reserve	20		82,984		75,402
Income and expenditure account	21		423,628		352,920
			<u>592,156</u>		<u>514,375</u>

The notes on pages 70 to 85 are an integral part of these accounts.

Peter Collis, Chief Land Registrar and Chief Executive
Date: 25 June 2008

Cash flow statement for the year ended 31 March 2008

	Notes	2008 £'000	2007 £'000
Net cash inflow from operating activities	24.1	111,773	128,860
Returns on investments and servicing of finance			
Interest received		18,505	11,118
Interest element of finance lease payments	5	(32)	(32)
		<u>18,473</u>	<u>11,086</u>
Capital expenditure			
Purchase of tangible fixed assets		(22,919)	(33,994)
Research and development		(16,860)	(17,026)
Sale of tangible fixed assets		98	177
		<u>(39,681)</u>	<u>(50,843)</u>
Net cash outflow from capital expenditure			
Dividend paid on Public Dividend Capital		(16,548)	(14,229)
		<u>74,017</u>	<u>74,874</u>
Net cash inflow before financing			
Financing			
Capital element of finance lease payments		(479)	(745)
Increase in cash	24.2	<u><u>73,538</u></u>	<u><u>74,129</u></u>

The notes on pages 70 to 85 are an integral part of these accounts.

Notes to the accounts

1 Statement of accounting policies

1.1 Basis of accounting

These accounts have been prepared in accordance with the Financial Reporting Manual 2007/8 (FRoM) and comply with the Accounts Direction given by the Treasury in accordance with section 4 (6) (a) of the Government Trading Funds Act 1973. The accounting policies contained in the FRoM follow UK generally accepted accounting practice for companies (UK GAAP) to the extent that it is meaningful and appropriate to the public sector. Where the FRoM permits a choice of accounting policy, the accounting policy which has been judged to be the most appropriate to the particular circumstances of Land Registry for the purposes of giving a true and fair view has been selected. Land Registry's accounting policies have been applied consistently in dealing with items considered material in relation to the accounts.

1.2 Accounting convention

These accounts have been prepared under the historic cost convention modified to account for the revaluation of tangible fixed assets.

1.3 Fee income

This is income that relates directly to the operating activities of Land Registry. It comprises fees, net of any refunds, for statutory services for registration of title and land charges including agricultural credits. Income is recognised in the accounts in the financial year in which the service is delivered.

Certain services require receipt of payment with application resulting in payments being received for services not yet delivered within the financial year being reported upon. These amounts are reported as fees received in advance and disclosed within creditors.

1.4 Insurance

Insurance is charged to the income and expenditure account on the basis of actual premiums paid, for cover of property, lifts, the car fleet, use of hire cars and overseas travel.

1.5 Pensions

Land Registry employees are civil servants who are entitled to be members of the Principal Civil Service Pension Scheme (PCSPS). PCSPS is an unfunded multi-employer defined benefit scheme, but Land Registry is unable to identify its share of the underlying assets and liabilities. Land Registry recognises the expected cost of providing pensions on a systematic and rational basis over the period during which it benefits from the employees' services by payment to the PCSPS of amounts calculated on an accruing basis. Liability for the payment of future benefits is a charge on the PCSPS. The scheme actuary valued the scheme as at 31 March 2007. You can find details in the resource accounts of the Cabinet Office under Civil Superannuation (www.civilservice-pensions.gov.uk).

Further pension details can be found in the remuneration report on pages 61 to 64.

1.6 Tangible fixed assets

Freehold and long leasehold land and buildings are professionally valued every three years. In the intervening years, the Valuation Office Agency provides a 'desktop' valuation. A 'full' valuation has been carried out this year.

Land Registry is required by FReM to disclose other fixed assets in the balance sheet at modified historic cost. For short-life non-property assets historic cost is used as an approximation to the current cost of the asset.

Freehold and long leasehold land and buildings are included at revaluation less accumulated depreciation.

All other tangible fixed assets are included at historic cost less accumulated depreciation.

Assets in the course of construction are not depreciated.

The depreciation charge is calculated so as to allocate the cost or revalued amount, less the estimated residual value, of tangible fixed assets systematically over their remaining useful lives using the straight-line method.

Asset lives are reviewed at the end of each financial year.

The following asset depreciation rates are used.

Freehold land	nil
Freehold buildings	2 per cent
Leasehold land and buildings	period of the lease
Telecommunications equipment	20 per cent
Furniture, fixtures and fittings	20 per cent
Office equipment	20 per cent
Computers: mainframe	20 per cent
Computers: mini and PCs	33 $\frac{1}{3}$ per cent
Motor vehicles	33 $\frac{1}{3}$ per cent
Structured cabling	10 per cent
Plant and heavy machinery	10 per cent

1.7 Impairment of fixed assets

Impairment reviews are undertaken if there are indications that the carrying values may not be recoverable. The applicable government discount rate is 3.5 per cent.

1.8 Research and development

Land Registry is currently developing e-conveyancing, an electronic system to help improve the processes of buying, selling and registering land and property in England and Wales. The cost of developing e-conveyancing is being capitalised as an intangible asset on the balance sheet. Expenditure is separately identified by a series of projects held within the Business Transformation Programme structure. All programme costs, including directly attributable staff costs, eligible under the Statement of Standard Accounting Practice 13 to be defined as development expenditure, are being capitalised. They will be amortised against future e-conveyancing income streams.

1.9 Work-in-progress

Work-in-progress is stated at the lower of cost (direct materials and salaries plus attributable overheads on normal level of activity) and net realisable value, which is based on the fee, less further costs expected to be incurred on completion of the case.

1.10 Provisions

Land Registry provides for legal and constructive obligations that are of uncertain timing or amount at the balance sheet date, on the basis of management's best estimate of the expenditure required to settle the obligation. Where appropriate this is supported by independent professional advice. Provisions are charged to the income and expenditure account.

1.11 Indemnity Fund

The Indemnity Fund was established in 1994. In 2007/8 Land Registry commissioned Lane, Clark & Peacock to carry out an actuarial review. The recommendation of the report was that Land Registry increase the fund to £15.4 million as at 31 March 2008.

Claims that are proved and covered by the fund will, in the first instance, be charged against the fund.

1.12 Contingent liabilities

Where appropriate, liabilities that have only a possible chance of crystallising and do not meet the provisions criteria have been classified as contingent liabilities. This includes but is not limited to, claims for losses arising from errors, or fraud in relation to Land Registry's statutory responsibility as insurer of titles in England and Wales.

1.13 Operating leases

Rental costs under operating leases are charged to the income and expenditure account as incurred.

1.14 Finance leases

Where Land Registry retains all the risks and rewards of ownership of an asset subject to a lease, the lease is treated as a finance lease. Future instalments payable under finance leases, net of finance charges, are included in creditors with the corresponding asset values recorded in fixed assets and depreciated over the shorter of their estimated useful lives or their lease terms. The applicable government discount rate is 3.5 per cent. Lease payments are apportioned between the finance element, which is charged to the income and expenditure account as interest, and the capital element, which reduces the outstanding obligation for future instalments.

1.15 Capital government grant

The value of the assets funded by government grant for capital expenditure is held in a Government Grant Reserve. The assets paid for by the grant are revalued and depreciated in line with Land Registry's fixed asset policy. Depreciation charges and revaluation movements for these assets are charged to the reserve in line with FReM guidance.

1.16 Payments to Private Finance Initiative (PFI) suppliers

PFI transactions have been accounted for in accordance with Technical Note No 1 (Revised) on *How to account for PFI transactions*. As the balance of the risks and rewards of ownership of the PFI property are borne by the PFI operator, the PFI payments are recorded as an operating cost.

1.17 VAT

Land Registry accounts for VAT on its statutory activities under the Treasury's Taxing and Contracting Out of Services Directions. For non-statutory activity, which is business activity, VAT is charged and recovered according to commercial VAT rules. Irrecoverable VAT is charged to the relevant expenditure category or included in the capitalised purchase costs of fixed assets. Where output tax is charged or input tax is recoverable the amounts are stated net of VAT.

1.18 Cost of capital

Land Registry is required to pay the Treasury an annual dividend being 3.5 per cent of the average capital employed during the financial year. Land Registry considers it sufficient to calculate this figure using an annual average.

1.19 Estimation techniques

Estimation techniques are the methods adopted to arrive at estimated monetary amounts for income and expenditure during the reporting period and the valuation of assets and liabilities and disclosure of contingent assets and liabilities at the date of the accounts. Significant estimation techniques for Land Registry include the recognition and valuation of provisions.

2 Segmental reporting

The information contained in this note satisfies a dual purpose. The first is to comply with the Treasury *Fees and charges* guide and the second is to comply with the Statement of Standard Accounting Practice 25.

There are two separate statutory services carried out by Land Registry: registration of title, and land charges including agricultural credits. Detailed in the table below is the fee income, total cost of service and surplus for each of these services.

	Registration of title		Land charges and agricultural credits		Total	Total
	2008 £'000	2007 £'000	2008 £'000	2007 £'000	2008 £'000	2007 £'000
Fee income	473,901	464,748	9,043	9,777	482,944	474,525
Cost of service	(387,762)	(355,108)	(2,803)	(3,031)	(390,565)	(358,139)
Administrative expenses	(20,627)	(19,893)	(163)	(176)	(20,790)	(20,069)
Operating surplus	<u>65,512</u>	<u>89,747</u>	<u>6,077</u>	<u>6,570</u>	<u>71,589</u>	<u>96,317</u>

Included within the cost of service figure for 2007/8 is the £15 million development expenditure written off (see note 8).

The financial objective of the trading fund is to cover the costs of the two services and to make a return on average capital employed of 3.5 per cent, taking one year with another (see also note 27).

The Land Charges and Agricultural Credits departments' net assets represent approximately 2 per cent of Land Registry's total net assets. It is therefore inappropriate to notate this information separately.

3 Operating surplus

	2008 £'000	2007 £'000
Operating surplus is stated after charging		
Staff costs (see note 4 and remuneration report)	247,220	244,063
Provisions for indemnity costs (see note 17)	242	(100)
IT infrastructure costs (see note 26)	21,710	19,937
Hire of machinery	6,692	6,534
Auditor's remuneration – audit fee	70	69
Depreciation current year – owned assets (see note 7)	21,563	20,025
Depreciation current year – leased assets (see note 7)	1,100	1,256
Impairment in value of fixed assets (see note 7)	117	2,487
Impairment in value of assets under construction	-	2,753
Development expenditure written off (see note 8)	15,008	-
Early retirement costs	820	1,380
Charge for operating leases – buildings	3,836	4,018
Other operating income	(4,930)	(3,904)

4 Employee information

4.1 Staff costs

	2008			2007
	Permanent staff	Others	Total	Total
	£'000	£'000	£'000	£'000
Salaries	196,604	8,599	205,203	198,592
Social security costs	14,427	236	14,663	14,705
Other pension costs	36,490	0	36,490	35,654
Total staff costs	247,521	8,835	256,356	248,951
Capitalised staff costs	(6,101)	(3,035)	(9,136)	(4,888)
Total net staff costs	241,420	5,800	247,220	244,063

The amounts disclosed as salaries include directors' remuneration.

The capitalised staff costs relate to the research and development of e-conveyancing (see note 1.8).

Other staff costs include salaries and social security costs for staff employed as casuals or on fixed term contracts; and the costs of agency staff.

4.2 Staff numbers

Average number of persons employed by Land Registry during the year was made up as follows.

	2008			2007
	Permanent staff	Others	Total	Total
Senior management	7	0	7	7
Operational	7,538	60	7,598	7,738
Administration	253	68	321	349
IT	483	48	531	499
	8,281	176	8,457	8,593

4.3 Chief Executive and directors' salary and pension entitlements

The salary and pension entitlements of the Chief Executive and the directors of Land Registry are included in the remuneration report on pages 61 to 64.

4.4 Pensions

Pension benefits are provided for the majority of staff through the PCSPS. For 2007/8 employer contributions of £36.4 million (2006/7: £35.6 million) were payable to PCSPS at one of four rates in the range 17.1 per cent and 25.5 per cent of pensionable pay, based on salary bands.

Employees joining after 1 October 2002 could opt to open a partnership pension account, a stakeholder pension with an employer contribution. For 2007/8 Land Registry made a contribution of £52,420 (2006/7: £49,819).

Further details of the pension schemes can be found in the remuneration report on pages 61 to 64.

5 Interest payable and similar charges

	2008 £'000	2007 £'000
Finance charges	<u>32</u>	<u>32</u>

6 Dividend payable

	2008 £'000	2007 £'000
Dividend payable	<u>19,709</u>	<u>16,548</u>

Land Registry is required to pay to the Treasury an annual dividend being 3.5 per cent of the average capital employed during the financial year.

7 Tangible fixed assets

	Land and buildings			Assets under construction	Computer, telecoms and office equipment	Furniture, fixtures and fittings and motor vehicles	Total
	Freehold £'000	Long lease £'000	Short lease £'000				
Cost or valuation							
At beginning of year	144,174	42,505	3,429	19,158	89,293	32,967	331,526
Additions	2,864	0	0	6,325	8,444	2,333	19,966
Assets brought into use	10,864	2	0	(18,344)	6,740	738	0
Revaluation in year ¹	6,836	1,191	90	0	0	0	8,117
Impairment	(122)	0	5	0	0	0	(117)
Disposals	0	0	0	0	(1,361)	(1,439)	(2,800)
At end of year	<u>164,616</u>	<u>43,698</u>	<u>3,524</u>	<u>7,139</u>	<u>103,116</u>	<u>34,599</u>	<u>356,692</u>
Depreciation							
At beginning of year	7,002	1,952	831	0	55,350	21,164	86,299
Provided during the year ²	2,707	927	353	0	16,251	3,889	24,127
Backlog depreciation	(125)	(27)	(26)	0	0	0	(178)
Disposals	0	0	0	0	(1,345)	(1,321)	(2,666)
At end of year	<u>9,584</u>	<u>2,852</u>	<u>1,158</u>	<u>0</u>	<u>70,256</u>	<u>23,732</u>	<u>107,582</u>
Net book value as at 31 March 2008	<u>155,032</u>	<u>40,846</u>	<u>2,366</u>	<u>7,139</u>	<u>32,860</u>	<u>10,867</u>	<u>249,110</u>
Net book value as at 31 March 2007	<u>137,172</u>	<u>40,553</u>	<u>2,598</u>	<u>19,158</u>	<u>33,943</u>	<u>11,803</u>	<u>245,227</u>

¹ £0.713 million (2006/7: £0.242 million) allocated to assets funded by government grant (see note 19).

² £1.464 million (2006/7: £1.389 million) allocated to assets funded by government grant (see note 19).

The accounting policies state that Land Registry's policy is to professionally value freehold and long leasehold land and buildings every three years. A full valuation was conducted as at 1 January 2008. In the intervening years, these figures are updated by a 'desktop' valuation. Both professional valuations and 'desktop' valuations are supplied by external valuers, the Valuation Office Agency. The basis of valuation was existing use with open market value for surplus or sublet properties. There was an excess of £1.345 million of open market value over existing use value for the freehold property as at 1 January 2008.

The net amount of finance leases at the end of the year was £13.2 million (2006/7: £13.8 million). In the year £0.55 million (2006/7: £0.55 million) of depreciation related to these assets.

Where property value falls below original values, the deficits (temporary and permanent) are charged to the income and expenditure account as impairment.

Freehold land amounted to £44.35 million (2006/7: £41.13 million).

8 Research and development – e-conveyancing

	2008 £'000	2007 £'000
Capitalised e-conveyancing costs		
At 1 April	26,127	8,133
Additions	16,333	17,994
Development expenditure written off	(15,008)	0
	<u>27,452</u>	<u>26,127</u>

The cost of developing e-conveyancing is being capitalised as an intangible asset on the balance sheet and will be amortised against future e-conveyancing income streams.

In compliance with Statement of Standard Accounting Practice 13 *Accounting for research and development* the development costs for Chain Matrix and EFT have been charged to the income and expenditure account and is reflected as part of cost of service. There is a more detailed explanation on page 49 of the annual report.

9 Work-in-progress

Stocks comprise:	2008 £'000	2007 £'000
Work-in-progress	1,653	2,401
	<u>1,653</u>	<u>2,401</u>

10 Debtors

10.1 Debtors due within one year

	2008 £'000	2007 £'000
Trade debtors	10,052	12,782
Other debtors	3,155	3,058
Prepayments and accrued income	6,694	6,878
	<u>19,901</u>	<u>22,718</u>

10.2 Debtors due after more than one year

	2008 £'000	2007 £'000
Other debtors	884	826
Prepayments	957	1,884
	<u>1,841</u>	<u>2,710</u>
Total debtors	<u>21,742</u>	<u>25,428</u>

11 Cash at bank and in hand

	2008 £'000	2007 £'000
Office of HM Paymaster General	372,088	284,934
Commercial banks and cash-in-hand	8,243	21,859
Total	<u>380,331</u>	<u>306,793</u>

Land Registry holds customer deposits as part of the credit account payment facility. At the year-end, there were 88 accounts (2006/7: 103) for which a total of £2.02 million (2006/7: £2.08 million) was held in Land Registry's bank account.

Customer deposits are not shown in the balance sheet as they relate to third party monies (see note 24.2).

12 Creditors**12.1 Amounts falling due within one year**

	2008 £'000	2007 £'000
Fees received in advance	8,667	13,238
Taxation and social security	4,652	4,786
Trade creditors	6,967	6,339
Other creditors	3,515	4,356
Accruals	30,217	30,328
Net obligations under finance leases	919	918
Dividend payable	19,709	16,548
	<u>74,646</u>	<u>76,513</u>

12.2 Amounts falling due after more than one year

	2008 £'000	2007 £'000
Finance lease obligations	<u>12,051</u>	<u>12,531</u>

13 Intra-government balances

13.1 Debtors

	Amounts falling due within one year		Amounts falling due after more than one year	
	2008 £'000	2007 £'000	2008 £'000	2007 £'000
Balances with:				
Other central government bodies	2,831	3,429		
Local authorities	404	1,135		
Public corporations and trading funds	0	70		
Intra-government balances	<u>3,235</u>	<u>4,634</u>		
Balances with bodies external to government	16,666	18,084	1,841	2,710
Total debtors	<u>19,901</u>	<u>22,718</u>	<u>1,841</u>	<u>2,710</u>

13.2 Creditors

	Amounts falling due within one year		Amounts falling due after more than one year	
	2008 £'000	2007 £'000	2008 £'000	2007 £'000
Balances with:				
Other central government bodies	27,971	24,584		
Local authorities	111	284		
Public corporations and trading funds	47	0		
Intra-government balances	<u>28,129</u>	<u>24,868</u>		
Balances with bodies external to government	46,517	51,645	12,051	12,531
Total creditors	<u>74,646</u>	<u>76,513</u>	<u>12,051</u>	<u>12,531</u>

14 Lease commitments

14.1 Operating leases

Annual commitments in respect of land and buildings operating leases which expire within:	2008 £'000	2007 £'000
One year	0	461
Two to five years	1,260	1,013
More than five years	2,576	2,544
	<u>3,836</u>	<u>4,018</u>

14.2 Finance leases

	2008 £'000	2007 £'000
Payments due within:		
One year	919	918
Two to five years	3,682	3,561
More than five years	8,369	8,970
	<u>12,970</u>	<u>13,449</u>

15 Loans

Land Registry had no loans during the financial year ending 31 March 2008.

16 Provisions for liabilities and charges

	2008 Early retirement £'000	Property £'000	Total £'000	2007 Total £'000
At 1 April	1,573	984	2,557	1,539
Additions during the year	1,079	0	1,079	2,364
Utilised in year	(1,217)	(984)	(2,201)	(1,346)
At 31 March	<u>1,435</u>	<u>0</u>	<u>1,435</u>	<u>2,557</u>

The early retirement provision (ERP) gives retirement benefits to certain employees.

These benefits conform to the rules of the Principal Civil Service Pension Scheme (PCSPS). Land Registry bears the cost of these benefits until the normal retirement age of the employees retired under the scheme. Total payments in the year amounted to £1.22 million in 2007/8, of which £1.22 million had been provided for within the ERP provision in the 2006/7 accounts. The total pension liability up to normal retiring age in respect of each employee is charged to the income and expenditure account in the year in which the employee takes early retirement and a provision for future pension payments is created. Pension and related benefit payments to the retired employee until normal retiring age are then charged annually against the provision.

17 Indemnity Fund

	2008 £'000	2007 £'000
At 1 April	15,158	15,258
Additions during the year	8,619	4,286
Utilised in year	(8,377)	(4,386)
At 31 March	<u>15,400</u>	<u>15,158</u>

18 Public Dividend Capital

	2008 £'000	2007 £'000
Issued pursuant to the Government Trading Funds Act 1973 as amended by the Government Trading Act 1990	<u>61,545</u>	<u>61,545</u>

19 Government Grant Reserve

In 2002/3, Land Registry was awarded £15 million from the Capital Modernisation Fund to develop new computer facilities. No assets were disposed of in 2007/8 (2006/7 £0.719 million).

	2008 £'000	2007 £'000
At 1 April	9,350	11,700
Revaluation (see note 7)	713	(242)
Depreciation (see note 7)	(1,464)	(1,389)
Disposals (see note 7)	0	(719)
At 31 March	<u>8,599</u>	<u>9,350</u>

20 Revaluation reserve

Unrealised:	2008 £'000	2007 £'000
At 1 April	75,402	71,406
Revaluation surplus (see note 7)	7,582	10,683
Transfer to retained earnings	0	(6,687)
At 31 March	<u>82,984</u>	<u>75,402</u>

A one-off transfer was made from the revaluation reserve to the retained income account in 2006/7. This was to reflect historic balances incorrectly carried forward following the move from cash to resource accounting, and to adjust for the use of historic cost as an approximation for current cost on non-property assets.

21 Income and expenditure account

	2008 £'000	2007 £'000
At 1 April	352,920	254,771
Retained surplus for year	70,708	91,430
Revaluation adjustment	0	32
Transfer from revaluation reserve	0	6,687
At 31 March	<u>423,628</u>	<u>352,920</u>

The revaluation adjustment in 2006/7 related to a change in the accounting estimate for non-property assets resulting in a transfer directly to retained reserves.

22 Capital commitments

	2008 £'000	2007 £'000
Capital expenditure:		
Contracted for but not provided in these accounts	<u>11,966</u>	<u>722</u>

23 Contingent liabilities

The Land Registration Act 2002 places a legal liability on Land Registry to indemnify for losses resulting from errors or omissions on the register of title. This includes errors resulting from frauds perpetrated by third parties. As a statutory insurer of titles in England and Wales, indemnity payments are not confined to mistakes made by Land Registry. Claims pending under this liability were as shown below.

	2008 £'000	2007 £'000
In relation to entries in the Register	4,199	4,566
Fraud and forgery	<u>7,502</u>	<u>2,807</u>

24 Notes to the cash flow statement

24.1 Reconciliation of operating surplus to net cash inflow from operating activities

	2008 £'000	2007 £'000
Operating surplus	71,589	96,317
Depreciation charges	22,663	21,281
Development expenditure written off	15,008	0
Impairment in value of fixed assets	0	2,487
Impairment in value of intangible assets	117	0
(Decrease)/increase in provisions	(139)	1,018
Decrease/(increase) in stocks	748	(390)
Decrease/(increase) in debtors	4,077	(2,395)
(Decrease)/increase in creditors	(2,532)	10,642
Increase/(decrease) in Indemnity Fund	242	(100)
Net cash inflow from operating activities	<u>111,773</u>	<u>128,860</u>

24.2 Reconciliation of net cash flow to movement in net cash

	2008 £'000		2007 £'000	
	Land Registry funds	Customer deposits	Land Registry funds	Customer deposits
Net cash at start of period	306,793	2,082	232,664	2,090
Increase/(decrease) in cash in the period	73,538	(63)	74,129	(8)
Net cash at end of period	<u>380,331</u>	<u>2,019</u>	<u>306,793</u>	<u>2,082</u>

25 Related party disclosures

In accordance with guidance issued on 21 March 1997 by the Treasury, to comply with Financial Reporting Standard 8 *Related party disclosures*, the following information is provided on related party transactions.

Land Registry is an executive agency, trading fund and government department. During the year it has had a number of material transactions with other government departments and other central government bodies. Most of these transactions have been with Ordnance Survey, Communities and Local Government and the Post Office.

None of the board members, members of the key management staff or other related parties have undertaken any material transactions with Land Registry.

26 Public-private partnership

A contract was awarded in July 1999 to Compaq Services (now Hewlett Packard) for up to a 10-year period under a public-private partnership. Hewlett Packard is required to design, implement and manage the IT infrastructure for Land Registry's registration systems. The infrastructure will support Land Registry's move towards integrating its computerised registers, title plans and supporting deeds.

The National Audit Office has examined the public-private partnership contract and submission by Land Registry and confirmed that it should be treated as off balance sheet. This complies with the criteria set out in the *Treasury Taskforce Private Finance – Technical Note (Revised)* issued in July 1999 and amendment to Financial Reporting Standard 5 *Reporting the substance of transactions: Private Finance Initiative and similar contracts*.

Hewlett Packard is providing a managed service and this is achieved with an on-site team that works in partnership with Land Registry's local system administrators. As the contract is service-based, there is a zero capital value. To maximise the use of Land Registry's IT assets, PCs, servers and hubs that are compatible with the managed service are now maintained by Hewlett Packard on Land Registry's behalf. The value of Land Registry's equipment at the start of the contract was £2.78 million.

The contract expires in July 2009 and a re-tendering exercise is being carried out.

For 2007/8 £21.71 million (2006/7 £19.94 million) was charged to the income and expenditure account under the Hewlett Packard contract. The future payments committed under the contract are detailed below.

	£'000
2008/9	22,318
2009/10	7,596
	<u>29,914</u>

27 Corporate financial targets

	2008		2007	
	Actual	Target	Actual	Target
Percentage return on average capital employed	16.3	3.5	23.2	3.5

28 Financial instruments

Financial Reporting Standard 13 *Derivatives and other financial instruments* requires disclosure of the role financial instruments have had during the period in creating or changing the risks an entity faces in undertaking its activities.

Land Registry has no borrowings and relies primarily on income from statutory activities and is therefore not exposed to liquidity risks. Material deposits are held at the Bank of England.

As all material assets and liabilities are denominated in sterling Land Registry is not exposed to interest rate risk or currency risk.

29 Post balance sheet events

There have been no post balance sheet events.

These accounts were authorised for issue by the Chief Executive on 2 July 2008.

Treasury minute dated 15 December 2003

- 1 Section 4(1) of the Government Trading Funds Act 1973 (“the 1973 Act”) provides that a trading fund established under that Act shall be under the control and management of the responsible Minister (or, where a trading fund is established for operations carried on by a person appointed in pursuance of any enactment, that person, if the Order establishing the trading fund so provides in accordance with section 1(6)(a) of the 1973 Act); and in the discharge of his function in relation to the fund it shall be his duty:
 - (a) to manage the funded operations so that the revenue of the fund:
 - (i) consists principally of receipts in respect of goods or services provided in the course of the funded operations, and
 - (ii) is not less than sufficient, taking one year with another, to meet outgoings which are properly chargeable to revenue account; and
 - (b) to achieve such further financial objectives as the Treasury may from time to time, by minute laid before the House of Commons, indicate as having been determined by the responsible Minister (with Treasury concurrence) to be desirable of achievement.
- 2 A trading fund for H M Land Registry was established on 1 April 1993 under the Land Registry Trading Fund Order 1993 (SI 1993 No. 938). Article 3(2) of that Order provides that the trading fund shall be under the control and management of the Chief Land Registrar. Additional assets were appropriated to the trading fund on 11 March 1996 under the Land Registry Trading Fund (Additional Assets) Order 1996 (SI 1996 No. 750). On 13 October 2003, the trading fund was extended and amended under the Land Registry Trading Fund (Extension and Amendment) Order 2003 (SI 2003 No. 2094).
- 3 The Secretary of State for [The Department for Constitutional Affairs] and the Lord Chancellor, being the responsible Minister for the purposes of section 4(1)(b) of the 1973 Act, has determined (with Treasury concurrence) that a further financial objective desirable of achievement by H M Land Registry for the period from 1 April 2004 to 31 March 2009 shall be to achieve a return, averaged over the period as a whole, of a minimum of 3.5 per cent in the form of a surplus on ordinary activities before interest (payable and receivable) and dividends expressed as a percentage of average capital employed. Capital employed shall equate to the total assets from which shall be deducted the total liabilities.
- 4 This Minute supersedes that dated 1 April 1993.
- 5 Let a copy of this Minute be laid before the House of Commons pursuant to section 4(1)(b) of the Government Trading Funds Act 1973.

Appendices

Appendix 1

Summary of intakes 2006/7 and 2007/8

Summary of intakes	2006/7 (252 working days)	2007/8 (251 working days)	Variance (%)
Applications			
First registrations	304,391	246,742	-18.9%
Dispositional first leases	228,940	247,379	8.1%
Transfers of part of registered land	191,767	192,656	0.5%
Dealings of whole with registered land (excl. BRUs/NDPs)	4,700,808	4,535,398	-3.5%
Bulk register updates (BRU)/notice of deposits (NDPs)	212,320	3,416,302	1509.0%
Preliminary services (OS,OC,CI,SIM,PIC)	14,660,341	14,718,097	0.4%
Correspondance (excl PIC, Form 313 and register views)	465,816	462,694	-0.7%
Telephone and enquiry services	4,381,623	3,377,296	-22.9%
Register views (LR Direct, NLIS and LR Online)	7,804,664	7,656,697	-1.9%
Title plan views (LR Direct, NLIS, LR Online)	1,214,251	1,185,790	-2.3%
Document views (LR Direct and NLIS)	283,510	246,285	-13.1%
Total applications	34,448,431	36,285,336	5.3%
Preliminary services			
Office copies			
By post	1,873,888	1,956,513	4.4
By e-services	4,388,927	5,295,062	20.6
By phone	788,366	500,042	-36.6
Total office copies (less CIs)	7,051,181	7,751,617	9.9
Official searches			
By post	446,665	559,719	25.3
By e-services	2,889,530	2,766,470	-4.3
By phone	707,831	459,102	-35.1
Total official searches (OS1+OS2-HR3)	4,044,026	3,785,291	-6.4
Official searches of the index map			
By post	1,829,315	1,708,753	-6.6
By e-services	877,268	861,697	-1.8
By phone	595,835	342,112	-42.6
Total official searches of the index map	3,302,418	2,912,562	-11.8
Certificate of inspection of title plan (CI)	16,162	12,786	-20.9
Home rights searches (Form HR3)	242,379	257,998	6.4
Register views (LR Direct, NLIS and LR OnLine)	7,804,664	7,656,697	-1.9
Filed plan views (LR Direct, NLIS and LR OnLine)	1,214,251	1,185,790	-2.3
Document views (LR Direct and NLIS)	283,510	246,285	-13.1
Personal searches of the register (PIC)	4,175	7,843	87.9
Total preliminary services	23,962,766	23,809,026	-0.6
Other services			
Form 313	15,186	30,166	98.6
Property price bespoke reports	177	594	235.6
Total other services	15,363	30,760	100.2

Appendix 2

Statement of service standards

Setting our standards

Customer feedback helps us to make sure our service meets your needs. Our standards are set and reviewed every year by the Secretary of State for Justice and Lord Chancellor to make sure that we improve our level of service and performance.

We:

- carry out customer satisfaction surveys every year
- invite customers who come into our offices to fill in a satisfaction questionnaire
- hold regular meetings with representative groups and customers
- pay attention to comments, suggestions and complaints.

If you would like to make any comments or suggestions about our service, please contact the customer service manager at any of our offices.

We also encourage our staff to put forward their ideas for improving our service.

Providing value for money

We periodically review our fees and only charge what we need to recover our overhead costs, such as capital expenditure or new equipment, buildings and so on, to provide a return on our net assets.

Where do we publish our service targets?

We display our main service targets, and details of our performance against these targets, in the customer information centre at every office. We also publish them on our website, in customer newsletters and in this document.

Our service standards

Accuracy

We aim to deal with all applications without making any mistakes. If we do make a mistake, we will try to put it right as soon as possible. However, the state guarantee of title means that, in appropriate circumstances, we may pay compensation for the mistake rather than alter the register. We consider each case on its merits.

Speed of service

We aim to deal with all searches and requests for official copies within three working days.

We aim to deal with all applications for registration within five weeks. If we cannot do this we will write to tell you why there is a delay and what we are doing about it.

Correspondence

We aim to reply to correspondence within five working days. This

applies to letters, faxes and emails. If we cannot do this we will write to explain why and tell you when you can expect a reply.

This standard does not apply to requests for information under the Data Protection Act, which we will respond to within 40 days, or the Freedom of Information Act, which we will respond to within 20 working days.

Personal callers

We aim to see visitors with an appointment straight away and visitors without an appointment within 10 minutes of their arrival. You may visit us between 8.30am and 6pm Monday to Friday, except public holidays. However customers are asked to make an appointment, giving at least 24 hours' notice, if they wish to visit between 5pm and 6pm.

Phone enquiries

We will answer phone calls quickly and helpfully. We aim to answer 80 per cent of calls to general enquiries within 20 seconds and all calls within 30 seconds. We will try to answer your question straight away. However, if we cannot do this we will contact you within five working days with a reply, or tell you when you can expect one.

Land surveys

Sometimes we need to survey land before we can complete an application to register or deal with land. If so, we will tell the person who sent in the application as well as the owner or occupier of the property. All our surveyors carry proof of their identity.

What happens when I contact you?

All our offices, including Head Office, have a customer information centre and provide a general enquiry phone service. However, with effect from 1 April 2008 a general enquiry phone service will no longer be provided by Head Office.

Wales Office also offers a Welsh-speaking service.

Our staff are committed to meeting your needs and will:

- give you their name
- be helpful and treat you in a polite and professional way
- give you advice on how to fill in forms either personally or by giving you an information leaflet
- arrange for you to discuss any problems with the local customer service manager
- make arrangements for urgent or complicated registrations.

We cannot give you legal advice. If you need legal advice you should see a solicitor or contact your local Citizens Advice Bureau.

If you want to make an application or enquiry in person you can visit any customer information centre. Our opening hours are 8.30am to 6pm Monday to Friday except public holidays. You can call in any time during our opening hours without making an appointment, unless you wish to visit between 5pm and 6pm when you will need to make an appointment giving at least 24 hours' notice.

All our offices have wheelchair access and our staff receive training in communicating with people who have a hearing impairment.

Please tell us if you would like:

- help understanding the information we give you
- the information in a different language or format, such as on audio or in large print
- an adviser, friend or member of your family involved when you deal with us.

We will do our best to help.

Customers who have a hearing impairment

Textphone and Minicom users can contact us on freephone 0800 015 3552. Or you can visit our customer service page on our website at www.landregistry.gov.uk/customerservice

What if I have a complaint?

We appreciate that mistakes can be annoying but sometimes things do go wrong. You can complain in person, by phone or in writing (including fax, email and through our website). Please let us know if you would like someone to help you make your complaint.

All our staff follow a standard procedure so you can be sure that we will investigate your complaint fully and fairly.

We will acknowledge your complaint on the day we receive it and aim to give you a full reply within five working days. If we cannot do this, we will write to let you know why there has been a delay and what we are doing about it.

If you need to complain

If you are not satisfied with our service, or think we have made a mistake, please tell the staff at the office concerned and they will do their best to put things right.

Customer service manager

If you are still not happy, the best person to contact is the local customer service manager. If you are not sure which office you need, you can contact the customer service manager at any local office.

Customer Service Manager for Land Registry

We hope to put right complaints at local office level. However, if you are not satisfied with the response you get, or the way we handled your complaint, you can contact our Customer Service Manager for Land Registry at:

Land Registry, Head Office

Lincoln's Inn Fields

London WC2A 3PH

Tel: 0800 015 8002

Fax: 020 7166 4362

Email: customer.service@landregistry.gsi.gov.uk

You can get more information on our website at www.landregistry.gov.uk

Please note that if you are not satisfied with a land registration decision made by a land registrar, then this cannot be reviewed within the complaints procedure. A land registrar's decision is final and can only be reviewed by judicial means.

Independent Complaints Reviewer (ICR)

If you have contacted our Customer Service Manager for Land Registry and you are still not satisfied with our response, you can get in touch with the ICR at:

New Premier House (Second Floor)
150 Southampton Row
London WC1B 5AL
Tel: 020 7278 6251
Fax: 020 7278 9675
Email: enquiries@icr.gsi.gov.uk

The ICR will usually only investigate complaints that have been through our internal complaints procedure. You should contact the ICR within six months of us completing our investigation into your complaint. You can get more information and guidance on the ICR's website at www.icrev.org.co.uk

Other options

- You can ask your Member of Parliament (MP) to contact us on your behalf.
- If you are not satisfied with the outcome of your complaint, or the way it has been handled, you can ask an MP to refer your complaint to the Parliamentary and Health Service Ombudsman. The Ombudsman will accept a referral from any MP but you should approach your own MP first.

For more information about the Ombudsman, please contact:
The Parliamentary & Health Service Ombudsman
Millbank Tower
Millbank
London SW1P 4QP
Helpline: 0845 015 4033
Fax: 020 7217 4160
Email: phso.enquiries@ombudsman.org.uk

The Parliamentary Ombudsman's website is at www.ombudsman.org.uk

Appendix 3

Key performance indicators and targets for 2008/9

	Target 2007/8	Target 2008/9
Customer service		
Speed		
Percentage of official copy and search applications processed within two working days	98	98
Percentage of all registrations processed within 18 working days	80	80
Accuracy		
Percentage of registrations processed free from any error	98.5	98.5
Overall satisfaction¹		
Percentage of customers who rate the overall service provided by Land Registry as excellent, very good or good	Better than 95	Better than 95
Financial		
Percentage return on average capital employed	3.5	3.5
Efficiency		
Cost per unit in cash terms ² (real terms) ³	£30.21 (£20.61)	£30.32 (£20.07)
Strategic development areas		
Customer service		
Establish a customer contact centre to support portal and e-conveyancing users	—	—
Land registration		
Through voluntary registration, add a further 325,000 hectares of land to the total areas of registered freehold land in England and Wales ⁴	—	—
Electronic service delivery		
Introduce a prototype e-charge registration service (our first e-deed - electronic charges in standard form (eCSF))	—	—
Other business development		
Achieve a contribution earned from Commercial Services sales, after taking account of direct costs and product development costs, of 8 per cent of income	—	—

¹ The 2007/8 figure is derived from the average of data collected from two in-year telephone interview-based customer satisfaction surveys.

² Based on the GDP deflator issued by the Treasury on 28 March 2008 (base year 1992/3).

³ The real term unit cost in the base year of 1992/3 was £30.65.

⁴ In previous years we have set a target to register additional hectares of land for the first time based on all freehold first registration applications, both voluntary and compulsory. Our objective for 2008/9 is based solely on title extents of voluntary registrations.

Appendix 4

Key performance indicators and wider business performance targets explained

Key performance target	Explanation
<p>Customer service</p> <p>Speed Percentage of official copy and official search applications processed within two working days</p> <p>Percentage of all registrations processed within 18 working days</p>	<p>Official copies and official searches of the Land Register are time-sensitive applications made at the start of the conveyancing process. Measurement is an average of monthly 'snapshots'.</p> <p>Registrations are defined as all substantive applications for registration received, including those subsequently delayed through incomplete/incorrect lodgement. Measurement is an average of monthly 'snapshots'.</p>
<p>Accuracy Percentage of registrations processed free from any error</p>	<p>Measurement is by continuous monthly recording of errors returned by customers for correction, as a percentage of all registrations processed.</p>
<p>Overall satisfaction Percentage of customers who rate the overall service provided by Land Registry as excellent, very good or good</p>	<p>Measurement is the average of ratings obtained from two in-year telephone surveys.</p>
<p>Financial Percentage return on average capital employed</p>	<p>The operating surplus for the year as shown in the income and expenditure account (after taking into account the profit or loss on disposal of capital assets) expressed as a percentage of the average of net assets for the current and previous year. It is payable as a dividend to the Consolidated Fund of up to 3.5 per cent.</p>
<p>Efficiency Cost per unit</p>	<p>A unit is a comparative measurement of the relative cost of the effort required to process any category of application handled by Land Registry. An application lodged against the whole of a registered title (dealing) is set at a unit value of 1. All other application categories are measured against this standard and weighted accordingly. From 1 April 2008 an application lodged against the whole of a registered title (dealing) will be set at a unit value of 0.60 per transaction.</p>

Category of work	Unit weighting
First registration	3.30
Dispositional first lease	5.30
Transfer of part	4.90
Dealing of whole ¹	1
Bulk register updates/Notice of deposits	0.6
Official search of whole	0.10
Online applications (dealings)	0.10
Official search of part	0.41
Official copies	0.25
Official search of the index map	0.25
Correspondence	0.75
Register views	0.25
Title plan views	0.25
Document views	0.75
Telephone enquiries	0.15
Telephone service centre calls	0.15

¹ From 1 April 2008 an application lodged against the whole of a registered title (dealing) will be set at a unit value of 0.60 per transaction.

Cost per unit (real and cash terms)

For management purposes, the annual real terms cost per unit (CPU) milestone is converted to a cash basis using prevailing Gross Domestic Product (GDP) deflators issued by the Treasury.

The cash CPU is the total operating costs, on an accruals basis (excluding the cost of accepted indemnity claims, commonhold, e-conveyancing and index map vectorisation costs) divided by the units of work processed.

Regular monitoring against the annual 'real terms' CPU milestone is achieved by dividing the CPU in cash terms by the prevailing GDP deflator.

Strategic development areas

Customer service

Provide a sustainable and scalable e-security infrastructure solution, providing role-based access, identity management and future e-signature functionality, for Land Registry's external and business customer base (2007/8)

This is required to enable the further development of the Land Registry Portal and the development of new e-conveyancing services.

Establish a customer contact centre to support portal and e-conveyancing users (2008/9)

To provide support to customers who are applying to use new electronic services and who are submitting their own applications electronically.

Land registration

Add a further 550,000 hectares of land to the total area of registered freehold land in England and Wales (2007/8)

Through voluntary registration, add a further 325,000 hectares of land to the total areas of registered freehold land in England and Wales (2008/9)

Electronic service delivery

Complete a review of responses to the consultation paper on the Land Registration (Network Access) Rules and the Land Registration (Electronic Communications) Order and report to ministers (2007/8)

Introduce a prototype e-charge registration service (our first e-deed – electronic charges in standard form (eCSF)) (2008/9)

Other business

Move Land Registry's corporate website to the new portal and establish the portal for the use of one or more of the following customer segments: citizens, conveyancers, lenders, estate agents (2007/8)

Achieve a contribution earned from commercial services sales, after taking account of direct costs and product development costs, of 8 per cent of income. (2008/9)

This is an annual milestone target towards a comprehensive land register, expressed in area rather than percentage as it can be more visibly measured than a percentage target and allows for more transparent targets to be set for each of our offices. In previous years Land Registry has set a target to register additional hectares of land for the first time based on all freehold first registration applications, both voluntary and compulsory. However, its objective for 2008/9 is based solely on voluntary applications.

This will enable Land Registry to frame the secondary legislation required for the development of e-conveyancing.

Introduction of a major feature of electronic conveyancing, being the first electronic deed, electronically signed. The product is aimed at the remortgage and second mortgage market.

This is a step towards the creation of a single Land Registry website (the portal) through which eventually all Land Registry services will be accessed.

This KPI has been constructed in line with Treasury guidance for commercial services, which mandates that any development expenditure must be covered by the contribution earned from commercial services sales after taking account of direct costs. Thus, this KPI target is for an 8 per cent contribution (net of product development and direct costs) on sales income from commercial services.

Wider business performance

Customer service

Speed

Percentage of customers who rate the speed of service of official copy and official search applications as excellent, very good or good

Percentage of customers who rate the speed of service of registrations as excellent, very good or good

Average number of days taken to process:

- first registrations
- dispositional first leases
- transfers of part
- dealings of whole
- official copies
- official searches

Percentage of general correspondence (letters, faxes and emails) responded to within five working days

Accuracy

Percentage of customers who rate the accuracy and quality of registrations as excellent, very good or good

Overall satisfaction

Percentage of customers who rate the overall service provided by Land Registry as excellent or very good

People

Average number of training days per person

Average number of sickness absence days per person

Explanation

Measurement is the average of ratings obtained from two in-year telephone surveys.

Measurement is the average of ratings obtained from two in-year telephone surveys.

Applications are electronically recorded on receipt and on completion. If an application is incorrectly lodged, the number of working days' delay incurred in resolving the issue is included in the recorded processing time.

First registrations, requiring a full examination of title, and dispositional first leases take the longest time to process in Land Registry. Transfers of part can be very complex, involving detailed consideration of easements. Official copies and official searches are now virtually all processed electronically.

Does not include correspondence with MPs, correspondence relating to current official applications, complex and contentious casework or where the Data Protection Act 1998 or Freedom of Information Act 2000 are referred to.

Measurement is the average of ratings obtained from two in-year telephone surveys.

Measurement is the average of ratings obtained from two in-year telephone surveys.

Measurement is an average of continuous monthly recording by local management trainers.

Measurement is an average of the number of sick absence days taken by all Land Registry staff during the course of the year. This is calculated using the data recorded on the Human Resources database.

Strategic

Number of registered titles
(millions)

This figure represents the current size of the Land Register for England and Wales. We estimate a complete Land Register to be around 23 million titles.

Percentage (area) of freehold
land in England and Wales
registered

A process has now been developed that will allow the measurement of registered land within England and Wales to be recorded.

Number of registrations:

- first registrations
- discharges
- mortgages
- transfers of value
- leases

These are key elements of the land registration process.

Appendix 5 Recruitment statement

The following information outlines Land Registry's work in the field of recruitment during 2007/8.

Land Registry recruitment activity has been focused on key areas of growth in the organisation, such as Commercial Services. This has led to opportunities for staff to develop different skills, alongside their knowledge and expertise in Land Registry operations. New staff have brought to the organisation specific skills and knowledge in marketing and sales.

During 2007/8 there have been two appointments made to Executive Board posts: Human Resources Director and Commercial Director.

The recruitment processes have been redefined and improved. A revised recruitment policy was introduced in December 2007. Related procedures have also been updated, such as the internal recruitment of district team leaders, for which exercises have been run in the majority of local offices.

Land Registry's recruitment procedures are conducted on the basis of fair and open competition, in accordance with Civil Service Commissioners' Recruitment Code, and are subject to internal monitoring.

The following external recruitment appointments were made during 2007/8.

Grade	Numbers appointed
Senior Civil Servant (SCS)	2
Senior Registration Administrator (SRA)	2
Senior Registration Executive (SRE)	1
Registration Executive 1 (RE1)	4
Registration Executive 2 (RE2)	44
Registration Officer (RO)	2
Registration Assistant (RA)	0
Total	55

Land Registry's continued commitment to diversity and equality of opportunity is reflected in its recruitment procedures, which are continually monitored and evaluated. The following statistics relate to the staff shown in the table above.

Grade	Male	Female	Ethnic minorities	Disabled
Senior Civil Servant (SCS)	1	1	0	0
Senior Registration Administrator (SRA)	1	1	0	0
Senior Registration Executive (SRE)	1	0	0	0
Registration Executive 1 (RE1)	2	2	0	0
Registration Executive 2 (RE2)	30	14	4	0
Registration Officer (RO)	1	1	1	0
Total	36	19	5¹	0

¹ Note: not all recruits declared their ethnicity or disability status.

Seven appointments were made under the exceptions to the recruitment principles permitted by the Civil Service Commissioners.

Appendix 6 Contact details for Land Registry offices

Head Office

Lincoln's Inn Fields
London WC2A 3PH
Tel: 020 7917 8888

Birkenhead (Old Market) Office

Old Market House
Hamilton Street
Birkenhead
Merseyside CH41 5FL
Tel: 0151 473 1110

Birkenhead (Rosebrae) Office

Rosebrae Court
Woodside Ferry Approach
Birkenhead
Merseyside CH41 6DU
Tel: 0151 472 6666

Coventry Office

Leigh Court
Torrington Avenue
Tile Hill
Coventry CV4 9XZ
Tel: 024 7686 0860

Croydon Office

Trafalgar House
1 Bedford Park
Croydon CR0 2AQ
Tel: 020 8781 9103

Durham (Boldon) Office

Boldon House
Wheatlands Way
Pity Me
Durham DH1 5GJ
Tel: 0191 301 2345

Durham (Southfield) Office

Southfield House
Southfield Way
Durham DH1 5TR
Tel: 0191 301 3500

Gloucester Office

Twyver House
Bruton Way
Gloucester GL1 1DQ
Tel: 01452 511111

Harrow Office (sub-office)

Lyon House
Lyon Road
Harrow
Middlesex HA1 2EU
Tel: 020 8235 1181

Kingston upon Hull Office

Earle House
Colonial Street
Hull HU2 8JN
Tel: 01482 223244

Lancashire Office

Wrea Brook Court
Lytham Road
Warton
Lancashire PR4 1TE
Tel: 01772 836700

Leicester Office

Westbridge Place
Leicester LE3 5DR
Tel: 0116 265 4000

Lytham Office

Birkenhead House
East Beach
Lytham St Annes
Lancashire FY8 5AB
Tel: 01253 849849

Nottingham (East) Office

Robins Wood Road
Nottingham NG8 3RQ
Tel: 0115 906 5353

Nottingham (West) Office

Chalfont Drive
Nottingham NG8 3RN
Tel: 0115 935 1166

Peterborough Office

Touthill Close
City Road
Peterborough PE1 1XN
Tel: 01733 288288

Plymouth Office

Plumer House
Tailyour Road
Crownhill
Plymouth PL6 5HY
Tel: 01752 636000

Portsmouth Office

St Andrew's Court
St Michael's Road
Portsmouth
Hampshire PO1 2JH
Tel: 023 9276 8888

Stevenage Office

Brickdale House
Swingate
Stevenage
Hertfordshire SG1 1XG
Tel: 01438 788889

Swansea Office

Tŷ Bryn Glas
High Street
Swansea SA1 1PW
Tel: 01792 458877

Telford Office

Parkside Court
Hall Park Way
Telford TF3 4LR
Tel: 01952 290355

Tunbridge Wells Office

Forest Court
Forest Road
Hawkenbury
Tunbridge Wells
Kent TN2 5AQ
Tel: 01892 510015

Wales Office

Tŷ Cwm Tawe
Phoenix Way
Llansamlet
Swansea SA7 9FQ
Tel: 01792 355000

Weymouth Office

Melcombe Court 1
Cumberland Drive
Weymouth
Dorset DT4 9TT
Tel: 01305 363636

York Office (sub-office)

James House
James Street
York YO10 3YZ
Tel: 01904 450000

Land Charges and Agricultural Credits Departments

Plumer House
Tailyour Road
Crownhill
Plymouth PL6 5HY
Tel: 01752 636666

Land Registry Information Systems

Seaton Court
2 William Prance Road
Plymouth PL6 5WS
Tel: 01752 640000

Land Registry Telephone Services

Land Registry Telephone Services is a quick and convenient alternative to postal applications, but is only available to customers with a Land Registry credit account.

By calling **0870 908 8063*** customers can apply for a range of Land Registry and Land Charges searches and official copies.

A Welsh language telephone service is available on **0870 908 8069**.

Further information can be obtained from the customer service manager at any Land Registry office.

*Please note that calls may be recorded.

Appendix 7 Glossary of terms

Accident incident rate

A recognised statistic used by the Health & Safety Executive and National Statistics for recording accidents.

Application

Any request for the various Land Registry services. This includes pre- and post-completion services (see below).

Business unit

Each of the 24 local offices, Information Systems Group and Land Charges Department (both based in Plymouth) and Land Registry Head Office in London operate as separate autonomous business units. Each has responsibility for remaining within centrally allocated staff and non-staff budgets.

Caseworker

An assigned member of staff who considers a lodged application under the Land Registration Act 2002 and Land Registration Rules 2003, and proceeds accordingly.

Category 1 supplier

A supplier of goods or services to Land Registry where the loss or failure of provision of any one criterion or combined effect of several criteria would prevent the organisation from meeting its KPIs or wider government performance measures.

Chain Matrix

An electronic notice board, available online, used by conveyancers, that shows the key stages reached in each property sale or purchase within the chains of transaction that

are commonly found in England and Wales. It also provides an element of control and coordination at key stages in the process and allows each party to indicate willingness to proceed to exchange.

Charge (or mortgagee)

The lender of money secured by a charge or mortgage.

Chargor (or mortgagor)

A property owner who borrows money on a mortgage and charges the property as security for the loan.

Combined operations

Multi-skilled staff processing new title casework from receipt to despatch in one operation.

Day list

An index of all applications pending in Land Registry. It regulates the priorities between applications affecting the same title number.

Dealing

An application affecting a registered title (other than a pre-completion service), usually taken to mean a dealing with the whole of the title.

Dispositional first lease

The first registration of a leasehold estate created out of a registered title.

E-charges

In the same way that a mortgage can be automatically removed from the register by way of an e-discharge, a mortgage can be automatically added to the register when a new account is added to a lender's computer.

E-discharges

A means by which mortgage

entries may be cancelled by a mortgagee via a machine-to-machine transaction without any intervention by Land Registry staff.

Electronic certificate

An official document held in electronic format. The Electronic Communications Act 2000 provides a legal infrastructure for e-business. The Act stops short of amending or overriding existing legislation that requires handwritten signatures, but Section 8 empowers the Secretary of State for Justice and Lord Chancellor to change legislation by statutory instrument to authorise or facilitate electronic communications and storage of documents, instead of other forms of communication or storage.

Electronic register updates

A system that will automatically process electronically lodged applications to change the register.

E-lodgement

An electronic system that Land Registry Direct users can use to lodge certain types of application to change the register.

First registration

The registration of title to unregistered land.

Future Leaders

Land Registry's programme to identify and develop staff who have the potential and commitment to rise to more senior management levels. The scheme was launched in April 2005 as a replacement for the former FOCUS accelerated development scheme.

Land Register Online

Public access via the web to Land Registry information with payment by credit card.

Land Registry Direct

An online service for Land Registry credit account holders, providing them with speedy electronic access to a range of Land Registry information.

New title casework

Applications that require the issue of a new title number – first registrations, dispositional first leases and transfers of part.

Official copy

Official copy of deeds and documents in Land Registry, including the register and title plan.

Official search of part

A search of part of a registered title that also secures priority.

Official search of whole

A search of the whole of a registered title that also secures priority for the impending transactions.

Organisational Blueprint

A document setting out our current view of the future of Land Registry. It contains a number of changes to Land Registry that will affect the staff employed and where they work, as well as Land Registry's customers and how they are served.

Polygon

An electronically created multisided figure representing the registered extent of a given title on the vectorised index map.

Portal

Single website infrastructure to enable the provision of integrated online services to Land Registry customers.

Post-completion application

An application for registration lodged after the completion of the sale or mortgage.

Pre-completion application

An application seeking information or priority for a transaction prior to the completion of the sale or mortgage. Applications, which comprise searches of the index map, official searches of part and whole and official copies, may be lodged in person, by post, fax, telephone and through Land Registry Direct.

Real-time priority

Real-time priority brings a change to Land Registry's rules concerning the priorities of official searches and post-completion applications. It extends the time during the working day available to practitioners to lodge these applications by giving them priority from the moment they are entered on the day list (see above).

Search of the index map (SIM)

A search of Land Registry's public index maps to ascertain whether or not a property is registered and, if so, its title number.

Single handling

Multi-skilled staff processing applications online, in one operation.

Title

The evidence of a person's right to property.

Title plan

A plan prepared for individual titles showing the extent of the registered title.

Transfer of part (TP)

A transfer or charge of part of a registered title.

Tranche

Land Registry has adopted a tranche approach for the delivery of e-conveyancing. A tranche is a body of work within the e-conveyancing programme that delivers a clearly defined business benefit (set of business services) to both Land Registry and our customers.

Unit

A comparative measurement of the relative cost of the effort required to process any category of work handled by Land Registry.

Unregistered land

Land where the title is not yet registered at Land Registry. Interests in the unregistered land can be classified as legal interests, family interests, commercial interests and residual interests.

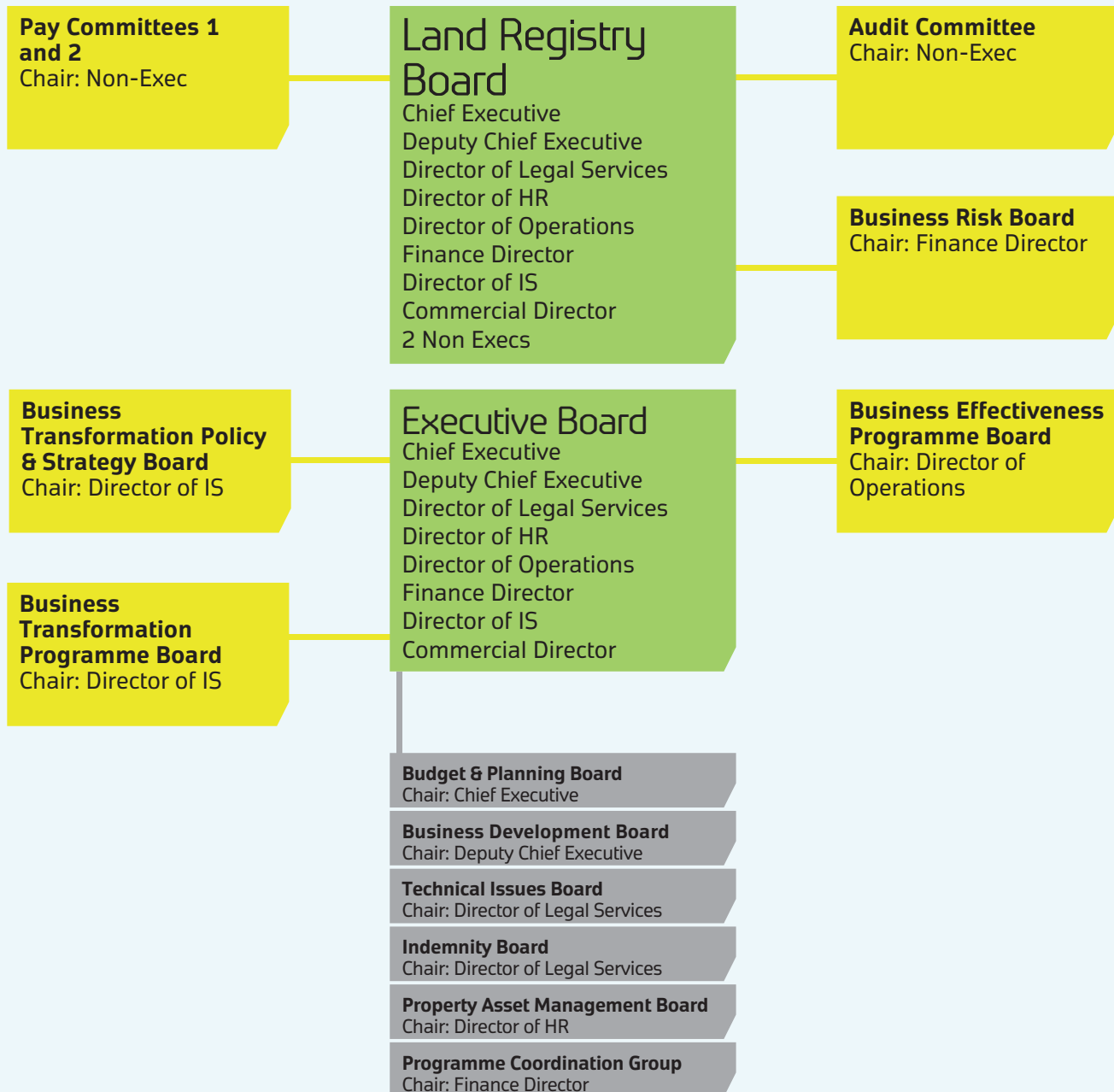
Vector index map

Polygons have been created for every registration existing on the paper index map of England and Wales (more than 17 million). The polygons are linked to the Computerised Property Description Database and Land Registry Property Gazetteer, thus creating a vector index map that can be accessed by all users of Land Registry's mapping system and external customers via Land Registry Direct and the National Land Information Service. The project to convert the index map was completed in February 2004.

10-Point Plan

Land Registry's 10-Point Plan outlines our commitments on 10 key areas that are intended to achieve broad and deep cultural change across the Civil Service. The plan was developed following a review of equality and diversity in employment in the Civil Service by the Chief Diversity Adviser to the Civil Service. The aim of the plan is to improve the delivery of services for everyone in society through achieving a truly diverse Civil Service workforce at all levels, including our most senior.

Appendix 8 Land Registry corporate governance structure 2007/8



Overall purpose of each main board

Land Registry Board

assists the Chief Land Registrar and Chief Executive in his ultimate responsibility and accountability for the good governance and performance of Land Registry.

Executive Board

delivers the annual business plan and is responsible for the day-to-day management of Land Registry.

Overall purpose of each sub-board

Pay committees

administer Senior Civil Service annual pay reviews.

Audit Committee

provides assurance to the Board that Land Registry's activities are being undertaken in accordance with proper standards of public accountability.

Business Risk Board

ensures that key business risks are identified and managed.

Business Transformation Policy & Strategy Board

directs the composition and high-level strategy of the programme; and develops and resolves matters of policy pertaining to Land Registry's future business model.

Business Transformation Programme Board

oversees, monitors and controls at a high level the progress of the Business Transformation Programme.

Business Effectiveness Programme Board

oversees and drives forward projects to improve the efficiency and effectiveness of Land Registry's current business model.

Business Development Board

develops non-statutory services (excluding e-business and the International Unit), overseeing the development of these new services and, once up and running, transferring the responsibility to operational management.

Budget & Planning Board

sets the annual budget, agrees the process for mid-year variations in budget and ensures that the budgeting and planning processes work well together.

Technical Issues Board

considers detailed/complex issues that require clarification of existing practice guidance.

Indemnity Board

reviews trends in errors and indemnity claims.

Property Asset Management Board

provides assurance that property acquisition, disposal, investment and utilisation decisions are aligned to Land Registry's business strategy and objectives.

Programme Coordination Group

discusses concerns and issues between Land Registry's Business Transformation and Business Effectiveness programmes, such as staffing structures, agreeing where new projects should sit, ironing out overlaps, exchanging ideas and addressing resource tensions.



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