

Land Registry

Annual Report and Accounts 2008/9

Creating confidence in property

Land Registry Annual Report and Accounts 2008/9



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 2008/9.

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Foreword

By the Chief Land Registrar and Chief Executive

Land Registry has always played a central role in creating confidence in property. A stable and effective land registration system provides the cornerstone of a healthy and functioning market in land and buildings. Buyers and sellers may have many concerns during the current property market slump but they can count on the accuracy and reliability of the Land Register.

Few understood that better than Keith Melia, who saw the market decline and recover many times in his near 49 years with Land Registry. In February I said a few words at Keith's farewell party as he retired as Area Manager at Lytham Office. It was a pleasure to pay tribute to an exemplary public servant and a stalwart of the organisation.

Keith's length of service was unusual but by no means exceptional at Land Registry. Many of our staff have spent their whole working lives here. Their loyalty and dedication to their work is a tribute to them and to the organisation. So it's with sadness that we have said goodbye to hundreds of long-serving employees this spring.

The immediate context for their departure is the current slump, which has seen our core business collapse by up to 75 per cent in volume. To put it bluntly, our workload and income have fallen off a cliff. It's probably the most difficult period in our long history.

To cope with this huge blow we are cutting back spending, raising our fees and drawing on our reserves. Our money-saving measures range

from using second-class post to closing the restaurants in all our offices. But the most significant is the voluntary early release scheme.

Staff nearing retirement, in our two administrative grades and in merging offices, have all been given the chance to leave earlier than they'd planned. More than 1,000 have taken the opportunity. Some who wished to remain in the Civil Service have transferred to other government departments.

A great many had always planned to stay much longer – like Keith, for the whole of their working lives. As one leaver from Gloucester Office put it: "I'm a member of Land Registry and proud of what I do. I feel disappointed as I thought I would be here until I retired."

We share their disappointment as we don't like losing dedicated and skilled staff. But if their colleagues who are staying continue to feel that sense of pride and achievement – and I'm confident that they will – then the future for Land Registry will be bright. Which brings me to the longer-term context for the departures.

We have a Blueprint for Land Registry's future that envisages a smaller, leaner, more customer-focused organisation dealing with many applications electronically and providing an expanding range of products and services to our customers. It's a road we were travelling down before the credit crunch. And far from blowing us off course, the economic crisis has only sped up the journey.

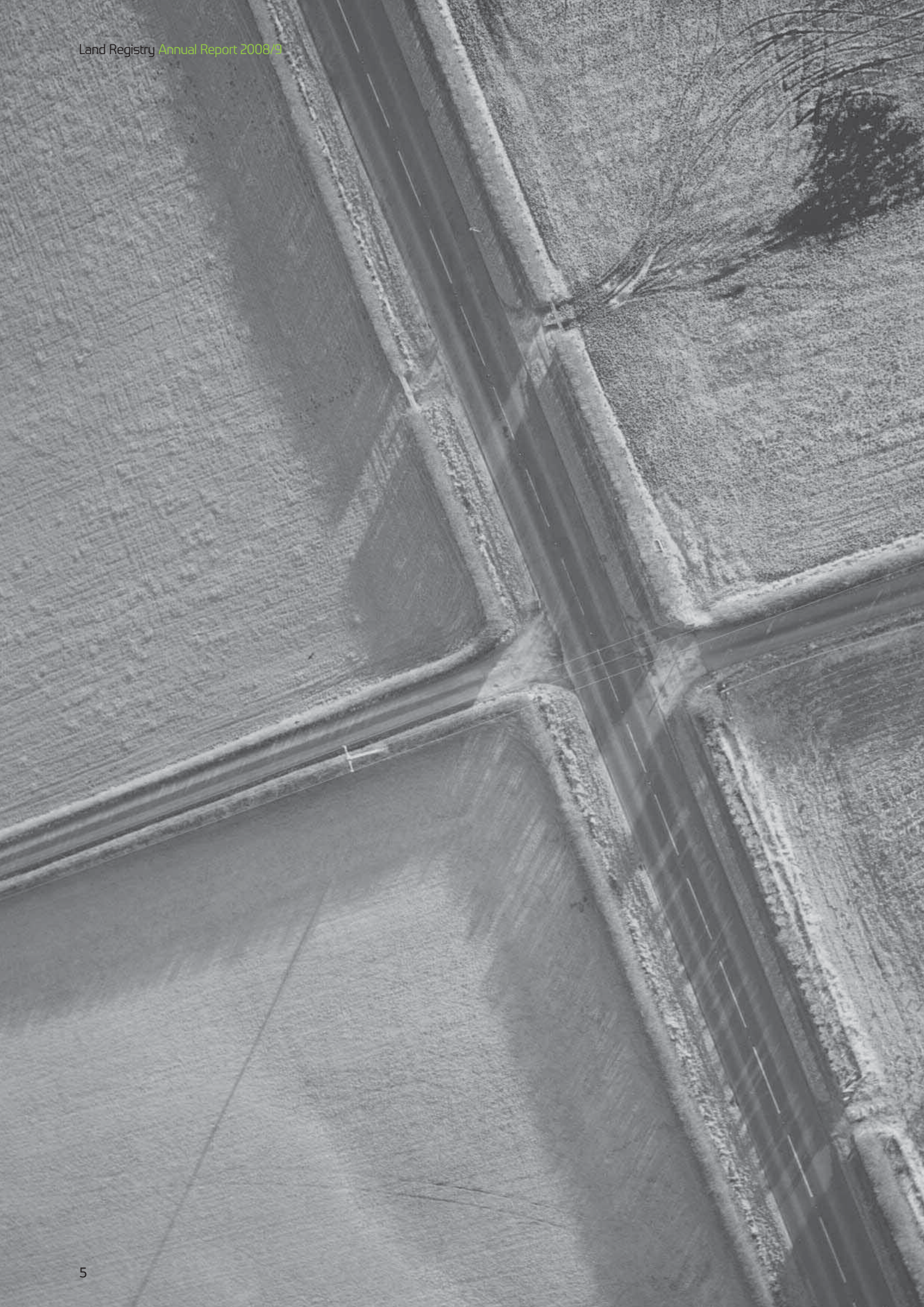
Through the slump we have continued to meet all our non-financial targets, except our efficiency target, while taking forward the changes to the

organisation that the Blueprint demands. We will be ready for a recovery in the property market and ready to work ever more closely with our customers to deliver the products and services they will need in the reshaped market that is likely to emerge.

We're a changing organisation and the departure of so many employees is both consequence and catalyst. But some constants will remain, in particular with regard to our ability and need to draw on the qualities that people such as Keith Melia have always brought to Land Registry.



Peter Collis CB HonRICS CCMI
Chief Land Registrar and Chief Executive
July 2009



About Her Majesty's Land Registry

Who we are

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, we are required to ensure that our income from fees covers all of our expenditure under normal operating conditions.

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

Land Registry's functions are entirely statutory. We have no prerogative powers. The Land Registration Act 2002 empowers Land Registry to deal with "the business of registration under this Act" and is Land Registry's primary governing statute. The Secretary of State for Justice and Lord Chancellor is the minister responsible for Land Registry.

The head of Land Registry is the Chief Land Registrar, appointed under statute by the Lord Chancellor. The Chief Land Registrar is also Land Registry's Chief Executive and Accounting Officer. The Chief Executive is solely responsible for the effective and efficient day-to-day management of Land Registry, subject to financial and legislative parameters. Full details of the roles and responsibilities of the Lord Chancellor and Secretary of State and the Chief Land Registrar are set out in our *Framework Document 2008*.

What we do

Our main purpose is to register ownership of land in England and Wales and to record dealings with land once it is registered.

We serve a population of 54 million and facilitate one of the most active property and mortgage markets in the world. The Land Register comprises more than 22 million titles, and more than 10 million hectares – or 69.4 per cent – of the land in England and Wales is now registered.

Our structure

Land Registry comprises the Registration of Title Department, dealing with our main business, and the much smaller Land Charges and Agricultural Credits departments.

During 2008/9, Land Registry operated through 21 offices and two sub-offices located throughout England and Wales (see map on page 64), 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 and secure long-term savings, we intend to close our York and Harrow offices in 2010, and where we have two offices in Birkenhead, Durham, Lytham, Nottingham and Swansea, the offices are being merged and replaced by a single office. On 31 March 2009 Boldon House in Durham closed with staff moves to Durham Southfield House completed by 6 March 2009. On Wednesday 1 April 2009 a new Proper Office Order came into force, which merged the offices of Lytham and Lancashire enabling them to operate as a single business unit known as the Land Registry Fylde Office. During

2009/10, the Board intends to achieve a single Birkenhead office at Rosebrae Court by 1 October 2009; a single Nottingham office at Chalfont Drive by 1 October 2009; a single Wales office at Tŷ Cwm Tawe, Swansea by 1 April 2010 and a single Fylde office at Wrea Brook Court by April 2010.

Contact details for Land Registry's offices can be found at our website www.landregistry.gov.uk

Our mission

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

Our aim

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

- to maintain and develop a stable and effective land registration system throughout England and Wales, providing the cornerstone for the creation and free movement of interests in land
- to provide state-backed security for 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 achieve progressively improving performance targets set by the Secretary of State and Lord Chancellor, so that high quality, cost-effective services are delivered promptly to our customers.

Our vision

Making property transactions easier for all.

Our objectives

To fulfill our vision, our strategy seeks to develop or enhance existing services as well as introduce new services for our customers.

Land Registry has identified four key areas for development: customer service, land registration, electronic service delivery and business development. During 2008/9, our longer-term strategic objectives within each of these areas were as follows.

Customer service

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

Land registration

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

Electronic service delivery

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

Business development

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

In February 2009, the Executive Board approved two new strategies for engaging with our customers. These will deliver Land Registry's Blueprint aspirations to become a fully 'joined up' customer-focused organisation that will meet customer needs and Land Registry strategic aims, therefore realising key benefits to both. The first strategy focuses on the implementation of a Customer Engagement Management structure. This new structure will ensure our statutory and non-statutory

products, services and channel activities are developed and refined based on customer needs and behaviours. This will be further supported by a Customer Relationship Management strategy, which will provide detailed customer insight and tools to better create and manage customer relationships across all customer channels. As a consequence of these new strategies, a number of our key areas for development and longer-term strategic objectives have changed from 2009/10 onwards as follows.

Customer engagement and customer service

- Continue to make improvements to the delivery of services to our customers through identification of their needs and behaviours.

Electronic service delivery

- Introduce further electronic services through which an increasing number of property transactions will be effected.

Customer and business development

- Develop a broader range of 'add value' statutory and non statutory products and services that meet the needs of our customers.

To ensure we deliver annually against our longer-term strategic objectives, Land Registry is set a key performance target for each of our development areas. The targets for 2008/9 and our performance against them are shown in the table on page 10 under the section titled *Strategic development areas*.

The year in focus

Hitting our targets

The credit crunch dealt a huge blow to Land Registry's business, with the property slump cutting our core transactions by up to 75 per cent. This meant we missed our key performance indicators on cost per unit and return on average capital employed. But our services to our customers have never been quicker or more accurate. We hit all our other targets and made progress on a range of projects and initiatives that will shape the future of the organisation and of conveyancing. A significant milestone was passed in the autumn when the number of registered titles reached 22 million, of which 17.7 million are freehold.

Cutting costs

Falling income meant we had to cut our costs wherever possible. Land Registry's existing programme of office mergers and closures was sped up to reduce the number of buildings we work from. Staff at the merging offices, along with others close to retirement age and at administrative grades, were offered voluntary release packages. More than 1,000 took advantage of the terms and almost a further 120 transferred to the Department for Work and Pensions. A Value for Money Taskforce was set up to seek ways to reduce spending and has helped save millions of pounds.

E-conveyancing

This was the year that e-conveyancing started going live online. Land Registry has been developing an electronic system of conveyancing to make the buying and selling of homes easier for all. The key elements of a fully operational system will be electronic charges (mortgages), discharges (the removing of a mortgage from the register) and transfers (changes of ownership). The first two are now available to conveyancers, lenders and their customers. Innovative product development won Land Registry a medal in the organisational excellence section of the British Computer Society's IT Industry Awards.

Register development

The campaign to encourage the owners of unregistered property to voluntarily sign up to the Land Register continued to score considerable successes. The year's target of registering 325,000 hectares through voluntary registration was passed with months to spare. The pace of work and the state of the property market meant that for the first time in its history Land Registry was processing more voluntary than compulsory first registrations. Teams in several Land Registry offices methodically plotted the intricate ownership patterns of the Highways Agency and historic properties such as Hereford Cathedral were registered for the first time. Agricultural and countryside events provide invaluable opportunities to promote the voluntary registration message and this year Land Registry's special trailer won a commendation at the Three Counties Show.

Rules amendments

After a major consultation exercise, Land Registry introduced significant changes to the Land Registration Rules in November. The aim was to reduce the administrative burden on customers and the risk of fraud while improving operational efficiency. Changes were made to the design of application forms and the layout of restrictions, while statements of truth were introduced as a new means of presenting evidence of title. New requirements on confirmation of identity were introduced as a protection against fraud. Practitioners gave a broad welcome to the changes, which were highlighted by a communications campaign that included mailshots, articles and website links.

Customer products and training

Land Registry has been creating and marketing a range of products to meet the constantly changing needs and expectations of our customers. They include requisition and cancellation reports for conveyancers, data matching for the debt management sector and charge validation for lenders and their agents. These products generate additional income for the organisation while aiding the efficient working of the conveyancing process. They are marketed to customers by teams of account executives recruited from both inside and outside Land Registry. Property and legal-related shows and exhibitions provide additional opportunities to showcase both these products and our customer training programme.

Data integrity

Improving the quality of the data we hold is a constant priority for Land Registry. Various initiatives are underway, including the Quality Improvement Flowline (QIF) project to improve the condition of the index map from which all registration plans are drawn. With the property slump giving us the chance to devote considerable resources to the job, QIF teams passed the landmark of processing 2 million polygons – polygons being electronically created multisided figures that represent the registered extent of a title on the index map. This will eventually allow the index map to be published online.

Partners and collaborative working

Few projects progress without the help, support and understanding of customers and other partners. Land Registry makes sure it keeps up to date by consulting a variety of user groups on a regular basis. There has always been a strong international dimension to our work and we continue to work with land registries across the world, including helping developing nations improve their registration systems, and participating in the European Land Information Service. Our corporate suppliers are among our most important commercial partners, not least during an economic crisis, and we've been encouraging a more proactive relationship. A major new five-year, £50 million contract was signed with IT firm Steria to provide our distributed IT services, which encompass desktops, printers, extranet and networks.

Workforce welfare

A human resources (HR) structure based around personnel teams in each local office is being replaced by a system that gives more responsibility to line managers, backed up by a central team of HR experts. The programme, called HR Transformation, will give Land Registry a modern, flexible and responsive approach to managing its staff. The overhaul has meant giving intensive training to line managers and piloting the system in a single office before introducing it in phases across the organisation. Staff have continued to benefit from regular health and well-being campaigns, such as encouraging everyone to get out of the office for an invigorating walk.

Sports and social

The twin landmarks in Land Registry's sports and social calendar are the relay and sports day. The relay is a walking, running and cycling event that brings together people from across the organisation in an attractive part of England and Wales – Hadrian's Wall in this case. Sports day was held in York, with a day of sporting contests followed by a party in the evening. The national quiz attracted around 20 teams to Blackpool and the arts and photographic competitions were hosted by Birkenhead. Life members – former members of staff who have kept a direct association with Land Registry – gathered in June for their annual lunch at Head Office.

Our performance

Our key performance indicators

As well as setting the key performance targets for our development areas, each year the Lord Chancellor and Secretary of State for Justice 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 2008/9 is shown in the following tables.

How we performed against our key performance indicator targets 2008/9

	Target 2008/9	Achieved 2008/9
Customer service		
<i>Speed</i>		
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	91.7
<i>Accuracy</i>		
Percentage of registrations processed free of any error	98.5	98.9
<i>Overall satisfaction</i>		
Percentage of customers who rate the overall service provided by Land Registry as excellent, very good or good	Better than 95	96.8
Financial		
Percentage return on average capital employed ¹	3.5	0
Efficiency		
Cost per unit in cash terms ² (<i>real terms</i> ³)	£29.98 (£20.07)	£30.68 (£20.54)
Strategic development areas		
<i>Customer service</i>		
Establish a customer contact centre to support portal and e-conveyancing users		Achieved – centre operational August 2008
<i>Land registration</i>		
Through voluntary registration, add a further 325,000 hectares of land to the total areas of registered freehold land in England and Wales		Achieved 633,316 hectares
<i>Electronic service delivery</i>		
Introduce a prototype e-charge registration service (our first e-deed – electronic charge in standard form (e-CSF))		Achieved on 24 March 2009
<i>Other business development</i>		
Achieve a contribution earned from Commercial Services sales, after taking account of direct costs and product development costs, of 8 per cent of income		Achieved 42.9%

¹ See note 27 (page 59)

² Based on the GDP deflator issued by HM Treasury on 24 April 2009 (base year 1992/3).

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

Our wider business performance for 2008/9

	Achieved 2007/8	Achieved 2008/9
Customer service		
<i>Speed</i>		
Percentage of customers who rate the speed of service of official copy and official search applications as excellent, very good or good	99.0	98.2
Percentage of customers who rate the speed of services of registrations as excellent, very good or good	91.6	96.3
Number of days taken to process:		
first registrations	12	5
dispositionary leases	12	5
transfers of part	12	6
dealings of whole	5	3
official copies	2	2
official searches	1	1
Percentage of general correspondence (letters, faxes and emails) responded to within five working days	96	97
<i>Accuracy</i>		
Percentage of customers who rate the accuracy and quality of registrations as excellent, very good or good	94.2	95.3
<i>Overall satisfaction</i>		
Percentage of customers who rate the overall service provided by Land Registry as excellent or very good	84.4	83.3
People		
Average number of training days per person	8.59	5.30
Average sick absence per person (days)	10.60	8.80
Strategic		
Number of registered titles (millions)	21.626	22.154
Percentage area of freehold of England and Wales registered ¹	63.99	69.4
Number of registrations:		
first registrations	246,742	319,152
discharges	2,541,679	1,708,175
mortgages	2,592,905	1,651,336
transfers for value	1,401,520	734,224
leases	228,988	185,616

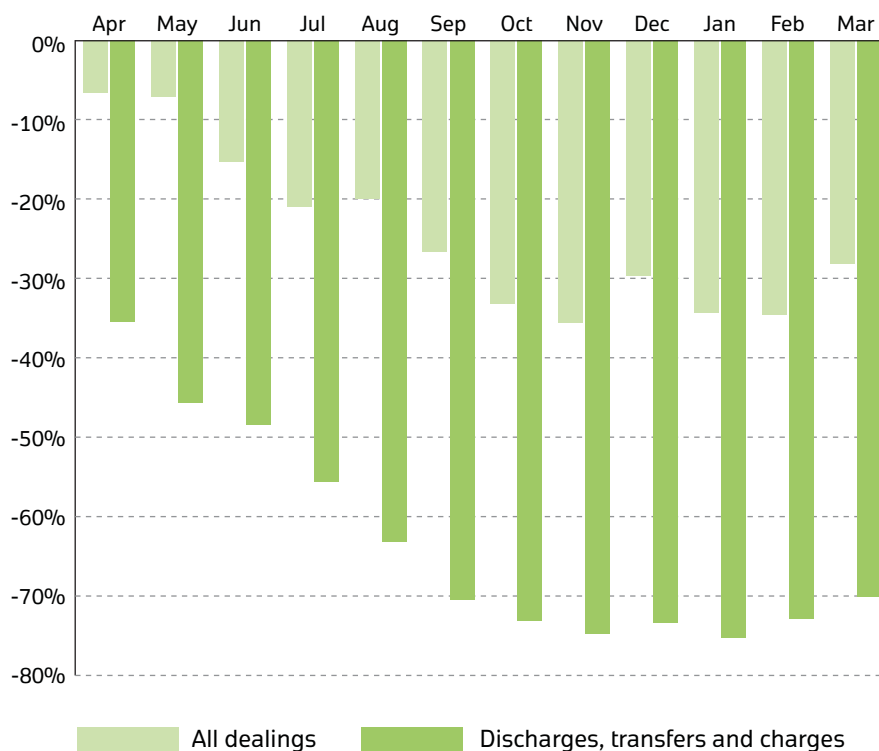
¹ Based on indexings

Intakes and outputs

During 2008/9 there was a significant cooling of the property market, with house prices falling, financial institutions withdrawing or severely limiting mortgages and property and mortgage transactions drying up. As a consequence our workload fell and lower intakes severely affected our financial position. The drop off in our basic work is illustrated in the graph (right), which shows a monthly comparison with 2007/8 intakes for dealings and discharge/transfer/charge applications.

Overall intake decreased by 26.3 per cent against that received for 2007/8. We received 26,732,720 applications over the year. This equates to a unit output for 2008/9 of 12,085,533, compared with the budget forecast of 13,521,375. At 11,528,763, intakes of preliminary services applications have decreased by 21.7 per cent on the previous year's 14,718,097 applications. Output for the year was 26,790,052 applications, which is 26.2 per cent less than achieved for 2007/8. Full details of our year's workload are shown at Appendix 1.

Impact of credit crunch on discharges, transfers and charges



Overall customer satisfaction

The results of our customer satisfaction telephone interviews show extremely positive ratings for Land Registry with 96.8 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 2007/8 of 97.2 per cent. Also 90.3 per cent rated Land Registry on overall value for money as excellent, very good or good, and 82 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 (79.4 per cent) and for knowledge and competence (70.3 per cent).

Efficiency

We did not meet our cash cost per unit target, the year-end figure being £30.68 against a target of £29.98.

Financial

We did not meet our target for the Return on Average Capital Employed of 3.5 per cent with an outturn of

0 per cent. In accordance with trading fund principles of 'taking one year with the next', the return on average capital employed over five years, including the current loss, was 8.7 per cent. Further details of our income and expenditure can be found on page 29.

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 (98.9 per cent was achieved in 2007/8).

The results of our customer satisfaction survey showed that 95.3 per cent of customers rated the accuracy and quality of casework in 2008/9 as excellent, very good or good compared with the 94.2 per cent the previous year.

The percentage of customers who rated the accuracy and quality of completed registrations as excellent (26.4 per cent) or very good (46.3 per cent) was 72.7 per cent compared with 65.4 per cent the previous year.

Speed

We also achieved our KPI of processing 80 per cent of all registrations within 18 working days, with 91.7 per cent completed within the target and 87.6 per cent completed within 15 days. During 2007/8, the results were 88.1 per cent within 18 days and 84.4 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 69.5 per cent of such applications on the day of receipt (compared with last year's figure of 61 per cent). Those we could not complete were usually

awaiting confirmation by lenders that a mortgage had been discharged.

The results of our customer satisfaction survey showed that 96.3 per cent of customers rated our speed of service of substantive casework for 2008/9 as excellent, very good or good, and 98.2 per cent rated the speed of service of preliminary services as excellent, very good or good. For 2007/8 the figures were 91.6 per cent and 99 per cent respectively.

Performance against our strategic development area objectives

Electronic service delivery. Land Registry celebrated a milestone in its history when it registered the first mortgage to be signed electronically. The mortgage, or e-charge, in favour of Coventry Building Society was signed electronically by the borrower and registered at 11.20am on 24 March 2009. This landmark occasion marked an important step in Land Registry's programme of introducing new electronic services and helps to make property transactions easier for all.

Land registration. 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 2008/9, we added a further 839,207 hectares (or 5.5 per cent) of freehold land in England and Wales to the register, which means approximately 69.4 per cent is currently registered.

Through 2008/9, the volume of voluntary work processed was significant. Against our target of

adding a further 325,000 hectares of land to the total areas of registered freehold land in England and Wales through voluntary registration, we achieved a figure of 633,316 hectares with the help of some notable registrations, namely Lincoln's Inn, Temple Balsall (which in the 12th century was headquarters of the Warwick Knights Templar), Hereford Cathedral (the home of one of England's oldest maps) and Ironbridge. Additionally, registration of the 2012 Olympics site is well underway. This increased activity on register development was a positive response to the downturn in intakes, with our new customers being persuaded of the benefits of registration despite the uncertain economic climate.

Customer service. From Monday 15 September 2008, our Marketing & Sales teams have been able to sign customers up to use Land Registry's portal services. The portal is the gateway to our new generation of e-services, including e-charges, e-discharges and e-documents, and marks a significant step forward in the introduction of a fully electronic conveyancing system.

The portal is an electronic gateway linked to electronic information services, which can be accessed by customers who have signed up. Depending on the customer's choice of agreement, they may also be able to carry out lender functions such as electronic discharges and charges. Conveyancers will be able to lodge documents that incorporate electronic signatures electronically in due course.

Our portal was initially launched to a limited number of pilot customers, replacing Land Registry Direct, and a migration project was formed to transfer all existing customers to the

portal. To handle applications for and enquiries about portal services, we established a customer contact centre to support portal and e-conveyancing users in our Wales office that was operational from August 2008. During February 2009, we established contingency customer contact centre facilities at our Plymouth and Gloucester offices, thereby creating a virtual customer contact centre.

Standards of service

Our target standards of service, and our achievements against them, are published on our website www.landregistry.gov.uk 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. Our annual business plan contains full details of our key performance indicators and targets and is published on our website.

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 3,039,947, which represents a reduction of 37.2 per cent against the totals for 2007/8.

The total number of searches processed was 2,757,907, which is a reduction of 39.6 per cent.

The proportion of search and official copy applications made by telephone, direct access and fax increased to 88.9 per cent of the totals received during this year, compared with 87 per cent in 2007/8, with 91.8 per cent of official copy applications being delivered in this way. Eighty 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 8.7 per cent compared with 13 per cent in the previous year.

The Agricultural Credits Department

Year	New registrations	Cancellations and rectifications	Searches
2006/7	1,250	860	4,356
2007/8	1,267	808	4,269
2008/9	1,159	917	4,120

The Land Charges Department

Type of application	Number of applications or names in 2008/9	Percentage variation compared with 2007/8
New registrations, rectifications and renewals	190,403	+11
Cancellations	19,910	-20
Official searches:		
— Full searches	515,495	-19.8
— Searches limited to insolvency	2,242,412	-42.8
Official copies	65,531	-13.6
Total	3,033,751	-37.3

Legislation

The Land Registration (Amendment) Rules 2008 came into force on Monday 10 November 2008 following a consultation with customers from October 2007 to January 2008.

A public consultation was held to propose 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. A submission was made to the Minister and an Order under section 5(1) of the Land Registration Act 2002 came into force on 6 April 2009.

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.

There were no changes to the membership of the committee during the year.

The Rule Committee met for two days in May 2008 to consider the draft Land Registration (Amendment) Rules 2008. In March 2009 the committee considered, by correspondence, a draft Land Registration Fee Order.

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 and transition countries.

During 2008/9, we provided assistance to the land registration authority in Colombia, at the request of the British Embassy in Bogotá. We also carried out a further upgrade to the Alderney land registration system, and continued to provide assistance to the British Council's Security, Justice & Growth programme in Nigeria, funded by the Department for International Development.

We 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 (UNECE) Working Party on Land Administration (WPLA). Our Head of International Unit represents us on the Bureau of the WPLA, and during this period took part in a UNECE mission to review land management and administration in Kyrgyzstan. We have 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, and we have taken over formal UK representation on the Permanent Committee on Cadastre in the European Union, a role which was previously carried out by Ordnance Survey.

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 and 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 Albania, Australia, Bangladesh, Botswana, China, Cyprus, Gambia, Ghana, New Zealand, Nigeria, Portugal, Saudi Arabia, Swaziland and Thailand.

Corporate responsibility

Land Registry is committed to good practice in terms of corporate responsibility, helping us to understand our impact on the people we work with, our stakeholders, the communities in which we operate and the environment in which we live and work.

Our membership of Business in the Community has contributed to the updating of our corporate responsibility action plan. Our steering group promotes and encourages socially responsible business behaviour, focusing on successful delivery of our corporate responsibility and sustainable development obligations.

Our new volunteering policy provides a fresh perspective and is being piloted in two offices. Staff are being given the opportunity to enhance their personal development through volunteering activities and increase their awareness of community issues by working in a completely new environment, meeting and working with new people.

We have completed a review of our Sustainable Development Action Plan and are making good progress

in embedding sustainability in accordance with the requirements of the Sustainable Development Commission. We have also adopted the government's flexible framework for sustainable procurement and are committed to the requirements of the Greening Government ICT Strategy launched in July 2008.

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 moving forward well in most areas towards achieving the targets for sustainable operations on the government estate but have some work still to do on reducing carbon emissions from road vehicles, which continues to be a challenging target for us.

Description	Government target	Achievement at 31 March 2009
Carbon emissions from offices	Reduce carbon emissions by 12.5% by 2010/11, relative to 1999/2000 levels	Current improvement 19.1%
Carbon emissions from road vehicles	Reduce carbon emissions from road vehicles used for government administrative operations by 15% by 2010/11, relative to 2005/6 levels	12.1% increase
Energy efficiency	Departments to increase their energy efficiency per m ² by 15% by 2010 relative to 1999/2000 levels	Improvement 14.5%
Recyclables	Departments to increase their recycling figures to 40% of their waste arising by 2010	86.1% recycled
Water consumption	Reduce water consumption by 25% on the office and non-office estate by 2020 relative to 2004/5 levels	10.1% reduction in consumption

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 2008/9, Land Registry identified 95 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/variable direct debit can access our services electronically through Land Registry Direct/portal and through Telephone Services, 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 our 'Find a Property' service. This allows anyone with access to the internet to download title registers and title plans and pay by credit or debit card.

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 alternative formats on request. 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.cofrestrfathir.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 2008/9, we received 2,389 complaints (compared with 3,037 in 2007/8) of which 92 per cent were responded to within our five-day target (88 per cent in 2007/8).

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 ICR for the Northern Ireland Youth Justice Agency.

The number of referrals leading to formal investigations by the ICR remains at a low level, with the proportion of individual complaint issues upheld small.

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 online at 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

In 2008/9, we paid £10,058,945.39 for 1,364 claims, compared with £9,110,218.85 for 1,072 claims in 2007/8.

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 £5,072,113.43 for 62 claims, up from £3,953,378.02 for 60 claims in 2007/8. During the year we have reviewed our anti-fraud procedures and introduced

new measures intended to counteract registration fraud.

We recovered £89,235 under our statutory rights of recourse, compared with £72,535.89 last year.

Indemnity claims for 2008/9

Nature of claim	Number of claims	Substantive loss (£)	Costs (£)	Percentage of total
Extent of registered titles	431	1,018,056.69	713,363.13	17.2
Errors in/ omissions from register entries	175	1,994,887.52	433,617.33	24.1
Sundry plans errors	45	340,128.92	46,290.67	3.8
Fraud and forgery	62	4,257,074.48	815,038.95	50.4
Official inspections of title plans	18	13,358	19,851.29	0.3
Bankruptcy errors	0	0	0	0
Official searches	14	431.94	4,218.95	0.05
Official copies	22	707.85	15,785.28	0.2
Errors in SIMS	40	74,399.53	38,376.27	1.1
Errors in filed extracts	62	12,380.83	19,250.39	0.3
Lost documents/ administrative errors	495	125,434.63	116,292.74	2.4
Land Charges errors	0	0	0	0
Total	1,364	7,836,860.39	2,222,085	
Gross payment			10,058,945.39	
Less sums recovered under Land Registry's statutory right of recourse			89,235	
Net indemnity			9,969,710.39	

Supporting our customers with education and training

Now that the Land Registration Act 2002 has bedded in and Land Registry's office-led training over recent years has covered the main topic areas under the new regime, we have moved away from free mass face-to-face training of our conveyancing customers. Instead, we have been developing a programme of training for which we make a charge, but which offers more choice to our customers. Targeted training events have been held around the country that offer conveyancing customers a choice of topic areas and the same materials have been made available as in-house training events for organisations to train larger groups of staff at one time. There have been events and in-house sessions for private client and family law practitioners as well as conveyancers.

We have developed training packages aimed at non-lawyers within a law firm and also for other organisations who need to understand our registers without actually being part of the conveyancing process. During this year, we have also been successful in selling CD-ROM-based learning and have begun to use web seminars, both of which we intend to develop further in the coming year.

Our Education & Training Group constantly monitors changes to law and practice as it alters the way we work with our customers and offers support as those changes are introduced. Conveyancers, for example, were provided with an action booklet to explain the changes brought in by the Land Registration (Amendment) Rules

2008 last November, which contained annotated forms and other guidance to complement the library of practice guides. The new triggers introduced on 6 April 2009 altered the way in which trustees of trusts of land need to act in certain circumstances and guidance is available on our website to support them when those situations arise.

The group has continued to support the introduction of e-services by providing manuals, guidance notes and training modules for firms looking for assistance with the sign-up decision or process and to support their users once they are actually using the services on a day-to-day basis. That work will continue as we expand the customer base using those services and enhance the services available online.

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.

In line with other Land Registry services a reduction in the number of applications has been

experienced. NLIS channels are currently generating fee income for Land Registry in excess of £280,000 per month.

Connect Direct

Launched in 2006, Connect Direct provides business-to-business links aimed at property search companies, using an XML schema over a virtual private network. The service appeals to search companies who operate in the same market as the NLIS channels but do not have an NLIS licence.

Searches are sent electronically and results returned directly to the customer. Many of these applications are fully automated.

Land Registry has seen a reduction in the number of organisations using this service due to consolidation in the property search market. However fee income has grown this year and the three organisations using Connect Direct currently lodge applications generating fee income in excess of £200,000 per month.

The European Land Information Service (EULIS)

Land Registry has continued to participate in the development of EULIS. We were among the first group of land registration authorities to go live with the service when it was officially launched in November 2006.

As a result, the national land information services of England and Wales, Lithuania, the Netherlands, Norway, Sweden and the Republic of Ireland are now linked together online, through the EULIS portal. Pending connection are Austria, Italy (Agenzia del Territorio and Provincia Autonoma di Trento e Bolzano,

Servizio Libro Fondiario), Scotland and Finland. Many more countries are involved in discussions and/or contributing to the website including Belgium, Latvia, Slovenia, Czech Republic, Spain and Portugal.

EULIS' vision is to be the first port of call for European land and property information. EULIS provides online direct access to official registers of European land and property information. In addition it offers subscribed land registry customers valuable reference information on local land registration procedures and practices. The glossary facilitates understanding in terminology and gives translations.

The long-term vision of EULIS is to provide easy worldwide access to European electronic land and property information in order to encourage cross-border lending. From 2001 to 2004 the development of the service was assisted by funding from the European Commission's eContent programme.

The target audiences for EULIS include banks, lenders, credit agencies, solicitors, legal professionals, estate agents, police, government departments and enforcement agencies. The diverse market may use the service for different purposes such as second property searches, risk assessment, credit checks or business acquisition. Users simply log on as usual to their existing national land registration information provider in order to get access to the EULIS portal and they are also billed as usual. This facility opens up a new market for land and property information, as customers of the connected services can now directly access land information from equivalent services in other countries.

Marketing & Sales Group

Marketing & Sales Group comprises four key areas: Business Development, Product Development, Product Management and Marketing Services, each spearheaded by a head of department to deliver and develop their respective functions, objectives and aims.

The aim of Marketing & Sales Group as a whole is to:

- promote existing services, statutory and 'add value' products and services
- identify new 'add value' product and service opportunities, and refine existing products and services to meet customer needs
- identify customers who would benefit from 'add value' product and service benefits and promote accordingly
- build customer relationships through increasing customer insight, engagement and reach across customer groups
- deliver incremental revenue to Land Registry.

During 2008/9 our sales teams were restructured to ensure we are better placed to build closer customer relationships, identify strategies for growth, and increase our reach and penetration. In particular, we decided to focus on customers rather than market sectors. This department has been rebranded 'Business Development' and a Head of Business Development appointed.

A Commercial Director was appointed to direct Marketing & Sales Group and also aid in the delivery of Land Registry's Blueprint aspirations to become a fully 'joined up' customer-focused organisation that meets customer needs and Land Registry's strategic aims today and in the future.

Subsequently, our central Customer Engagement Management structure has been designed to fully meet the needs and behaviours of our customers. It will increasingly drive forward development of the whole business, while also helping to drive efficiencies, deliver increased profitable revenue and provide consistency of customer experience across customer contact points.

Our Customer Engagement Management structure will be further supported by our Customer Relationship Management strategy, which will aid in gaining customer insight at a more detailed level to ensure Land Registry can sustain and improve customer relationships in an effective, efficient and consistent manner.

We will also identify opportunities for Land Registry to work more closely with other government departments to identify joint opportunities that benefit our customers and government.

Business Development 'add value' 2008/9 sales performance

Despite difficult trading conditions gross incremental revenue from 'add value' sales increased by 20 per cent in the 12 months to March 2009. During 2008/9 we focused on 'add value' products and services that drove internal efficiencies for our customers, such as Charge Validation and Data Synchronisation.

E-conveyancing

Our Business Development teams are proactively building relationships with customers to convey the benefits of e-conveyancing services, providing one-to-one support for our customers as they migrate to new channels and services.

Our objective is to ensure that customers can make the new

services a routine part of their business as soon as possible in the most effective and efficient way to deliver benefits to themselves and Land Registry.



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 have continued to have a significant impact on our people. The downturn in the housing market led Land Registry to take the decision to accelerate plans to rationalise our estate and manage a reduction in staffing levels. During the course of the year, the Human Resources (HR) team has been instrumental in helping members of Land Registry staff come to terms with and plan and prepare for the closure or merger of some of our offices earlier than originally planned. Land Registry has also offered early release schemes to particular groups of staff across the organisation, providing them with the opportunity to leave Land Registry through voluntary redundancy. For both the office closure and merger programme and the early release schemes, HR has played a crucial role in communicating with staff with tact and sensitivity, providing as much information as possible to enable staff to make an informed decision about their future. Where members of staff have chosen to leave Land Registry through

voluntary redundancy or by transferring to other government departments, HR has helped support them throughout, to make their departures as easy as possible in what are often difficult and emotional circumstances.

As part of Land Registry's review of its business structure and processes under the Operational Efficiency Programme (OEP), we have been running a project to develop a future business model for Land Registry, called the Target Operating Model (TOM), which will give us the shape of the organisation in terms of processes, structures, staff profile and skills. This work is key to the future success of Land Registry and will provide a clear direction of travel as Land Registry moves forward.

A particular change and challenge for HR has been the launch of HR Transformation, alongside the development and provision of the essential IT systems and technology without which HR Transformation could not be fully operational and effective. Under this new HR structure, Land Registry now has a single central HR Service Centre at Nottingham where a service desk provides advice and guidance to staff and managers on HR matters, and where HR case advisers provide support to line managers on complex or challenging issues. In addition, HR business partners and senior business partners now work with board members and senior managers to help plan and deliver future people requirements. To help prepare the organisation for this significant development, HR has successfully delivered a series of communication exercises to all staff, to promote and explain the new structure and what it means to them. Coupled with this, HR has delivered a programme of training to all line managers across Land Registry,

called Developing Management Capability, to prepare them for the new HR structure.

The new streamlined HR service reflects the changes we are making across our business and provides professional specialist support to our managers, who now have greater people management responsibilities. Ultimately, HR Transformation will deliver an enhanced, more cost efficient HR service and will provide an improved level of HR support for business change.

Recruitment and retention

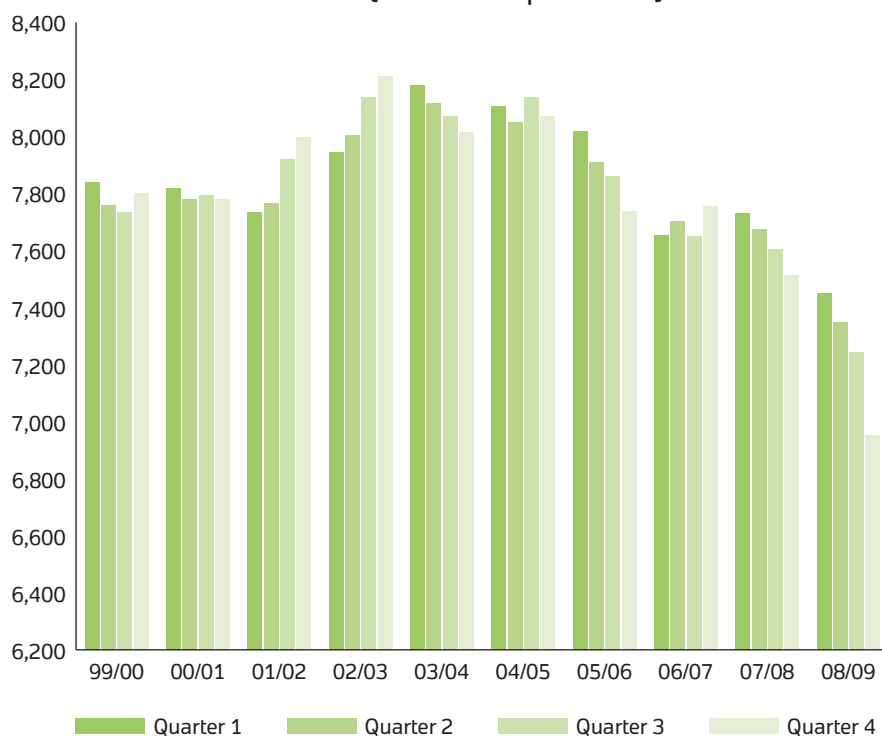
At 1 April 2009, Land Registry employed 7,737 people, or 6,953 full-time equivalents (including fixed-term and casual staff).

Facts and figures

- Part-time employees make up 33 per cent of staff.
- Sixty-two per cent of our staff are female, including two of the six directors reporting to the Chief Land Registrar.
- Six per cent report that they have a disability and 5 per cent report they are from an ethnic minority.
- Last year, 171 people started new permanent jobs with Land Registry – 137 of these were existing staff promoted into new jobs and 34 joined Land Registry for the first time.
- Turnover for permanent staff for the past year equated to 5.5 per cent compared with 3.5 per cent the previous year.

Our recruitment statement is set out in Appendix 2.

Staff numbers since 1999 (full-time equivalents)



Diversity and equal opportunities

Land Registry's single equality scheme has been in place for two years and we are pleased with our progress so far. Key areas of development include embedding equality impact assessments across the organisation, developing a new monitoring form to obtain diversity statistics on our customer profile and ongoing work to ensure our website is accessible, which includes external assessment by RNIB. Our registration change team has been working closely with the transgender subgroup to develop procedures for dealing with enquires and applications. Future work will include launching our new Diversity Strategy and Diversity Delivery Plan.

Diversity champions have been appointed at Board and local office

Senior Management Team level. Diversity champions will undertake the role of active and visible leadership, ensuring diversity is mainstreamed into every aspect of the business through role modelling inclusive behaviours.

Creating a more diverse workforce is important to us. Diversity monitoring has been reviewed and more effective monitoring has been established. Work to review diversity targets has taken place and new targets will be set under our diversity strategy. The black & minority ethnic (BME) focus group is developing a mentoring programme for minority ethnic staff. This work will now integrate with the diversity strategy's talent management workstream. Our aim is to extend the programme to other under-represented groups within Land Registry.

The Diversity Team held their first Diversity Conference, which brought together members of the disability, lesbian gay bisexual and transgender (LGBT) and BME focus groups. The conference was seen as a great opportunity for the three focus groups to interact and to share best practice. All three groups have established action plans, which will link into relevant objectives under the diversity delivery plan.

We achieved the Stonewall Workplace Equality Index Top 100 Employers for the second year running, ranking 68th. In addition, we supported the Civil Service Rainbow Alliance (CSRA) and sponsored the London Gay Pride float, which had the Land Registry name and logo on it.

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 course 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 2008, 151 students (96 internal, 55 external) completed the

certificate, and 77 students (61 internal, 16 external) graduated with the diploma. To date, 1,806 certificates (1,640 internal, 166 external) and 592 diplomas (549 internal, 43 external) have been awarded.

Associate members of the Royal Institution of Chartered Surveyors (AssocRICS formerly TechRICS)

This was a busy year for staff following the Land Registry programme to achieve AssocRICS. Our trainees have attended induction and development events along with preparing their final assessment submissions. The programme has seen 21 staff gain full membership and we currently have a further 49 staff working towards it.

Land Registry has also played a lead role working with RICS in developing the corporate model allowing other organisations to follow the success of our own programme.

Future Leaders

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.

In 2008, a review of the Future Leaders programme was carried out. In light of the changing needs of the business and to reflect the current economic climate a series of changes were made. In line with our strategic requirement to increase the skill level of managers, we are

planning a series of changes to the LAM programme to enable local managers to take more responsibility for their staff on the programme. Local managers will identify development opportunities and select the people who will make the most of them.

In October 2008, the first cohort from the CAM programme 'graduated' after completing three years of work-related study and experience. One of the key success stories for the programme is that a former CAM participant has achieved promotion to an Area Manager position. Other students from both CAM and LAM have achieved promotion or broadened their experience within Land Registry.

The financial costs of the programme to date represent a small fraction of the overall training budget year on year and provide the most comprehensive training package within Land Registry.

The revised CAM programme will see more of a structure to the compulsory components of the programme providing targeted leadership knowledge and development based on a learner's current experience.

Currently there are 53 people participating in LAM and 14 on CAM.

Developing Management Capability

As part of the long-term strategy for transforming HR at Land Registry, the Learning & Development team were responsible for creating a new in-house programme to enhance management capability.

In 2008, after a successful pilot at Tunbridge Wells and Durham, the

first two core modules of the Developing Management Capability (DMC) programme were delivered to managers across the organisation, reaching an estimated 96 per cent of managers.

The aim was to help managers prepare for the planned changes in their responsibilities resulting from the roll out of HR Transformation in 2009. In addition to providing lots of interactive team building, the modules gave managers a baseline of good practice in people skills, managing performance and implementing HR policies effectively.

Feedback from managers who have attended the course has been positive. Additional modules are currently being developed to enhance managers' skills further and help them adapt to the changing needs of Land Registry.

Internal training

During the year, Education & Training Group has produced training materials to support staff through changes to our procedures, such as the changes to the rules introduced in November 2008, and to further develop their skills, particularly in relation to land registration plans. The group has also played a part in assisting offices with the implementation of their own training plans, the training of staff in the new customer-facing teams which support e-services and with meeting wider government training requirements. Greater reliance has been placed on the training skills that exist in local offices to deliver centrally-developed training and on tracking mechanisms available to ensure that online training courses are undertaken and properly understood, leading to improved efficiencies in this area.

Aspect	Trainee days
Induction	612
Vocational (land registration)	26,145
Management	5,879
External	4,486
Total	37,122

The total spend on all training represented 6.5 per cent of the salary bill.

obtained a variety of appropriate health and safety qualifications.

The recorded accident incident rate has increased slightly from 5.9 last year to 6.1 with slips, trips and falls continuing to be the largest category of accidents. There have been 28 accidents reported to the Health & Safety Executive under the reporting of injuries regulations.

Health and safety

A review of the significant health and safety risks facing Land Registry identified four key areas: driving; working out of the office; building construction and maintenance; and slips, trips and falls. In each area protective measures were examined and where necessary further measures have been put in place. The risks surrounding work related driving have received particular attention resulting in a new driving policy and guidance.

The health and safety audit programme has been completed to the planned programme. The audit programme now covers all Land Registry premises over a two-year period, having been revised from a three-year programme last year. All recommendations for improvement have been actioned. The Internal Audit team has reviewed the health and safety assurance process itself with one recommendation having been made and subsequently actioned.

There has been a significant amount of investment in health and safety related training both through internal and externally run courses. The Executive Board members have attended training designed for those providing strategic leadership. Training for facilities staff has been provided for managing road risks, general health and safety and additionally a number of staff have

Chief Executive's Report

Land Registry Board

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. The members of the Board are as follows.

Peter Collis CB	Chief Land Registrar and Chief Executive
Joe Timothy	Director of Legal Services and Deputy Chief Land Registrar
Andy Howarth	Director of Operations ¹
Heather Foster	Finance Director
John Wright	Director of Information Systems
Annette Davies-Govett	Commercial Director ¹
Malcolm Dawson OBE	Director of Human Resources
David Rigney	Non-Executive Director
Mike Cutt	Non-Executive Director (to 31 March 2009)
Catherine Raines	Non-Executive Director (from 28 January 2009)

Previous members of the Board who served during the year were as follows.

Ted Beardsall CBE	Deputy Chief Executive (from 1 April 2008 to 31 July 2008)
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The Land Registry Board met nine times during the year. Details of the remuneration of members of the Land Registry Board who served during 2008/9 can be found in the remuneration report. No Board member had any other directorship or significant interest that conflicted with their responsibilities as a member of the Land Registry Board.

The Executive Board, which has the same membership as the Land Registry Board but excludes the non-executive directors, delivers Land

Registry's annual business plan and is responsible for the day-to-day management of Land Registry. It met 16 times during the year.

The Land Registry Board and Executive Board are supported by a number of subsidiary boards, which either oversee specific aspects of Land Registry's operations or provide assurance. During the year, there were two changes to this governance structure. First, following the Executive Board's approval of our new Customer Engagement

Management structure, the Business Development Board was disbanded. Second, to facilitate an assurance function in respect of information management and security, an Information Management Board was established to develop and support Land Registry's information and knowledge policies, and to provide direction to our Corporate Legal Services and the Head of Corporate Information Management Unit when complex or strategic issues arise.

¹ To embed our new Customer Engagement Management structure and Customer Relationship Management strategy from March 2009 the Commercial Director assumed the role of Commercial & Customer Strategy Director and the Director of Operations that of Director of Operations & Customer Delivery.

Land Registry Audit Committee

The Audit Committee provides assurance to the Board that Land Registry's activities are being undertaken in accordance with proper standards of public accountability. The Audit Committee met four times during the year. The Chief Executive, Finance Director, Head of Internal Audit and our external auditors routinely attend the committee's meetings. Members of the Audit Committee are as follows.

David Rigney	Non-Executive Director and Chairman
Mike Cutt	Non-Executive Director (to 31 March 2009)
Catherine Raines	Non-Executive Director (from 28 January 2009)
Vaughan Williams	Independent member
John Wright	Director of Information Systems
David Cleasby	Area Manager Portsmouth Office

No Audit Committee member had any other directorship or significant interest which conflicted with their responsibilities as a member of the Land Registry Audit Committee.

Auditors

The accounts have been audited by the Comptroller and Auditor General (C&AG). The cost of this audit work for 2008/9 was £70,000 (2007/8: £70,000). The cost is in respect of the audit services relating to the statutory audit. Additional work carried out by the C&AG during the year was the audit of Land Registry's International Financial Reporting Standards (IFRS) trigger point two submission to Treasury. The cost of this work was £8,000 (2007/8: nil).

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 the auditors are aware of that information.

Pensions

Details of how pension costs and liabilities are treated in the accounts can be found in note 1.5 to the accounts, and further information relating to pensions is included in note 4.1 to the accounts and in the remuneration report.

Payments

We comply with the Late Payment of Commercial Debt (Interest) Act 1998 and the Better Payment Practice Code. During the year we paid 96 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.

Principal risks and uncertainties of the business

Land Registry faces challenges and risks to the achievement of its strategic business objectives. Key current strategic risks relate to stakeholder support for e-conveyancing; registration fraud;

failure of our computing facilities; the integrity of our register; and having sufficient staff with the requisite skills, capability and culture needed to deliver our organisational objectives and business. A risk management strategy is in place at all levels of the organisation to ensure that risks are effectively managed. In particular, the Land Registry Board considers significant strategic risks to the organisation, and the Finance Director, as the Board's risk champion, chairs the Business Risk Board, which ensures that key business risks are identified and managed.

Personal data-related incidents

During 2008/9, there were two protected personal data-related incidents formally reported to the Information Commissioner's Office (Table 1).

Table 1: Summary of protected personal data-related incidents formally reported to the Information Commissioner's office in 2008/9

Date of incident (month)	Nature of incident	Nature of data involved	Number of people potentially affected	Notification steps
July 2008	Temporary loss ¹ of data back-up tape in transit by DX courier from Wales Office	Office business, including HR records, correspondence and casework-related documents	370 staff	Individuals notified by the office manager at a staff meeting. Police notified
February 2009	Loss of data back-up tape in transit by DX courier from Stevenage Office	Office business, including HR records, correspondence and casework-related documents	270 staff	Individuals notified by the office manager at a staff meeting. Police notified
Further action on information risk	Land Registry will continue to monitor and assess its information risks, in light of the events noted above, in order to identify and address any weaknesses and ensure continuous improvement of its systems. Planned steps for the coming year include reminding all staff of the importance of adhering to the structures in place for reporting breaches, and implementing a revised, accelerated reporting process. Additionally, the decision has been made to retain data back-up tapes on site at each of the local offices.			

In addition, there were seven centrally recorded protected personal data-related incidents not formally reported to the Information Commissioner's Office (Table 2).

Table 2: Summary of other protected personal data-related incidents in 2008/9
Incidents deemed by the Data Controller not to fall within the criteria for report to the Information Commissioner's Office but recorded centrally within Land Registry are set out in the table below. Small, localised incidents are not recorded centrally and are not cited in these figures.

Category	Nature of incident	Total
I	Loss of inadequately protected electronic equipment, devices or paper documents from secured government premises	1
II	Loss of inadequately protected electronic equipment, devices or paper documents from outside secured government premises	3
III	Insecure disposal of inadequately protected electronic equipment, devices or paper documents	Nil
IV	Unauthorised disclosure	1
V	Other	2

¹ The tape was found by a member of the public and handed into the police. We received it back untampered.

Resources and stakeholders

Land Registry has operated as a separate government department since 1862, as an executive agency since July 1990 and as a trading fund for 16 years. By statute, it is required to ensure that its income from fees covers all of its expenditure under normal operating conditions.

Its legal position and status as a non-ministerial government department is laid down in its Framework Document that came into force in June 2008. This framework sets out the role and responsibilities of the Chief Land Registrar and Chief Executive and those of the Lord Chancellor and Secretary of State for Justice.

Land Registry has analysed its supplier base and identified those suppliers that are key to its business success. Resources have been allocated accordingly and strategies developed to provide effective contract management including associated risks. A robust process has been developed, with the creation of joint risk registers for our key suppliers, a new monitoring and escalation process and regular reporting to Land Registry's Business Risk Board. This has resulted in improved governance and communication. Value for money initiatives are being pursued through market testing, reviewing requirements, benefits realisation plans and key performance indicators. Land Registry's most critical suppliers are being included in a supplier relationship management programme, utilising a more extensive and sophisticated approach to contracts management.

Operating and Financial Review

Income and expenditure

Land Registry experienced a significant collapse in our core business by up to 75 per cent in volume as a result of the difficulties in the financial services sector and in particular the unavailability of mortgages and re-mortgages. Fee income for the year was £308 million compared with £482.9 million in 2007/8.

In response to the stagnation in the property market, several exercises were undertaken to reduce planned expenditure and review contracts let in all areas of the business. The savings achieved during the year were £57.9 million. A review of the Indemnity Fund and a 'desktop' valuation of land and buildings were also undertaken.

The review of the Indemnity Fund recommended an increase to £23 million from £15.4 million, a difference of £7.6 million. Also Land Registry undertakes a full professional property valuation every three years. The most recent valuation was in January 2008. For the intervening years, a 'desktop' valuation is completed by the Valuation Office. The reduction in the value of the properties, after taking account of the revaluation reserve, was £3 million. Under UK Generally Accepted Accounting Practice this amount, described as a permanent diminution in value, is written off in the year it arises. The adjustment to the Indemnity Fund and property values together totalled £10.6 million and have been charged to the income and expenditure account.

Work has continued to identify savings for next and future years. Currently savings on renegotiated contracts are anticipated to be £76.4 million.

Staff costs represent the majority of Land Registry's expenditure. A number of schemes were offered during the year to reduce staff numbers including voluntary redundancy, early retirement and transfers to other government departments. The total cost of these schemes will be £50.3 million, which has been shown as a provision in the accounts. Staff numbers have been reduced by more than 1,000 during 2008/9 and the beginning of 2009/10 as a result of these exercises. However the financial savings from this will not begin to take effect until 2009/10. The timescale for the planned rationalisation of the estate, previously announced, has been shortened. The financial savings and income from the sale of property will not begin until next the financial year.

Total expenditure was £380.2 million against £400.1 million for 2007/8. Land Registry has made a loss during the year of £129.9 million, which includes the cost of voluntary redundancy and early retirement schemes, referred to in the previous paragraph, against a surplus of £70.7 million for 2007/8.

With the expectation of a slow property market in the next financial year, work on reducing our staff, estate and other overhead costs, as mentioned above, is continuing. A new Fee Order was laid before Parliament in April and will come into effect from 6 July 2009, which will increase income.

As a result of making a loss we did not meet our efficiency or financial key performance targets. Our cash cost per unit target was at the year-end £30.68 in-year against a target of £29.98. Our return on average capital employed was 0 per cent against a target of 3.5 per cent.

In accordance with trading fund principles of 'taking one year with the next', the return on average capital employed over five years, including the current loss, was 8.7 per cent.

In line with an agreement with HM Treasury, a dividend of £18.6 million for the financial year based on our average capital employed is payable to the Consolidated Fund (2007/8: £19.7 million).

Fixed assets

As mentioned above, the annual desktop valuation of the estate by the Valuation Office reflected changes in the commercial office market during the year with an overall downward revaluation of £20.7 million across the estate. In line with the estate rationalisation plan properties are being actively marketed. Spare capacity in other buildings is being let or marketed for letting to maximise the use of the estate.

A total capital spend of £24.1 million was made during the year, £11.8 million of which was on developing new services for e-conveyancing.

Peter Collis

Chief Land Registrar and Chief
Executive and Accounting Officer
6 July 2009



Accounts 2008/9

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 2009 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 being 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 sections Who We Are, Key Performance Indicator Targets, Corporate Responsibility, Our People and the Chief Executive's Report, 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. This other information comprises

remaining parts of the Annual Report and the unaudited part of the remuneration report. 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 opinions

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 2009 and of its deficit, recognised gains and losses and cash flows 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, which comprises the sections Who We Are, Key Performance Indicator Targets, Corporate Responsibility, Our People and the Chief Executive's Report, included in the Annual Report, is consistent with the financial statements.

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.

Amyas C E Morse
Comptroller and Auditor General
National Audit Office
151 Buckingham Palace Road
Victoria
London
SW1W 9SS
8 July 2009

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

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*.

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 47. 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

Statement on internal control 2008/9

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. After each written report I meet with the Minister of State (Justice) who leads on Land Registry on behalf of the Lord Chancellor.

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 Minister of State (Justice) 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 was reviewed and updated during May 2008, and the Board

approved a new directorate risk management process during February 2009. Practical guidance notes support the policy and are available to all staff electronically on Land Registry's intranet.

A small Risk Management Group within the Finance Directorate provides support and guidance on all risk-related matters and regular summary reports for the Business Risk Board. It also provides ad hoc risk workshops and presentations to Land Registry offices.

During the year we conducted a full disaster recovery test of both our central and distributed IT infrastructure. The test included the loss of both our IT facility sites in Plymouth and the ability of local offices to access all services following their move to the contingency back-up facility at Gloucester. The test was a complete success; as was the Business Continuity Rehearsal programme run throughout the year, which tests the effectiveness of local offices' contingency plans.

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 September 2008 we refreshed our three-stranded anti-fraud strategy, originally adopted in July 2007. The first prevention strand includes raising staff awareness, publishing two public guides for customers, identifying and protecting vulnerable titles, setting up improved systems for gathering intelligence on fraud, and liaising with relevant bodies such as the National Fraud Authority, Serious Organised Crime Agency and the Metropolitan Police. The enhanced identity checks introduced on 10 November by the Land Registration (Amendment)

Rules should also contribute to prevention. The second strand comprises detection and investigation, including enhanced levels of vetting of transactions by caseworkers trained to recognise common indicators of dishonesty. The third strand is case management and recovery, aimed at the smooth handling of rectification applications and indemnity claims by defrauded customers while at the same time pursuing any funds that remain in the hands of the fraudsters and seeking appropriate contributions from lenders, conveyancers or other professionals whose negligence may have facilitated the fraud.

Subsequent to the introduction of the Corporate Manslaughter and Corporate Homicide Act 2007, which came into force in April 2008, Land Registry reviewed its health and safety management system against guidance produced by the Health & Safety Commission with the Institute of Directors. As a consequence of this high-level gap analysis, a number of areas were identified as posing the greatest risk of death or serious injury to staff and others, especially driving and working out of the office. Accordingly, measures have been taken to reduce the risks to staff arising from these high-risk workplace activities. In particular, recognising that driving is a hazardous activity with a potential to cause harm or death to staff and to members of the public, safe systems of operation, staff training and safety guidance have been developed to eliminate or minimise the risk to the lowest practical level at all times when staff are required to drive in pursuance of their work. Specifically, a generic risk assessment has been completed, our driving policy has been revised, and comprehensive driver guidance

has been published. Further, our Departmental Health & Safety Team have compiled and published a *Working out of the office* health and safety handbook, as a guidance document for staff whose duties require them to work out of the office and their managers. The handbook provides health and safety guidance to these groups in order to reduce the risk to staff to as low as is reasonably practicable.

Through its annual audit programme, the Technical Assurance Group provides assurance to the Board that our technical registration practices and processes comply with land registration legislation. During 2008, the Land Charges Department was awarded a clean bill of health by the Technical Assurance Group. Additionally, registration assurance teams were established at all Land Registry offices to provide assurance to the Director of Operations, land registrars, area managers and the senior management teams that local technical registration practices and processes comply with legislation, technical mapping standards, and Land Registry practice and procedures.

Following the National Audit Office (NAO) review on central government's management of service contracts¹, in order to achieve better value for money and reduce contract risk, Land Registry has benchmarked its arrangements for contract management against the NAO good practice framework. Where gaps have been identified, actions have been undertaken or are planned to achieve the necessary improvements. In line with NAO-recommended best

practice, ownership of pan-Land Registry contract management issues is assigned to a single individual, our Chief Procurement Officer, who has a clear remit to improve contract management and the authority to deliver change, and is responsible for ensuring that contract management plans and appropriate governance arrangements are in place for all our major contracts. Additionally, Land Registry has reviewed the risks associated with our major service contracts with regular reporting of business-critical risks at Board level. Where possible, mitigating actions have been planned and implemented.

After 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 through regular

¹ Central government's management of service contracts, REPORT BY THE COMPTROLLER AND AUDITOR GENERAL | HC 65 Session 2008-2009 | 19 December 2008.

meetings of our IS Management Board, Information Management Board (new in 2008/9) and 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.
- Data-sharing initiatives, outside of Land Registry, are approved, monitored and reviewed by our Information Management Board.
- 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.
- IT 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.

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.

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

As described above I hold biannual meetings with the Minister of State (Justice) at which operational risks are discussed. He receives reports on risks to delivery of key performance indicator 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 new electronic services. 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 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 the anti-fraud strategy described above 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

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 IA knowledge of CESG with the expertise and resources of the private sector.

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. An annual 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 Standards, 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 2008/9 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.

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

Peter Collis

Chief Land Registrar and
Chief Executive
6 July 2009

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), Andy Howarth and Joe Timothy, and for the pay committee dealing with SCS pay band 2: Mike Cutt (Chair), David Rigney and Peter Collis.

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 2008/9, 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 appointments 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 65. 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 entitlements¹

	Salary including performance pay		Real increase in pension and lump sum at 60		Total accrued At 31 March 2009		Cash equivalent transfer value (CETV) at 31 March		Real increase in CETV after adjustment for inflation and changes in investment factors
	2009 £'000	2008 £'000	Pension £'000	Lump sum £'000	Pension £'000	Lump sum £'000	2008 £'000	2009 £'000	
Land Registry Board									
Peter Collis Chief Land Registrar and Chief Executive	175-180	155-160	0-2.5	2.5-5	60-65	185-190	1,201	1,314	15
Ted Beardsall (until 31 July 2008) Annual equivalent Deputy Chief Executive	40-45 (115-120)	110-115	(0-2.5)	(0-2.5)	60-65	180-185	1,386	1,371	(12)
Andy Howarth Director of Operations	130-135	125-130	(0-2.5)	(0-2.5)	55-60	175-180	1,320	1,400	(2)
Joe Timothy Director of Legal Services	130-135	125-130	0-2.5	0-2.5	40-45	130-135	880	967	6
Malcolm Dawson Annual equivalent Director of Human Resources	100-105	20-25 (85-90)	0-2.5	2.5-5	25-30	85-90	427	478	17
Heather Foster Finance Director	95-100	100-105	0-2.5	0-2.5	30-35	90-95	568	636	15
John Wright Director of Information Systems	105-110	100-105	0-2.5	-	5-10	-	52	77	18
Annette Davies-Govett Annual equivalent Commercial Director	90-95	0-5 (90-95)	0-2.5	-	0-5	-	-	21	18
Mike Cutt (until 31 March 2009) Non-Executive Director	15-20	15-20	-	-	-	-	-	-	-
David Rigney Non-Executive Director	15-20	15-20	-	-	-	-	-	-	-
Catherine Raines (from 28 January 2009) Annual equivalent Non-Executive Director	0-5 (15-20)	-	-	-	-	-	-	-	-

During the year a compensation payment was paid to a person, who for part of the accounting year was a board member. They have withheld permission for the terms of the payment to be disclosed.

All executive directors sit on the Executive Board.

¹ This table is subject to audit

'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 above 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 their 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 2008/9 Land Registry paid employer's contributions of £36.8 million (2007/8: £36.4 million) at one of four rates in the range 17.1 per cent to 25.5 per cent (2007/8: 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 have been revised but the rates remained 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 2008/9 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 2008/9 this contribution was £56,587 (2007/8: £52,420). 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 £4,280 in 2008/9 (2007/8: £3,955), 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.

Nineteen individuals retired early during the year on ill-health grounds. The total additional accrued pension liabilities in the year amounted to £34,977.

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.

Peter Collis
Chief Land Registrar and
Chief Executive
6 July 2009

Income and expenditure account for the year ended 31 March 2009

	Notes	2009 £'000	2008 £'000
Fee income – continuing operations	2	308,050	482,944
Cost of service	2	(366,204)	(390,565)
Gross (deficit)/surplus		(58,154)	92,379
Administrative expenses	2	(15,181)	(20,790)
Operating (deficit)/surplus	2	(73,335)	71,589
Loss on disposal of fixed assets		(14)	(36)
Interest receivable		12,315	18,896
Interest payable and similar charges	5	(32)	(32)
Restructure and reorganisation costs	3.2	(50,253)	0
(Deficit)/surplus for the financial year		(111,319)	90,417
Dividend payable	6	(18,572)	(19,709)
Retained (deficit)/surplus for the financial year	21	(129,891)	70,708

The notes on pages 47 to 60 are an integral part of these accounts.

Statement of total recognised gains and losses for the year ended 31 March 2009

	Notes	2009 £'000	2008 £'000
(Deficit)/surplus for the financial year		(111,319)	90,417
Unrealised surplus/(deficit) on revaluation on Government Grant Reserve	19	14	(713)
Unrealised (deficit)/surplus on revaluation	20	(17,420)	7,582
Total recognised gains and losses for the financial year		<u>(128,725)</u>	<u>97,286</u>

The notes on pages 47 to 60 are an integral part of these accounts.

Reconciliation of movements in government funds for the year ended 31 March 2009

	Notes	2009 £'000	2008 £'000
(Deficit)/surplus for the financial year		(111,319)	90,417
Dividend payable	6	(18,572)	(19,709)
		(129,891)	70,708
(Deficit)/surplus on revaluation	20	(17,420)	7,582
Increase in Indemnity Fund	17	7,600	242
Decrease in Government Grant Reserve	19	(1,881)	(751)
Net (decrease)/increase in government funds		(141,592)	77,781
Opening government funds		592,156	514,375
Closing government funds		<u>450,564</u>	<u>592,156</u>

The notes on pages 47 to 60 are an integral part of these accounts.

Balance sheet as at 31 March 2009

	Notes	2009 £'000	2008 £'000
Fixed assets			
Tangible assets	7	217,685	249,110
Intangible assets			
Research and development	8	39,266	27,452
Current assets			
Stocks	9	1,144	1,653
Debtors	10	17,836	21,742
Cash at bank and in hand	11, 24.2	280,329	380,331
		<u>299,309</u>	<u>403,726</u>
Creditors – amounts falling due within one year	12.1	<u>(48,773)</u>	<u>(74,646)</u>
Net current assets		<u>250,536</u>	<u>329,080</u>
Total assets less current liabilities		<u>507,487</u>	<u>605,642</u>
Creditors – amounts falling due after more than one year	12.2	(11,562)	(12,051)
Provisions for liabilities and charges	16	<u>(45,361)</u>	<u>(1,435)</u>
Net assets		<u>450,564</u>	<u>592,156</u>
Indemnity Fund	17	23,000	15,400
Capital and reserves			
Public Dividend Capital	18	61,545	61,545
Government Grant Reserve	19	6,718	8,599
Revaluation Reserve	20	65,564	82,984
Income and expenditure account	21	293,737	423,628
		<u>450,564</u>	<u>592,156</u>

The notes on pages 47 to 60 are an integral part of these accounts.

Peter Collis

Chief Land Registrar and Chief Executive

Date: 6 July 2009

Cash flow statement for the year ended 31 March 2009

	Notes	2009 £'000	2008 £'000
Net cash (outflow)/inflow from operating activities	24.1	(66,521)	111,773
Returns on investments and servicing of finance			
Interest received		13,818	18,505
Interest element of finance lease payments	5	(32)	(32)
		<u>13,786</u>	<u>18,473</u>
Capital expenditure			
Purchase of tangible fixed assets		(14,858)	(22,919)
Research and development		(12,249)	(16,860)
Sale of tangible fixed assets		38	98
Net cash outflow from capital expenditure		<u>(27,069)</u>	<u>(39,681)</u>
Dividend paid on Public Dividend Capital		(19,709)	(16,548)
Net cash (outflow)/inflow before financing		<u>(99,513)</u>	<u>74,017</u>
Financing			
Capital element of finance lease payments		(489)	(479)
(Decrease)/increase in cash	24.2	<u>(100,002)</u>	<u>73,538</u>

The notes on pages 47 to 60 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 2008/9 (FReM) 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 FReM 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 FReM 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 39 to 41.

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 was undertaken in 2007/8 and a

'desktop' valuation carried out this year. Land Registry is required by the 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 1/3 per cent
Motor vehicles	33 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.

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 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 1993. 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 £23 million as at 31 March 2009. 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. 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 a 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 the 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 that 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 (deficit)/surplus for each of these services.

	Registration of title		Land charges and agricultural credits		Total	Total
	2009 £'000	2008 £'000	2009 £'000	2008 £'000	2009 £'000	2008 £'000
Fee income	302,387	473,901	5,663	9,043	308,050	482,944
Cost of service	(363,553)	(387,762)	(2,651)	(2,803)	(366,204)	(390,565)
Administrative expenses	(15,061)	(20,627)	(120)	(163)	(15,181)	(20,790)
Operating (deficit)/surplus	(76,227)	65,512	2,892	6,077	(73,335)	71,589

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 (deficit)/surplus

3.1 Operating (deficit)/surplus is stated after charging

	2009 £'000	2008 £'000
Staff costs (see note 4 and remuneration report)	239,970	247,220
Provisions for indemnity costs (see note 17)	7,600	242
IT infrastructure costs (see note 26)	21,447	21,710
Hire of machinery	6,632	6,692
Auditor's remuneration – audit fee	70	70
Auditor's remuneration – IFRS audit fee	8	0
Depreciation current year – owned assets (see note 7)	20,246	21,563
Depreciation current year – leased assets (see note 7)	1,114	1,100
Impairment in value of fixed assets	2,965	117
Development expenditure written off	0	15,008
Early retirement costs	0	820
Charge for operating leases – buildings	3,519	3,836
Other operating income	(5,912)	(4,930)

3.2 Restructure and reorganisation costs

	2009			2008
	Early retirement	Early severance	Total	Total
	£'000	£'000	£'000	£'000
Costs incurred in year	2,137	3,294	5,431	0
Costs provided for	26,436	18,386	44,822	0
	<u>28,573</u>	<u>21,680</u>	<u>50,253</u>	<u>0</u>

During the year Land Registry brought forward restructuring and reorganisation plans, as originally anticipated in Land Registry's Blueprint, in response to the economic downturn and offered early retirement and early severance schemes to staff.

The cost of these schemes in the year has been disclosed separately on the face of the income and expenditure account.

4 Employee information**4.1 Staff costs**

	2009			2008
	Permanent staff	Others	Total	Total
	£'000	£'000	£'000	£'000
Salaries	188,349	5,366	193,715	205,203
Social security costs	13,690	57	13,747	14,663
Other pension costs	36,678	144	36,822	36,490
Total staff costs	<u>238,717</u>	<u>5,567</u>	<u>244,284</u>	<u>256,356</u>
Capitalised staff costs	(4,239)	(75)	(4,314)	(9,136)
Total net staff costs	<u>234,478</u>	<u>5,492</u>	<u>239,970</u>	<u>247,220</u>

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 people employed by Land Registry during the year was made up as follows.

	2009			2008
	Permanent staff	Others	Total	Total
Senior management	8	0	8	7
Operational	7,313	10	7,323	7,598
Administration	291	30	321	321
IT	505	14	519	531
	<u>8,117</u>	<u>54</u>	<u>8,171</u>	<u>8,457</u>

Average number of persons employed (full time equivalent) by Land Registry during the year was made up as follows.

	2009 Permanent staff	Others	Total	2008 Total
Senior management	8	0	8	7
Operational	6,521	10	6,531	6,828
Administration	282	30	312	308
IT	486	13	499	509
	<u>7,297</u>	<u>53</u>	<u>7,350</u>	<u>7,652</u>

4.3 Chief Executive and director's 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 39 to 41.

4.4 Pensions

Pension benefits are provided for the majority of staff through the PCSPS. For 2008/9 employer contributions of £36.8 million (2007/8: £36.4 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 2008/9 Land Registry made a contribution of £56,587 (2007/8: £52,420). Further details of the pension schemes can be found in the remuneration report on pages 39 to 41.

5 Interest payable and similar charges

	2009 £'000	2008 £'000
Finance charges	<u>32</u>	<u>32</u>

6 Dividend payable

	2009 £'000	2008 £'000
Dividend payable	<u>18,572</u>	<u>19,709</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	£'000	£'000	£'000	£'000
Cost or valuation							
At beginning of year	164,616	43,698	3,524	7,139	103,116	34,599	356,692
Additions	(4)	0	22	5,515	5,952	768	12,253
Assets brought into use	996	0	0	(9,723)	7,993	734	0
Revaluation in year ¹	(12,255)	(4,296)	(32)	0	0	0	(16,583)
Impairment ³	(3,541)	(603)	(2)	0	0	0	(4,146)
Disposals	0	0	0	0	(8,580)	(511)	(9,091)
At end of year	<u>149,812</u>	<u>38,799</u>	<u>3,512</u>	<u>2,931</u>	<u>108,481</u>	<u>35,590</u>	<u>339,125</u>
Depreciation							
At beginning of year	9,584	2,852	1,158	0	70,256	23,732	107,582
Provided during the year ²	2,579	813	465	0	15,043	3,812	22,712
Backlog depreciation	83	111	(9)	0	0	0	185
Disposals	0	0	0	0	(8,551)	(488)	(9,039)
At end of year	<u>12,246</u>	<u>3,776</u>	<u>1,614</u>	<u>0</u>	<u>76,748</u>	<u>27,056</u>	<u>121,440</u>
Net book value as at 31 March 2009	<u>137,566</u>	<u>35,023</u>	<u>1,898</u>	<u>2,931</u>	<u>31,733</u>	<u>8,534</u>	<u>217,685</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>

¹ £(0.14) million (2007/8: £0.713 million allocated to assets funded by government grant (see note 19).

² £1.352 million (2007/8: £1.464 million) allocated to assets funded by government grant (see note 19).

³ £(0.515) million (2007/8: Nil) 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 a deficit of £7.223 million on open market value over existing use value for the freehold and leasehold property as at 1 January 2009.

The net amount of finance leases at the end of the year was £12.6 million

(2007/8: £13.2 million). In the year £0.67 million (2007/8: £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 £37.42 million (2007/8: £44.35 million).

Durham Boldon House, a freehold property valued at £6 million, was empty at the financial year end following the physical merger of the two Durham offices in late March 2009. The sale, which was due to be completed in 2008/9, was completed on 2 June 2009.

8 Research and e-conveyancing development

	2009	2008
	£'000	£'000
Capitalised e-conveyancing costs		
At 1 April	27,452	26,127
Additions	11,814	16,333
Development expenditure written off	0	(15,008)
	<u>39,266</u>	<u>27,452</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.

9 Work-in-progress

	2009	2008
	£'000	£'000
Stocks comprise		
Work-in-progress	<u>1,144</u>	<u>1,653</u>

10 Debtors

10.1 Debtors due within one year

	2009	2008
	£'000	£'000
Trade debtors	7,694	10,052
Other debtors	2,642	3,155
Prepayments and accrued income	5,945	6,694
	<u>16,281</u>	<u>19,901</u>

10.2 Debtors due after more than one year

Other debtors	842	884
Prepayments	713	957
	<u>1,555</u>	<u>1,841</u>
Total debtors	<u>17,836</u>	<u>21,742</u>

11 Cash at bank and in hand

	2009	2008
	£'000	£'000
Office of HM Paymaster General	259,217	372,088
Commercial banks and cash-in-hand	21,112	8,243
Total	280,329	380,331

Land Registry holds customer deposits as part of the credit account payment facility. At the year-end there were 25 accounts (2007/8: 88) for which a total of £0.93 million (2007/8: £2.02 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

	2009	2008
	£'000	£'000
Fees received in advance	3,500	8,667
Taxation and social security	4,420	4,652
Trade creditors	4,420	6,967
Other creditors	3,471	3,515
Accruals	13,463	30,217
Net obligations under finance leases	927	919
Dividend payable	18,572	19,709
	48,773	74,646

12.2 Amounts falling due after more than one year

	2009	2008
	£'000	£'000
Finance lease obligations	11,562	12,051

13 Intra-government balances

13.1 Debtors

	Amounts falling due within one year		Amounts falling due after more than one year	
	2009	2008	2009	2008
	£'000	£'000	£'000	£'000
Balances with:				
Other central government bodies	2,556	2,831		
Local authorities	1,136	404		
Public corporations and trading funds	2	0		
Intra-government balances	3,694	3,235		
Balances with bodies external to government	12,587	16,666	1,555	1,841
Total debtors	16,281	19,901	1,555	1,841

13.2 Creditors

	Amounts falling due within one year		Amounts falling due after more than one year	
	2009	2008	2009	2008
	£'000	£'000	£'000	£'000
Balances with:				
Other central government bodies	26,670	27,971		
Local authorities	31	111		
Public corporations and trading funds	322	47		
Intra-government balances	<u>27,023</u>	<u>28,129</u>		
Balances with bodies external to government	21,750	46,517	11,562	12,051
Total creditors	<u>48,773</u>	<u>74,646</u>	<u>11,562</u>	<u>12,051</u>

14 Lease commitments**14.1 Operating leases**

	2009	2008
	£'000	£'000
Annual commitments in respect of land and buildings operating leases which expire within:		
One year	0	0
Two to five years	2,415	1,260
More than five years	1,104	2,576
	<u>3,519</u>	<u>3,836</u>

14.2 Finance leases

	2009	2008
	£'000	£'000
Payments due within:		
One year	927	919
Two to five years	3,813	3,682
More than five years	7,749	8,369
	<u>12,489</u>	<u>12,970</u>

15 Loans

Land Registry had no loans during the financial year ending 31 March 2009.

16 Provisions for liabilities and charges

	2009		2008
	Early retirement	Early severance	Total
	£'000	£'000	£'000
At 1 April	1,435	0	1,435
Provided in the year	26,436	18,386	44,822
Provisions utilised in the year	(896)	0	(896)
At 31 March	<u>26,975</u>	<u>18,386</u>	<u>45,361</u>
			<u>1,435</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 £0.90 million in 2008/9, of which £1 million had been provided for within the ERP provision in the 2007/8 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.

The early severance provision was set up to provide for the cost of those members of staff who will be leaving Land Registry in future years, but have entered into a firm commitment to take up the offer of early severance in 2008/9.

Financial Reporting Standard 12 *Provisions, contingent liabilities and contingent assets* requires that: "Where the time value of money is material, the amount of a provision should be the present value of the expenditures expected to be required to settle the obligation". For this reason only the early retirement provision has been discounted as the early severance liability will be primarily settled in the early part of 2009/10. The discount factor applied to the early retirement provision over 10 years is 2.2 per cent.

17 Indemnity Fund

	2009 £'000	2008 £'000
At 1 April	15,400	15,158
Additions during the year	15,871	8,619
Utilised in year	(8,271)	(8,377)
At 31 March	23,000	15,400

18 Public Dividend Capital

	2009 £'000	2008 £'000
Issued pursuant to the Government Trading Funds Act 1973 as amended by the Government Trading Act 1990	61,545	61,545

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 2008/9 (2007/8: none)

	2009 £'000	2008 £'000
At 1 April	8,599	9,350
Revaluation	(14)	713
Depreciation	(1,352)	(1,464)
Impairment	(515)	0
At 31 March	6,718	8,599

20 Revaluation reserve

	2009	2008
	£'000	£'000
Unrealised:		
At 1 April	82,984	75,402
Revaluation (deficit)/surplus	(17,420)	7,582
At 31 March	<u>65,564</u>	<u>82,984</u>

21 Income and expenditure account

	2009	2008
	£'000	£'000
At 1 April	423,628	352,920
Retained (deficit)/surplus for year	(129,891)	70,708
At 31 March	<u>293,737</u>	<u>423,628</u>

22 Capital commitments

	2009	2008
	£'000	£'000
Capital expenditure:		
Contracted for but not provided in these accounts.	<u>787</u>	<u>11,966</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.

	2009	2008
	£'000	£'000
In relation to entries in the Register	4,951	4,199
Fraud and forgery	<u>10,556</u>	<u>7,502</u>

24 Notes to the cash flow statement

24.1 Reconciliation of operating (deficit)/surplus to net cash (outflow)/inflow from operating activities

	2009 £'000	2008 £'000
Operating (deficit)/surplus	(73,335)	71,589
Restructure and reorganisation costs	(50,253)	0
Depreciation charge	21,360	22,663
Development expenditure written off	0	15,008
Impairment in value of fixed assets	2,965	0
Impairment in value of intangible assets	0	117
Increase/(decrease) in provisions	43,926	(139)
Decrease in stocks	509	748
Decrease in debtors	2,404	4,077
Decrease in creditors	(21,697)	(2,532)
Increase in Indemnity Fund	7,600	242
Net cash (outflow)/inflow from operating activities	(66,521)	111,773

24.2 Reconciliation of net cash flow to movement in net cash

	2009 £'000		2008 £'000	
	Land Registry funds	Customer deposits	Land Registry funds	Customer deposits
Net cash at start of period	380,331	2,019	306,793	2,082
(Decrease)/increase in cash in the period	(100,002)	(1,086)	73,538	(63)
Net cash at end of period	280,329	933	380,331	2,019

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 & Local Government and the Post Office. Land Registry agreed a contract commencing on

1 September 2008 with Cartref Consultancy Ltd of which Mr Beardsall is a Director and the majority shareholder. The contract is for up to 90 days consultancy over a 12 month period relating to Land Registry's international work. A total of £13,750 was paid in fees during the financial year. None of the other 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 with Hewlett Packard expires in July 2009 and a new contract has been awarded to Steria; commencing 22 July 2009 for five years.

For 2008/9 £22.36 million (2007/8 £21.71 million) was charged to the income and expenditure account under the Hewlett Packard contract. The future payments committed under the two contracts are detailed below.

		£'000
2009/10	Hewlett Packard	7,348
2009/10	Steria	9,267
2010/11 – 2014/15	Steria	37,133
		<u>53,748</u>

27 Corporate financial targets

	2009 Actual %	Target %	2008 Actual %	Target %
Percentage return on average capital employed	0	3.5	16.3	3.5

Under Trading Fund guidance issued by HM Treasury there is a principle of 'taking one year with the next' where the return on average capital employed is over five years.

For the five year period commencing 1 April 2004 to 31 March 2009 the average return on average capital employed is 8.7 per cent (2007/8: 13.8 per cent).

28 Financial instruments

Financial Reporting Standard 29

Financial instruments: disclosures

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.

In accordance with the requirements of Financial Reporting Standard 21 *Events after the balance sheet date*, post balance sheet events are considered up to the date on which the accounts are authorised for issue. This is interpreted as the date of the certificate and report of the Comptroller and Auditor General.

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 Ministry of Justice 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 2007/8 and 2008/9

Summary of intakes	2007/8 (251 working days)	2008/9 (255 working days)	Variance
Applications			
First registrations	246,742	319,152	29.3%
Dispositional first leases	247,379	191,308	-22.7%
Transfers of part of registered land	192,656	138,873	-27.9%
Dealings of whole with registered land (excl. BRUs/NDPs)	4,535,398	3,588,315	-20.9%
Bulk register updates (BRU)/notice of deposits (NDPs)	3,416,302	1,319,067	-61.4%
Preliminary services (OS,OC,CI,SIM,PIC)	14,718,097	11,528,763	-21.7%
Correspondence (excl. PIC, Form 313 and register views)	462,694	390,661	-15.6%
Telephone and enquiry services	3,377,296	2,087,340	-38.2%
Register views (LR Direct, NLIS and LR Online)	7,656,697	6,151,891	-19.7%
Title plan views (LR Direct, NLIS, LR Online)	1,185,790	873,219	-26.4%
Document views (LR Direct and NLIS)	246,285	144,131	-41.5%
Total applications	36,285,336	26,732,720	-26.3%
Preliminary services			
<i>Official copies</i>			
By post	1,956,513	906,692	-53.7%
By e-services	5,295,062	5,656,214	6.8%
By phone	500,042	240,735	-51.9%
Total official copies (less CIs)	7,751,617	6,803,641	-12.2%
<i>Official searches</i>			
By post	559,719	97,614	-82.6%
By e-services	2,766,470	2,049,771	-25.9%
By phone	459,102	176,689	-61.5%
Total official searches (OS1+OS2-HR3)	3,785,291	2,324,074	-38.6%
<i>Official searches of the index map</i>			
By post	1,708,753	1,352,516	-20.8%
By e-services	861,697	650,818	-24.5%
By phone	342,112	137,816	-59.7%
Total official searches of the index map	2,912,562	2,141,150	-26.5%
Certificate of inspection of title plan (CI)	12,786	7,715	-39.7%
Home rights searches (Form HR3)	257,998	248,880	-3.5%
Register views (LR Direct, NLIS and LR Online)	7,656,697	6,151,891	-19.7%
Filed plan views (LR Direct, NLIS and LR Online)	1,185,790	873,219	-26.4%
Document views (LR Direct and NLIS)	246,285	144,131	-41.5%
Personal searches of the register (PIC)	7,843	3,303	-57.9%
Total preliminary services	23,809,026	18,694,701	-21.5%
Other services			
Form 313	30,166	37,029	22.8%
Property price bespoke reports	594	1,044	75.8%
Total other services	30,760	38,073	23.8%

Appendix 2

Recruitment statement

The following information outlines Land Registry's work in the field of recruitment during 2008/9.

Land Registry recruitment activity has been limited in line with the reduction in the size of the organisation overall. It has focused on areas where there has been a need to bring in expertise from outside of the organisation, such as Human Resources and Information Systems. This has resulted in a mix of new and current Land Registry staff within those areas.

During 2008/9 there has been one appointment made to a Non-Executive Director post.

As part of HR Transformation, the administration of the recruitment processes has been brought under one team in the HR Service Centre.

Land Registry's recruitment procedures are conducted on the basis of fair and open competition, in accordance with Civil Service Commissioners' Recruitment Code (replaced by the Civil Service Commissioners' Recruitment Principles from 1 April 2009), and are subject to internal monitoring.

The following external recruitment appointments were made during 2008/9.

Grade	Numbers appointed
Senior Civil Servant (SCS)	0
Non-Executive Director	1
Senior Registration Administrator (SRA)	3
Senior Registration Executive (SRE)	1
Registration Executive 1 (RE1)	6
Registration Executive 2 (RE2)	26
Registration Officer (RO)	6
Registration Assistant (RA)	0
Total	43

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
Non-Executive Director	0	1	0	0
Senior Registration Administrator (SRA)	0	3	0	0
Senior Registration Executive (SRE)	1	0	0	0
Registration Executive 1 (RE1)	3	3	2	0
Registration Executive 2 (RE2)	14	12	2	0
Registration Officer (RO)	4	2	3	0
Total	22	21	7¹	0

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

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

Land Registry offices and sub offices



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