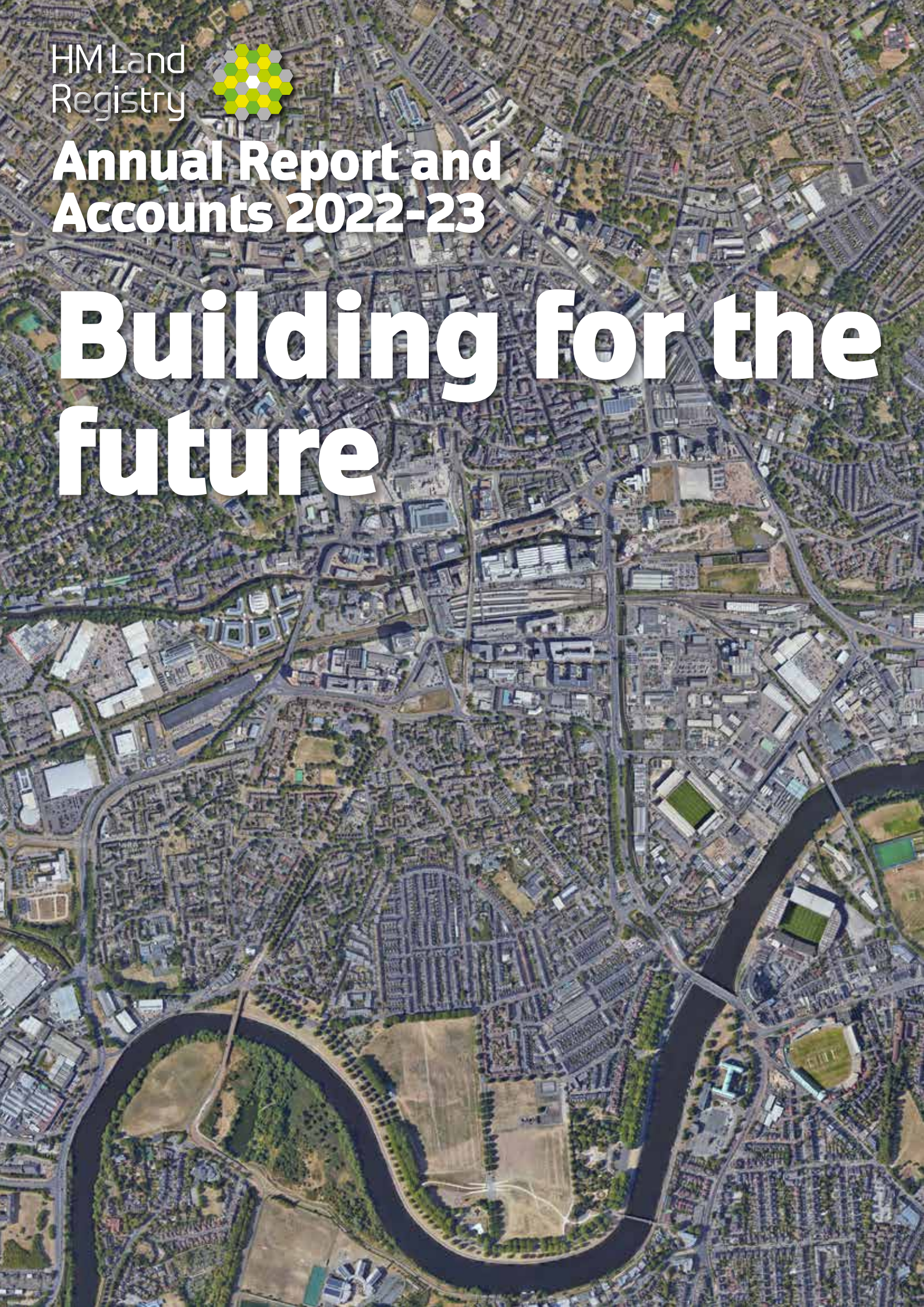


HM Land
Registry



**Annual Report and
Accounts 2022-23**

Building for the future



HM Land Registry **Annual Report and Accounts 2022-23**

For the period 1 April 2022 to 31 March 2023

Presented to the House of Commons pursuant to Section 6(4) of the
Government Resource and Accounts Act 2000

Ordered by the House of Commons to be printed on 18 July 2023

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Cover: Our **Nottingham Office** colleagues moved to the new government hub at Unity Square between March and May 2023. They are sharing the nine-storey city centre tower block with HM Revenue & Customs and other government departments. Our property team worked closely with the Cabinet Office and the Government Property Agency to identify the office's new home as our lease on nearby Castle Wharf House came to an end. The move supports our approach to hybrid working, provides modern and flexible workspaces for our people and contributes to government's environmental aspirations. Image: Google Earth

Contents: More than £13 million from the Government's Levelling Up Fund has been allocated to the Salford Rise infrastructure project. The money will support projects including a pedestrian and cycle way over Frederick Road and improved connectivity across the wider Salford Crescent area. Salford City Council joined our Local Land Charges Register in March 2023. Image: Shutterstock/Songquan Deng

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Performance report

An overview of HM Land Registry

Our purpose

We protect your land ownership and provide services and data that support an efficient and informed property market.

Vision

A world-leading property market as part of a thriving economy and sustainable future.

How we serve

- Providing secure and efficient land registration
- Enabling property to be bought and sold digitally
- Providing near real-time property information
- Providing accessible digital register data
- Leading research and accelerating change with property market partners

Our values

- We have integrity
- We drive innovation
- We are professional
- We give assurance

Our primary role

For 160 years HM Land Registry has served as the critical institution protecting the right to property and enabling the market to operate. By keeping the definitive and guaranteed record of property ownership in England and Wales, we allow property to be transacted securely and with confidence.

The value of land in England and Wales is estimated at over £8 trillion which is more than half the wealth of the nation. With over £260 billion worth of property transacted each year, the UK property market is one of the largest in the world.

The Land Register contains more than 26 million land and property titles, covering around 88% of the land area of England and Wales. Access to information about land and property enables individuals, businesses and the

Government to plan for future housing needs, climate change and a thriving economy.

HM Land Registry is a non-ministerial department and since 1 June 2023 has been a partner body of the Department for Levelling Up, Housing and Communities. For the 2022-23 reporting year the Department for Business, Energy and Industrial Strategy was HM Land Registry's sponsor department, ahead of a Machinery of Government change in February 2023 that resulted in HM Land Registry moving to the newly formed Department for Business and Trade for a brief time.



Department for Levelling Up,
Housing & Communities

The Government's Levelling Up Fund awarded more than £19 million to regenerate **Hull city centre** in the January 2023 funding round. The grant will support the Albion Square development, with its mix of residential, office and retail space and an urban park, and the revitalisation of the historic Whitefriargate district, home to 33 listed buildings. Kingston upon Hull City Council joined our Local Land Charges Register in April 2023. Image: Shutterstock/Karl Everett

HM Land Registry in numbers



45.5m
Service requests



£356.9m
Total recognised revenue



42.2m
Digital applications



162,000
Daily searches for land and property data



263,000
Total number of Local Land Charges searches (free and paid)



26,386,109
Registered titles



116,406
Property Alert accounts created



65%
Engagement Index Score on the 2022 People Survey



6,814
Employees



60.7%
Female



31.1%
Part-time

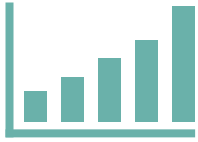


10.2%
Employees with a disability

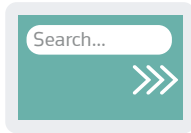


Our role in the property market

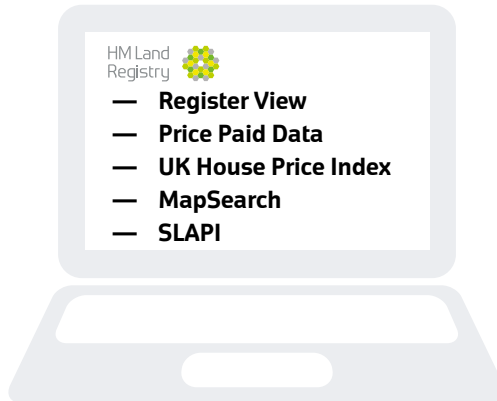
Market interest



£8 trillion worth of land and property held



75,000 daily requests to view the register, plans, associated documents, MapSearch and Search for land and property information



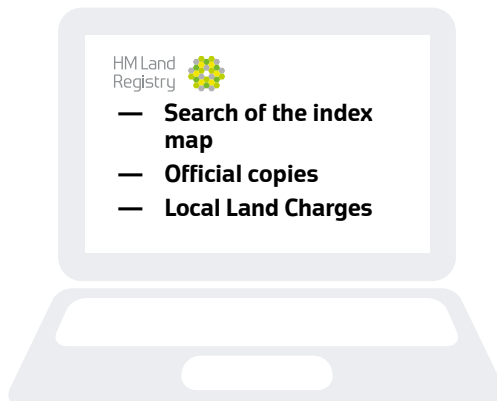
Market interest. We hold one of the largest transactional geospatial property databases in Europe, including all secured loans and other property rights in England and Wales. We also map unregistered land. Since 1990 our register has been open to the public. We provide some of the most useful and valuable property information to support a truly data-driven economy.

Our **Land Charges** service can reveal whether an unregistered property has restrictions on its use. The service protects certain interests in unregistered land and we also maintain the bankruptcy index for England and Wales. Our **Agricultural Credits Register** provides security for lending over farm assets, such as livestock or equipment, other than the land itself.

Property transaction



87,000 daily official copies, official searches and official local land charge searches

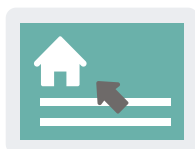


Property transaction. Our guaranteed information and transaction services provide essential information and protection to purchasers, lenders and their professional representatives, without which the property market would not function.

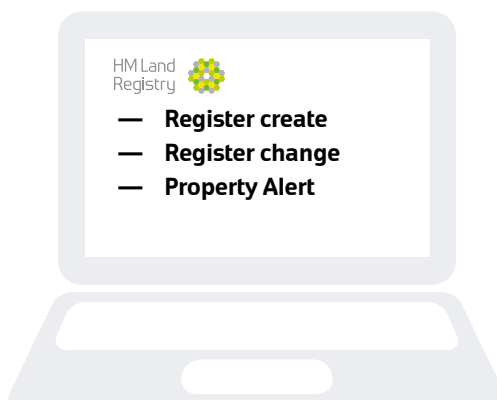
After purchase and beyond



486 fraudulent registrations prevented since 2009



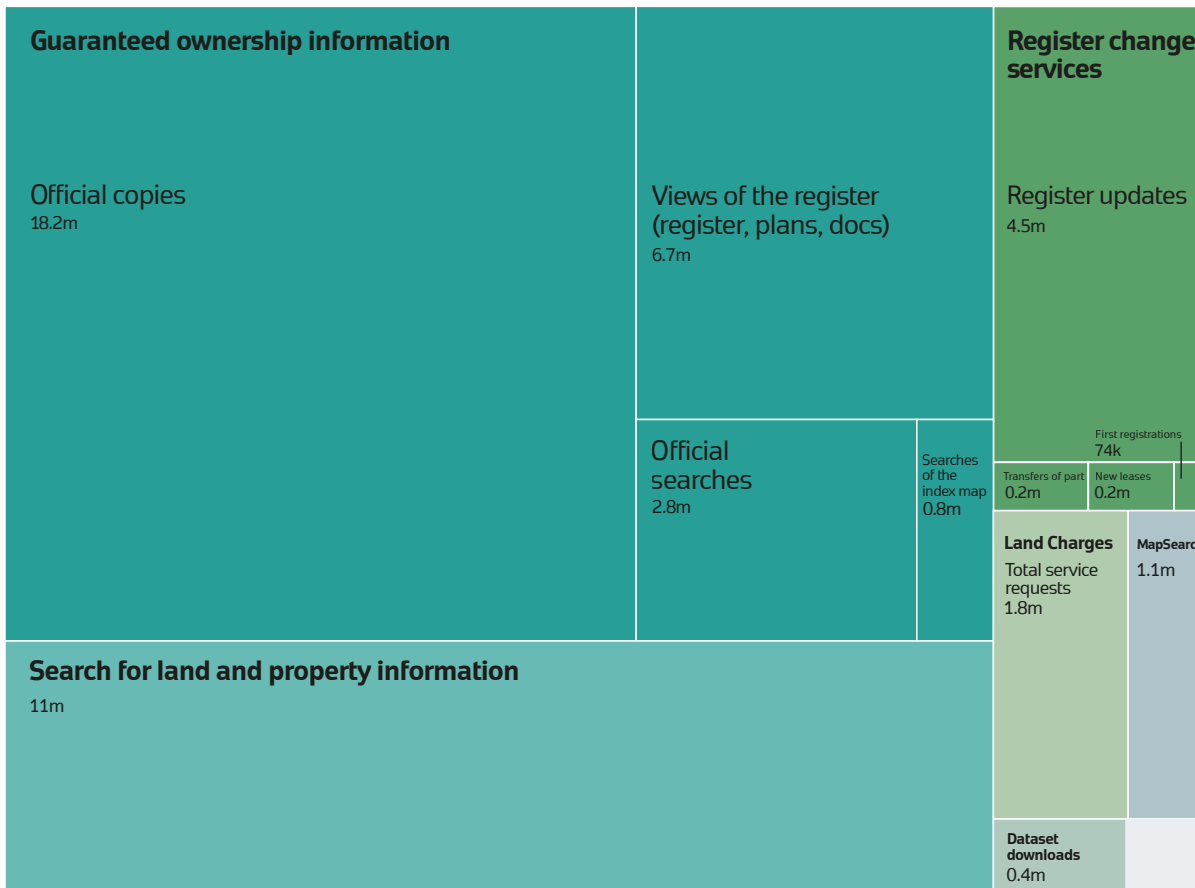
20,000 daily requests to change the register or create a new title



After purchase and beyond. We receive around 20,000 requests per day to change the register or create a new title. This can reflect new ownership, mortgages and other rights. Registering new ownership happens at the very end of a property transaction – after stamp duty land tax has been paid and the property has changed hands. Owners can use our Property Alert service to help protect their property from fraud.

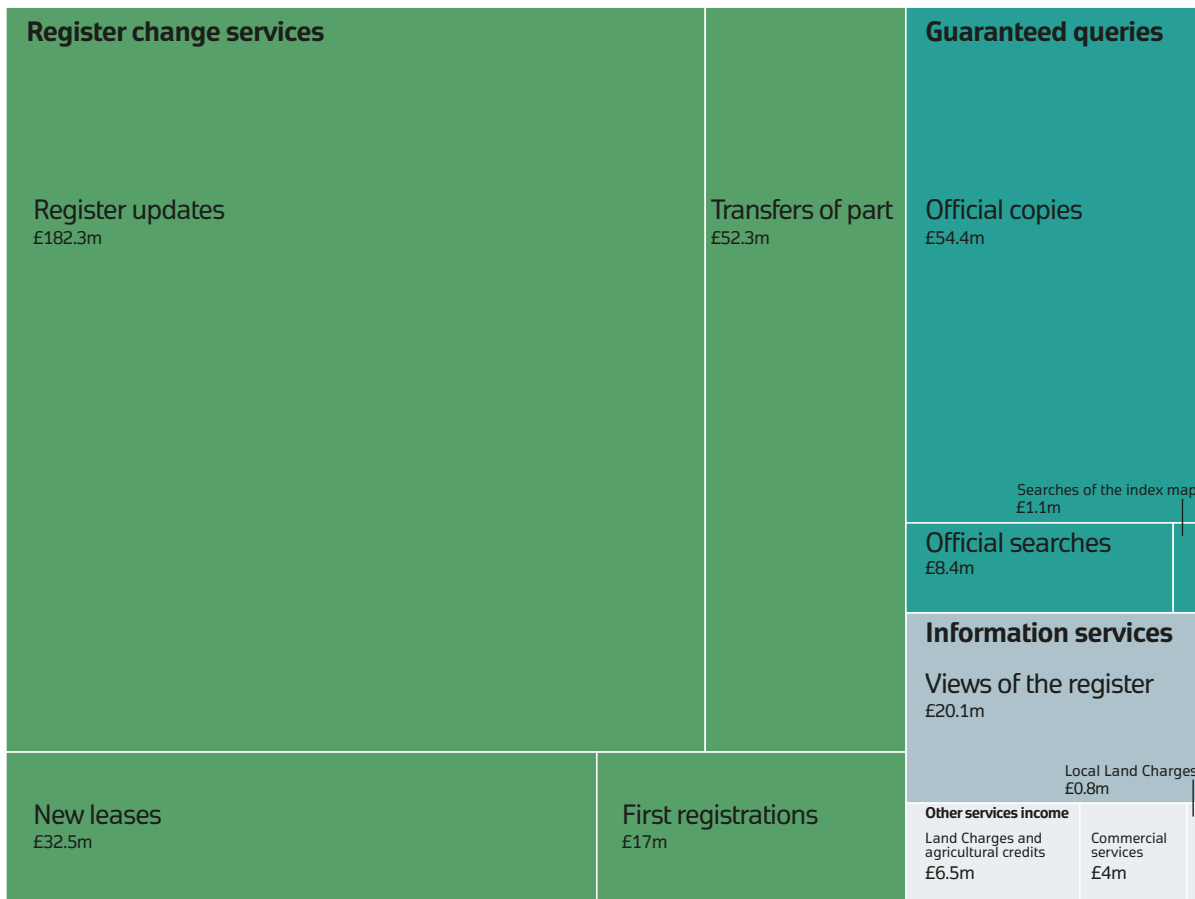
Note: due to developing services, direct comparisons cannot be made with the corresponding section in previous Annual Reports

Service requests



Not shown: Agricultural Credits Total Service Requests 4.2k

Revenue

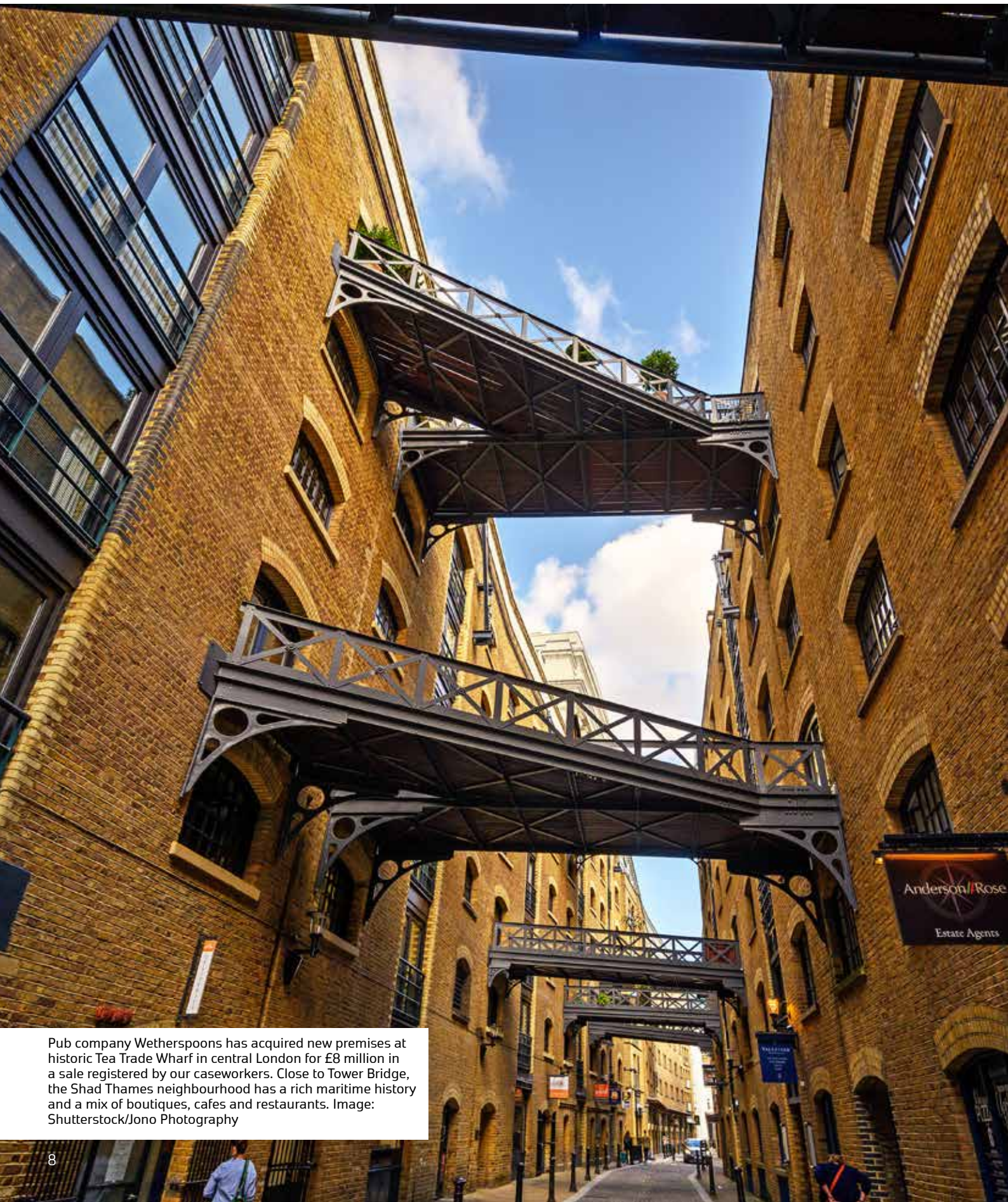


Total revenue received (including other service income) **£383.9m***

* New methodology introduced in year to calculate volumes meaning current year and prior year volumes are not directly comparable

Interview

with Neil Sachdev, Chair



Pub company Wetherspoons has acquired new premises at historic Tea Trade Wharf in central London for £8 million in a sale registered by our caseworkers. Close to Tower Bridge, the Shad Thames neighbourhood has a rich maritime history and a mix of boutiques, cafes and restaurants. Image: Shutterstock/Jono Photography



Neil Sachdev Chair of HM Land Registry

Nilesh (Neil) Sachdev was appointed as Chair of the HM Land Registry Board in September 2022. He is also Chair of the East West Railway Company, Chair of the Defence Infrastructure Organisation Board for the Ministry of Defence, and Non-Executive Director of Network Rail Property Limited. Neil has previously held a variety of senior positions in the energy, property and retail sectors.

We took the opportunity to ask Neil about his experience since joining HM Land Registry.

So far what is the most significant aspect of your role?

As the Chair, my role encompasses several elements that are crucial to the success of the organisation. While governance is essential, it's also about collaborating with the senior management team and ensuring that we remain accountable for the strategies we have developed. As part of this, I have made frequent visits to our offices, and I've seen HM Land Registry colleagues demonstrate unwavering dedication with the utmost professionalism, and a true customer-centric ethos. This work is integral to the UK's data record, as it not only simplifies the process of property acquisition but also facilitates the governance of the buying and selling procedures in the country.

How did you start your career?

I began my professional career as a graduate at Tesco. Following a number of store and regional manager roles, I became Regional Director and then a member of Tesco's operating board. I held similar positions at Sainsbury's at the Board level. Despite my extensive experience and expertise, I still regard myself as a 'shopkeeper'.

What do you view as being HM Land Registry's biggest challenge?

We know from our customers that speed of service is their number one priority and they want us to process their applications in our backlog faster. We recognise

"We have been making changes right across the organisation so that we can give our customers a greater experience, optimise our performance and ensure efficient delivery of our services. Our focus is on continually improving our services and we know there is more to do."

the pressures facing everyone in the property market and appreciate that many buyers and sellers are experiencing long delays. Therefore, we have been making changes right across the organisation so that we can give our customers a greater experience, optimise our performance and ensure efficient delivery of services. Our focus is on continually improving our services and we know there is more to do. However, as we evolve and change there are also opportunities to work across government and industry to open up more of our data to increase its wider value. Each year, through our Geovation programme, we sponsor start-up businesses looking to use our data to innovate new products and services in line with the UK Geospatial Strategy.

What is the future for HM Land Registry and the property market?

I anticipate that the future of the property market will be characterised by a comprehensive digital transformation, ensuring complete assurance for both buyers and sellers. Every aspect of the transaction will be conducted digitally, transforming the property acquisition process into a seamless and hassle-free experience.

The most significant opportunity and strength at our organisation lies in supporting the housing and commercial property market as a whole, including agriculture and infrastructure. Our primary objective in driving productivity is to establish ourselves as an efficient organisation that guarantees the accuracy of housing records. As housing constitutes the most substantial asset for many individuals, our role in this domain is crucial.

Our efforts to digitise our services are aimed at modernising our approach and providing customers with prompt access to information. This entails creating digital records for all our operations, thereby simplifying processes and enhancing productivity. Our goal is to facilitate a more convenient and fulfilling experience for our stakeholders and customers.

The effective use of our data will significantly enhance our operational efficiency. It will facilitate quicker transactions in the property market and instil confidence in our customers. Collaborating with other stakeholders in the property market is crucial to ensuring simple buying and selling processes. Developers can leverage our data to make homes available faster, and customers can enjoy greater assurance with their lenders.

What role do our people play in the property market?

I have had the privilege of witnessing the depth of knowledge and experience that our people possess, and their unwavering commitment to delivering exceptional outcomes for our customers. I have been impressed by the tenacity of our staff, who are working tirelessly to simplify our current processes.

As an organisation, we are committed to leading the change and ensuring seamless data transfer to facilitate significantly quicker transaction processing. By using our expertise and resources, we aim to transform the current transactional process into a faster, more efficient experience for all.

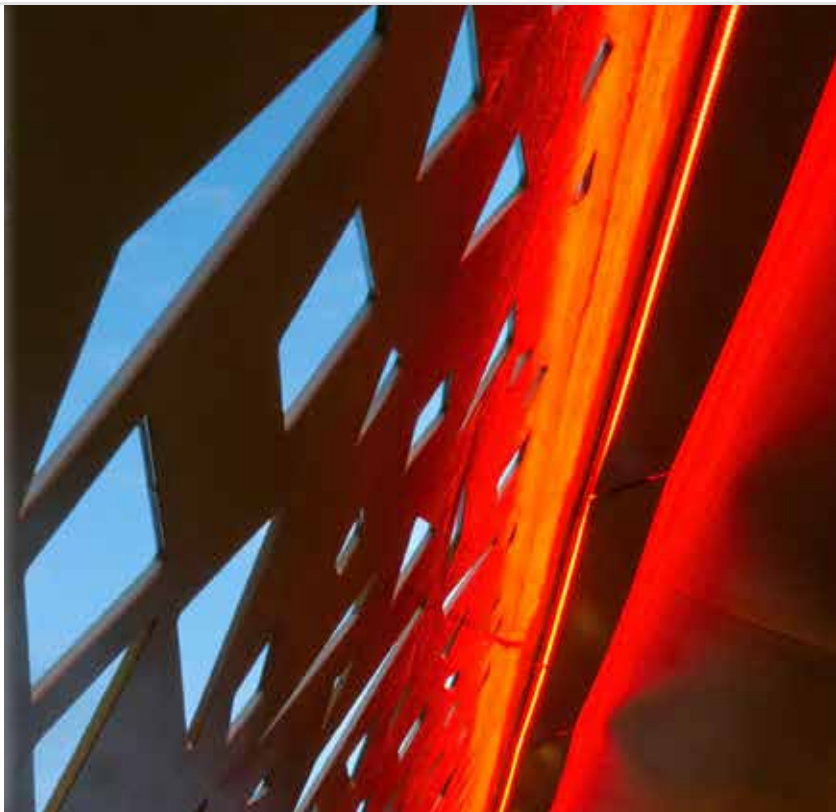


Image: Ian Stone

Above Meeting of Land Registry Board at Geovation in March 2023





Distinctive Copr Bay Bridge links the centre of Swansea to the city's new indoor arena and the coast. The pedestrian and cyclist bridge was built by Acme for City and County of Swansea Council, who joined our Local Land Charges Register in April 2022. Image: Shutterstock/Leighton Collins

Foreword

by **Simon Hayes**

Chief Executive and Chief Land Registrar



Hackney New Primary School and 333 Kingsland Road provides 68 apartments and a new primary school on Kingsland Road in east London. The development, by architects Henley Halebrown, was recognised in 2022 by a Royal Institute of British Architects (RIBA) London Award, a RIBA National Award, the Neave Brown Award for Housing and a Stirling Prize shortlisting. Our caseworkers completed a deed to vary the terms of the lease this year. Image: Will Collin



Simon Hayes Chief Executive and Chief Land Registrar

Last year HM Land Registry marked its 160th year, a remarkable story of longevity and success of which we are all very proud. It was a challenging year, but also one which contained a number of significant achievements, and in which great progress was made in the ongoing modernisation of the organisation.

The launch of our new strategy, in August 2022, was a major milestone. I was pleased with the strong support we received for our ambition and vision across the property sector and beyond. It was the product of excellent collaboration across many parts of government, along with our key partners and customers. I look forward to working with these groups and others to deliver what we have set out.

As our strategy recognises, our top priority is to increase output to meet the demands of a market which has remained buoyant throughout all of the unpredictable events of the last three years.

While the vast majority of customer requests are delivered promptly, we still need to improve our speed of service and remove delays on certain types of applications. We now have colleagues specifically focused on tackling some of the oldest and most complex cases in the backlog that customers have been waiting for.

However, our trajectory in this area remains positive. We delivered a 12% increase in output in 2022-23 compared with 2021-22 (and a 41% increase compared with 2020-21). We have achieved this by investing heavily in new capacity and capabilities, and working relentlessly across our all systems, structures and processes to drive efficiencies and improve outcomes for customers.

We have recruited more than 2,000 new colleagues in the last three years (including 1,700 caseworkers and nearly 100 digital specialists), with over 33% of our current workforce having joined us during that time. This is an exciting opportunity to blend new talent alongside

“...we undertook a significant restructure last year, to ensure we could continue to balance our organisation effectively to increase efficiency, better meet customer needs and continue to protect the integrity of the register.”

our experienced colleagues, and has been necessary to meet increased demand. But it also places a significant burden on the organisation in terms of training and the development of new structures and working relationships. As more experienced staff leave at the end of their careers, the nature of the workforce is changing quite radically, with impacts at all levels.

Partly in response to this, we undertook a significant restructure last year, to ensure we could continue to balance our organisation effectively to increase efficiency, better meet customer needs and continue to protect the integrity of the register.

One of the ongoing barriers to increasing our output is the proportion of cases we are unable to process correctly first time due to issues with the information we have received. Last year we issued almost 1.2 million requisitions (requests for more information or clarification) to our customers. For the more complex applications, almost two-thirds require some form of requisition before they can be processed. This drives unnecessary delay and inefficiency for us and our customers. We will continue to work with our partners to improve this, providing support and guidance wherever we can.



12%
increase in output in
2022-23
(compared with 2021-22)

This is an area where new technology is already helping. Our digital experts work tirelessly to maintain, build and improve the experience across millions of service requests each year and strengthen our systems' resilience. As a result of our highly successful 'digital by default' campaign, almost 90% of applications are now received entirely digitally (up from 70% a year ago). Not only has this reduced requisitions points in some categories by over 40% it is also a key component of our wider digital transformation – enabling us to continue to work towards the full automation of more applications.

We are also working collaboratively with the market to digitise the overall conveyancing process. Our Local Land Charges Programme has moved from strength to strength. Not only are we processing more local authority data than ever before but also developing capabilities recognised as being at the forefront of the field. Our new Digital Property Market Steering Group will bring together some of the most influential stakeholders across the market to remove barriers and spearhead a concerted drive away from paper-based processes and embrace transactions through interoperable data.

While the focus of our organisation will forever be our customers and the integrity of the registers, the foundation is always our people. We were pleased our 2022 People Survey employee engagement scores placed us as one of the highest for organisations of similar size and type and among the top third across the Civil Service for inclusion. However, the significant changes we delivered this year to respond to the challenges we faced were not always easy for our people. Our decrease in managing change scores showed we have more work to do to help lead our people through changes. We will continue our cultural aspiration to be the most inclusive employer in the Civil Service to truly reflect the society we serve and deliver a world class service to our customers.

We are also uniquely placed to make a significant contribution to environmental and social progress in England and Wales. The data and services we provide support people, businesses and government to make informed decisions about how to use land sustainably and make the most of it for the benefit of society. Through our governance, we ensure the work we do is assessed for its financial, social and environmental value, including our approach to procurement. Our informed investment choices around technology and the workplace are helping us to achieve Greening Government Commitments.

At the end of 1862, the first year of our existence, HM Land Registry had six employees and had registered 42 titles. Last year, our organisation of 6,816 staff processed over 45m service requests. However, what has not changed is our unwavering commitment to our customers and our core purpose. I am confident we will continue to improve the services we provide today, and build the foundations for a modern and world-leading HM Land Registry which will deliver benefits for the whole of society for many more years to come.

HM Land Registry's strategy in summary

HM Land Registry

Enabling a world-leading property market
Strategy 2022+



Providing secure and efficient land registration

We will:

- improve our speed of service as a priority
- automate and personalise our conveyancing services
- invest in our expertise
- increase resilience to fraud and cyber threats
- take the initiative in exploring mapping unregistered land to increase transparency.

Enabling property to be bought and sold digitally

We will:

- work with the property sector to make the process of buying and selling property digital
- develop services that are fully digital and connect easily with other services in the property sector
- promote a secure and inclusive digital system of conveyancing.

Providing accessible digital register data

We will:

- prioritise register digitisation to support a sustainable data-driven economy
- make our data more findable, accessible, interoperable and reusable
- continue to invest in our Geovation Accelerator Programme to find new data uses and users
- continue to help deliver the UK Geospatial Strategy.

Providing near real-time property information

We will:

- plan to complete automation of all information services
- digitise the most useful register information
- develop greater transparency and online access for people and businesses
- complete the instant access Local Land Charges Register.

Leading research and accelerating change with property market partners

We will:

- work in partnership with others in the sector to build a shared vision for the property market
- co-create the property market research agenda to collaboratively change the current system
- build on the success of Digital Street to explore and take advantage of emerging technologies.

Secure and efficient land registration



Royal Horseguards Hotel in central London was created from the National Liberal Club and its apartments, once the home of the first chief of Britain's Secret Intelligence Service. Our caseworkers registered the sale of the leasehold for nearly £128 million in April 2022. Image: Shutterstock/R Nagy

Despite a huge level of activity across the property market, the most essential HM Land Registry services have continued to meet the needs of our customers, ensuring property transactions are completed on time. We recognise that some services are running slower than they should be, particularly the post-completion work or applications to create a title register for the first time. Where these become urgent, we offer a free expedite service which completes 96% of cases within 10 working days.

Our priority has remained the same over the last few years, to deliver the essential services that enable property transactions to continue uninterrupted. These are mainly searches of the register before a property is bought or sold. Searches of the title register and title plan prove the seller is the legal owner of the property they are selling and will give other important details, such as any debts registered against the property or any rights of way over the property. We get around 14,000 search requests every day and deliver nearly all of them within seconds.



Image: Ian Stone

Expedite case study

“My husband and I were greatly concerned that we would lose the buyers for our house and that we would be unable to move because of a charge that should have been removed in 2011 but was not completed by the person who placed it on our property.

“The wonderful Customer Support Centre team, knowing our circumstances, worked a miracle for us. I cannot tell you how grateful we are for their efforts on our behalf. We only had one more day to get this sorted or we would have lost our buyer.”

“Improving the speed of our services remains our top priority. Our additional capability has helped us to increase output by 12% in 2022-23 compared with 2021-22.”

Improvements to our speed of service

Improving the speed of our services remains our top priority. Our additional capability has helped us to increase output by 12% in 2022-23 compared with 2021-22.

This cross-organisation effort has been supported by our ambitious recruitment drive, bringing in over 1,500 caseworkers over the last three years, with more than 450 additional caseworkers joining in the last year alone. This translates into a net increase of 520 caseworkers over the last three years.

We have made significant investment in our scale, capability and efficiency. An example of this is the creation of service teams, with a sharper focus on similar work, able to make more rapid improvement to processes and efficiency. We’ve also set up specialist teams, including lawyers, who are specifically targeting the oldest cases.

The Land Registration Academy has continued to enrich our caseworker expertise. Around 1,700 colleagues completed additional training, new starters were taught the fundamentals of our work, and we supported the overall effort to upskill and promote colleagues to handle our more complex cases. This is essential to our goal of developing our people and enabling our colleagues to focus on more complex cases as the benefits of processing simpler cases are realised.



1,500
caseworkers recruited
over the last three years

Digital applications

Towards the end of 2022 we achieved a major milestone in our journey towards fulfilling our automation ambitions. On 30 November we went 'digital by default'. This means that whether an application is submitted in the HM Land Registry customer portal using the award-winning Digital Registration Service, or using software connected to HM Land Registry's Business Gateway APIs (Application Programming Interfaces), the default option to submit the application is digital.

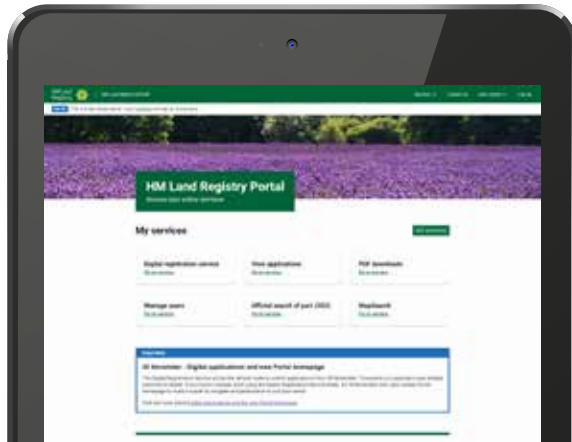
Digital applications are a significant step forward from electronic applications. The details of the application are entered directly into the service capturing the data digitally. This is more accurate due to pre-submission checks, therefore making it more easily machine-readable – all of which will support the automation of more applications.

Whether an application is submitted via the portal or by legal software connected to our APIs, errors and requisitions will be reduced by improving the quality of the initial application. There are different benefits to each route, and numerous options when submitting through legal software.

To support the move to being 'digital by default', we also launched a new look portal homepage, the first change in design it's had since it was launched in 2009. This redesign is to make the portal easier to use and to support customers in submitting and managing their applications.

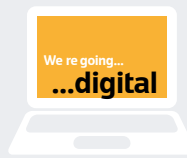
Before the switch, less than 70% of applications were fully digital, rising to 88% from December 2022 onwards. In February we saw our one millionth digital application submitted via the Digital Registration System. A quarter of the lifetime applications submitted through the Digital Registration Service were submitted between November and February, and we expect to accelerate this trend to reach two million even quicker.

We have also seen more than 200 additional firms switch to digital software that links to our services. We believe this is the start of a new era of instantaneous processing with applications to change the register started before sales are completed.



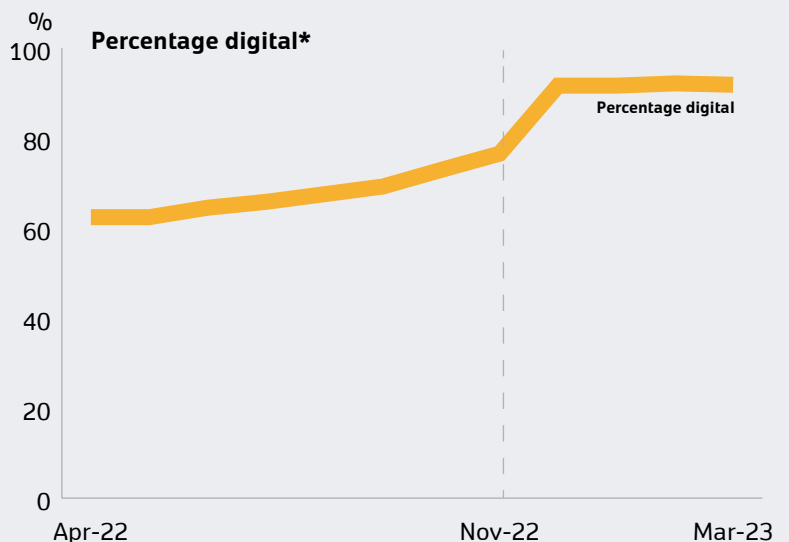
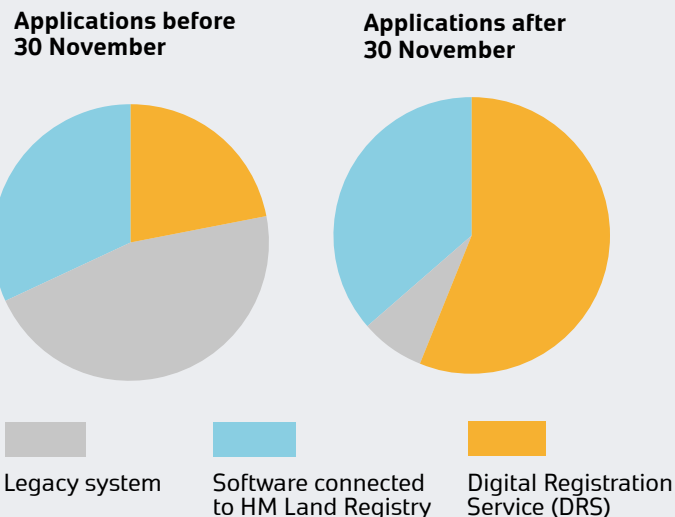
Digital applications showcases

As part of our preparations for the switch to digital applications, we made sure our customers were aware of the range of options available to them – whether from HM Land Registry or a third-party supplier. We worked with software suppliers already integrated with our suite of APIs to present their solutions to our customers at a series of digital applications showcases. Between April and September, 11 suppliers presented to nearly 1,000 attendees across three virtual events. These events were well received by both our customers and our suppliers and contributed to the rise in digital applications.



Digital AP1s
Faster, simpler,
with fewer requisitions

Digital applications by numbers 2022-23



*Digital applications are considered as: all software connected to HM Land Registry applications, DRS applications, e-DS1 applications, E-DOCS applications, electronic discharges.

Award winning

For the second year running the Digital Registration Service won the Real IT Award for Delivering Excellent Customer Experience.



Improving application quality

We have been making great efforts to reduce the work conveyancers and their clients have to put into registrations in order to speed up processing times.

Our Digital Registration Service application service validates some data before an application is submitted. The most common errors checked by the service are discrepancies between the name on the application and that in the register, and checking the fee due to be paid. This new approach has reduced those errors by approximately 40% and with future improvements to the service we expect the quality of applications to improve further.

Customers said:

“The easy to use digital registration makes it all quicker and easier.”

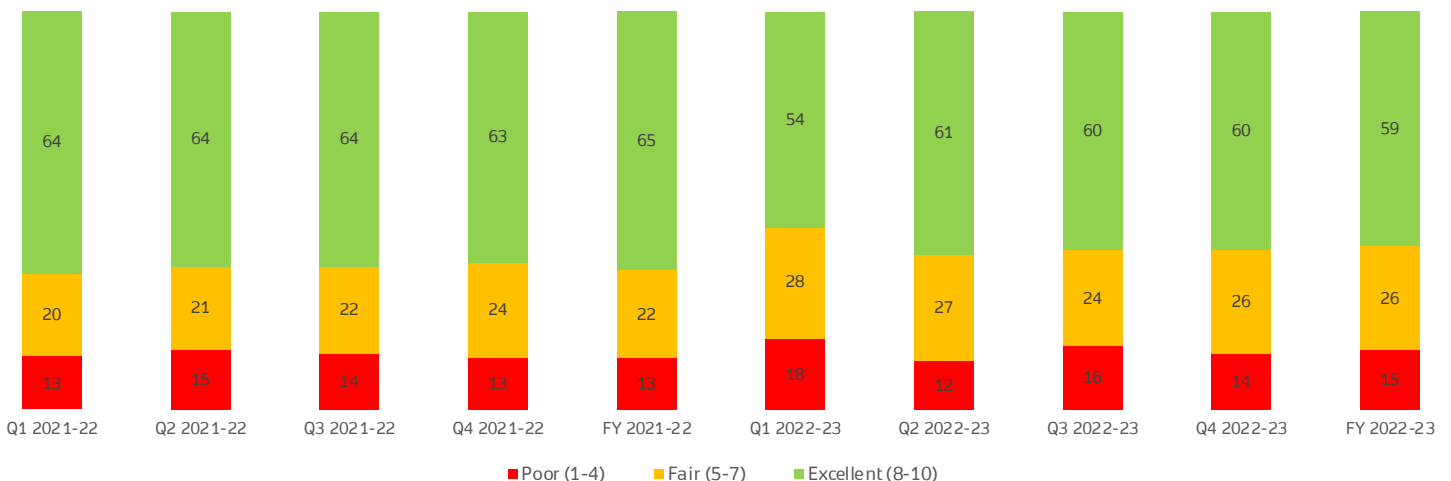
“...things have improved with the digital registration that we do.”

“I used the system for the first time digitally, it was very easy and simple.”

We have been working directly with customers, delivering workshops, webinars, video tutorials and top tips guides in response to their feedback. We are also sharing best practice by publishing guest blogs from firms with low levels of requisitions.

Customer satisfaction scores

Number of respondents: 2021-22 = 1570, 2022-23 = 1764



Fraud

HM Land Registry prevented the registration of 41 fraudulent applications in 2022-23. These affected properties across England and Wales worth an estimated £18 million.

Our free Property Alert service also continued to receive positive coverage on prime-time television and radio consumer affairs shows. The service saw 116,406 new accounts created across the year, with clear spikes of interest when featured on BBC Radio 4's *You and Yours*, BBC's *Crimewatch*, in the MoneySavingExpert newsletter and in ITV drama *Our House*.



Setting ourselves up for the future

We made significant structural changes as part of an organisational design programme that enable us to deliver better against our ambitions. We have aligned our teams to be more multi-disciplinary, putting customers at the heart of our organisation, as well as a greater emphasis on efficiency and streamlining decision-making.

Other internal governance changes included moving from an Executive Board to a Senior Executive Team that brings together around 20 of our senior leaders with accountability across a number of new Senior Executive Committees (Strategy and Delivery, Service Delivery and Corporate Services). The committee meetings take place monthly across our 14 office locations and help to improve the visibility of senior leaders across the wider organisation.

The formation of a new Customer and Strategy Group, for example, has brought together the elements of enterprise design, product and service design. We have implemented new ways of working which enable a greater focus on transformation outcomes. It also allows us to maintain standards and work against a set of design principles that reflect Strategy 2022+.

Enabling property to be bought and sold digitally



Our caseworkers registered a number of sales at London Borough of Camden's Kiln Place development in May 2022. The scheme has provided 15 new homes, seven of which are for social rent. Peter Barber Architects' design won both a RIBA London Award and a RIBA National Award in 2022. Image: Grant Frazer

The work we have completed over the last year on digital applications is the first step to fulfilling our automation ambitions. But the way applications are submitted is just one of many elements that are required for us to be able to provide a truly digital, automated conveyancing process.

Electronic signatures and digital identity

We believe in innovation and embracing change, both within our own processes but also in encouraging innovation across the property market. In recent years we have been laying the groundwork by creating new practice guidance on accepting electronic signatures, followed by a standard for digital identity solutions. These groundbreaking steps have brought a focus on the benefits of these digital tools for property market professionals, and interest has continued to grow in this area. HM Land Registry has supported the Ministry of Justice's Industry Working Group on the Electronic Execution of Documents and the Department for Science, Innovation and Technology's Digital Identity Trust Framework project. These discussions have moved our work forward and shown how this technology can bring real convenience and efficiency to conveyancers. We will continue this work to further our ambition of a fully digital property buying process.

Trust in application data

Our Strategy 2022+ sets out our ambition for automation, with up to 70% of applications to update the register being fully automated by the end of five years.

A key barrier to achieving that ambition is the need to place trust in the information provided to us, so we can move away from manually checking applications when they are submitted.

We are piloting a system for conveyancers to submit confirmation of the information in their applications. We have been working with four firms to test an early version, with positive results. This will only be a success if the new system works for conveyancers and others, so we will share any prototype approach with the full range of law firms and application types.

We are continuing to work with those involved in the pilot and talking to other conveyancers and stakeholders across the market to find the right solution, with the aim to automate fully some of our simpler application types in the next year.

“We are continuing to work with those involved in the pilot and talking to other conveyancers and stakeholders across the market to find the right solution, with the aim to automate fully some of our simpler application types in the next year.”



“HM Land Registry's Digital ID Standard has been a real game-changer for the market. At Thirdfort, the majority of our conveyancing clients have adopted and are benefiting from the protection of safe-harbour through our products. For consumers, this has resulted in a much more convenient and secure process, taking on average seven minutes to complete their verification, resulting in a knock-on saving for our clients, reducing their onboarding administration from an average of one week to one day. By applying the standard, we are also allowing firms to unlock reduced Professional Indemnity Insurance premiums in partnership with future-focused insurance suppliers like Inperio who understand the value and risk reduction it unlocks.”

Olly Thornton-Berry, Co-Founder and MD at Thirdfort



Grade II* Stanstead Hall in Essex is set in around 45 acres of gardens and paddocks and laid out over three floors, with 13 bedrooms, six bathrooms and seven reception rooms. Once owned by Samuel Courtauld, founder of the Courtauld Institute and Gallery, the moated Tudor manor house was bought for £5.85 million in August 2022 in a sale registered by our caseworkers. Image: Shutterstock/IR Stone

Providing near real-time property information



Battersea Reach is an award-winning Thames-side development in the London Borough of Wandsworth. The development consists of 1,300 apartments spread over 14 separate buildings and built over several stages. Wandsworth joined our Local Land Charges Register in November 2022. Image: Shutterstock/Studio MDF

We continue to work in partnership with Companies House and other stakeholders across government to play a pivotal role in tackling global economic crime. This took a significant step forward through the creation of the Register of Overseas Entities (ROE) at Companies House, which went live on 1 August. This new register requires overseas entities that own UK land to declare their beneficial owners or managing officers. Overseas entities in scope will now not be able to buy, sell, transfer or lease land, or create a charge against the land, in the UK unless they have registered with Companies House. To ensure compliance with the legalisation we added appropriate restrictions to approximately 100,000 affected registers and shared the details of 32,000 overseas entities with Companies House. As a result, more than 26,000 overseas entities have registered with Companies House, and law enforcement organisations, journalists and the general public can now access this data.

This was a major piece of work for HM Land Registry, requiring changes to our systems, developing new practice, publishing guidance for our customers and training more than 4,000 caseworkers.

We have expanded our data science capability and widened the use of leading-edge tools such as machine learning, showing how they can make information more accessible and reusable. For example, machine learning has significantly cut the time taken to extract local land charges from millions of local authority documents under our Local Land Charges Programme, while accelerating the pace of change to the upfront provision of information. It's also enabling comprehensive searches of the Register of Overseas Entities at a speed that would be impossible with a manual process.

Local Land Charges Programme – saves customers £1.2m

Our Local Land Charges (LLC) Programme is one of the most ambitious geospatial data transformations ever attempted by a UK government. Using cutting edge techniques, we are transforming the LLC services previously delivered by 331 local authorities across England and Wales into a single national, geospatial digital LLC Register.

Buying a property is the largest transaction most people undertake. It is vital they have quick and simple access to the information they require, so decision-making can be informed and transactions prevented from failing. The migration of LLC registers from local authorities to our national digital service is the most significant change to searches in over 20 years. Critical information about restrictions or conditions that affect a property are instantly available online in a standard, easy-to-read format.

In 2022-23, a total of 34 local authorities migrated their data to the digital register. This brought the total number of migrated local authorities to 74, with almost 4 million charges migrated to the register. As more local authorities migrate, customers in these areas are saving an average of £11 per LLC search, and receive the results instantly. Collectively, customers have also saved more than £1.5 million due to cheaper search fees.

“We have expanded our data science capability and widened the use of leading-edge tools such as machine learning, showing how they can make information more accessible and reusable.”

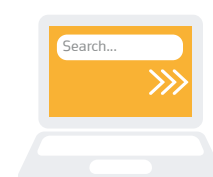
Wandsworth Council chose to join to the national LLC register as part of their cost-of-living response package. Council Leader Simon Hogg said:

“For the first time, property buyers in the Wandsworth area will have instant access to LLC information free of charge. Or they can opt to pay £15 for an official guaranteed search.

“The council is absolutely committed to making sure it does everything possible to help people through the cost of living crisis. This includes helping property buyers to get the information they need quickly and simply, so their transactions are not compromised.”

Customers have already conducted more than 500,000 searches in migrated areas. High-quality, standardised data also enables government and industry to work more efficiently and effectively. Making our data accessible and interoperable will mean that for every £1 we invest, up to £18 will be released back into the UK economy.

We're dedicated to continuous improvement and learning from previous migrations to share expertise and best practice with other local authorities for future migrations. We have listened to feedback and optimised several processes to make our service better and faster for customers. This year we have improved the accessibility and navigation for both the live service, which was moved to GOV.UK, and the Migration Hub, which provides guidance to support local authorities on their migration journey. We have also successfully embarked on our first regional cluster strategy, which gives neighbouring authorities an opportunity to work together during migration, supporting broader economic growth. We are committed to building upon the momentum and leveraging the national LLC Register to promote progress and prosperity throughout England and Wales.



More than
500,000
customer searches in
migrated LLC areas

Championing continuous improvement

The LLC team became multi-award winners after receiving the Smarter Working Lives Championing Continuous Improvement award for their collaboration with the Continuous Improvement team.

The award celebrates the collaborative efforts made to identify and improve the programme's processes and speed of migration delivery. They undertook a number of innovative, imaginative and ambitious activities, such as end-to-end process design, which helped to identify ways to increase the speed of local authority migrations, and pod design, which enhanced the existing programme structure, and benefited customers by providing increased support for local authorities.

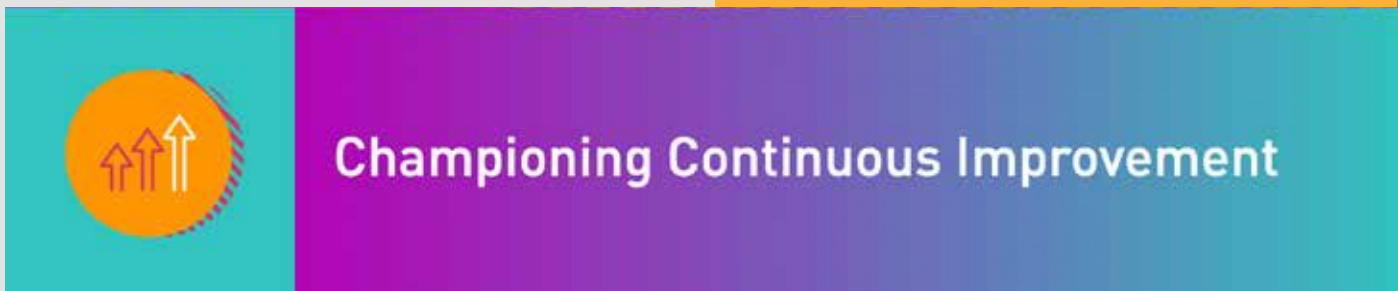
The LLC Programme has always advocated continuous improvement, recognising that investments in processes and people achieve the best business outcomes. Our customers are receiving a better service in terms of speed and quality, not only when it comes to LLC searches but also in relation to the overall conveyancing process.

Delivering the first regional cluster of migrations

HM Land Registry and the LLC teams at Craven, Hambleton, Harrogate, Richmondshire, Ryedale, Scarborough and Selby collaborated to migrate their LLC registers to the national digital LLC service in time for the North Yorkshire Council merger on 1 April 2023.

The data migration of these seven local authorities posed a significant challenge due to each authority's unique requirements. Across North Yorkshire, more than 334,000 LLC records were transformed, making this information easily accessible to customers.

The lessons learned during this collaboration project will be applied to future migrations, aiming to increase the pace of local authority migrations and sharing expertise with other councils who may be embarking on mergers. We want to unlock the true value of the register to exploit all the benefits for North Yorkshire and the wider economy.





Richmondshire

Scarborough

Hambleton

Ryedale

Craven

Harrogate

Selby

Newcastle upon Tyne

Leeds

Liverpool

Nottingham

Birmingham

Cardiff

London

ENGLAND

WALES

- Early engagement
- Live service
- Migration delivery
- Notice period

The Yorkshire Dales village of Thoraby lay in Richmondshire district before the formation of North Yorkshire Council on 1 April 2023. Image: Shutterstock/LD Media UK

Providing accessible digital register data



Developer Panattoni has pledged to make a £700 million investment to regenerate the former Honda factory site in Swindon after buying it from the Japanese car maker. Our caseworkers registered its sale in May 2022 as part of an intra-company group transaction for £126 million. Image/Google Earth

More accessible digital register data

We're moving closer to our goal of making more of our Land Register data findable, accessible, interoperable and reusable (FAIR). This will increase its potential to generate insight that helps the Government and others tackle complex social, environmental and economic challenges.

As more of the Land Register is data machine-readable it not only means we can make significant internal efficiencies in the way we operate, but also enables our register data to be reused far more easily, such as conveyancers making applications. Combined with other property information it allows for better informed and faster property marketing and transactions, as well as more intelligent land use planning. Enabling our data to be read and understood by machines is an essential step in our ambition to automate more of our services, which in turn benefits the property market and beyond. However, we acknowledge that we still have more to do on making all our data more FAIR.

Our datasets contain information about millions of properties, so this is now the route by which many billions of pieces of property information enter the general market and public use. Since the launch of our own data publication platform – Use land and property data – in 2020, the number of data downloads has increased significantly, with around 430,000 in 2022-23 – a fourfold increase in three years. The platform makes access to our data easier, enabling more people to use the 13 published datasets in ways that benefit the property market and the wider UK economy.

As part of our aim to transform the way HM Land Registry collects, stores and supplies spatial data, we have enhanced both individual and team capabilities. This means we are set up to unlock the significant economic, social and environmental opportunities of the future in line with the aims of the UK Geospatial Strategy.

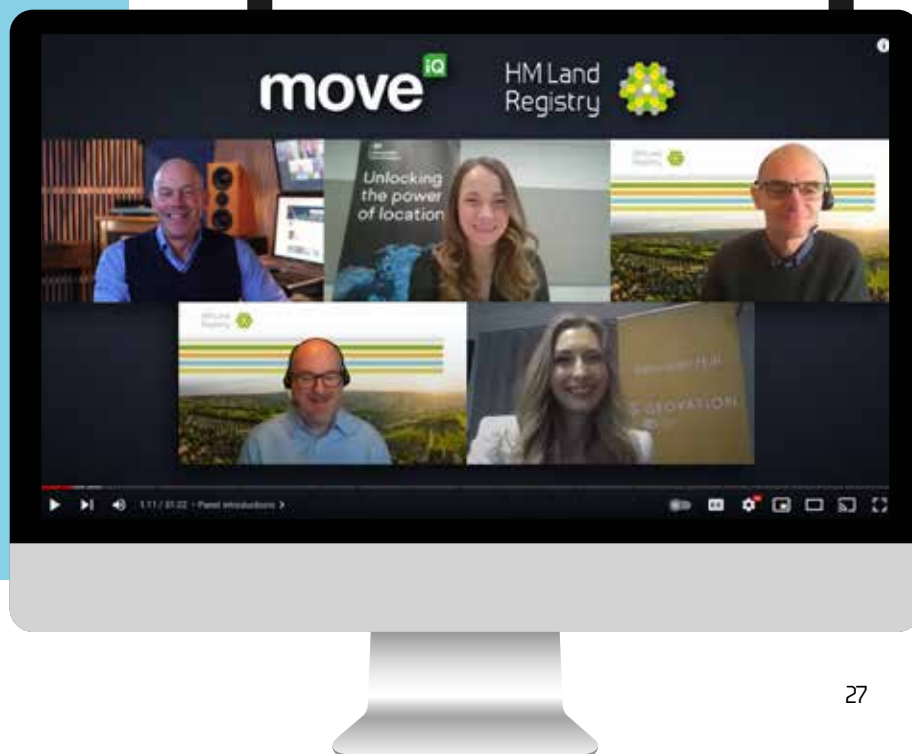
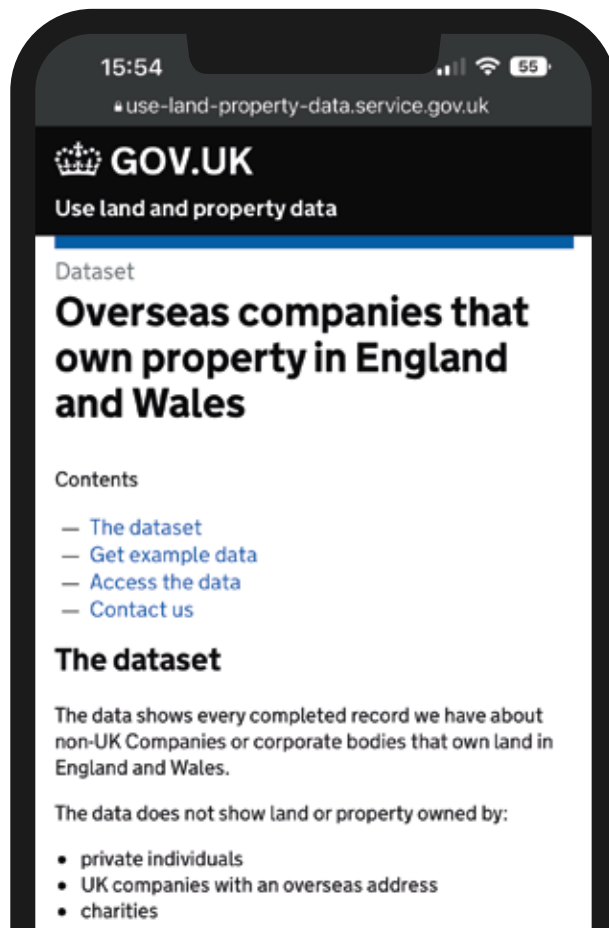
Location Data's Going Digital | Move iQ People in Property Series – YouTube

In December 2022, we took part in Phil Spencer's (TV's Location Location Location co-presenter) MoveIQ podcast and video. Alongside spokespeople from the Geospatial Commission and Geovation, our Chief Geospatial and Data Officer, Andrew Trigg, and LLC Programme Director Mark Kelso, discussed the vital role our geospatial data plays in the homebuying process.

Each organisation outlined how the digitisation of government location data benefits the UK and helps in making it quicker and simpler to buy and sell a home. "All music to our ears – absolutely fantastic – benefits everyone in the country," was Phil's response.

This collaborative podcast was a success in reaching an audience we wouldn't normally reach, with nearly 2,000 listens in the first month.

"...we are set up to unlock the significant economic, social and environmental opportunities of the future in line with the aims of the UK Geospatial Strategy."



Leading research and accelerating change with property market partners



Sands End Arts & Community Centre in south-west London was built at no cost to local taxpayers after Hammersmith & Fulham Council and local residents worked together to secure funding from Thames Tideway and Chelsea FC. The facility, by Mae Architects, won a RIBA London Award, a RIBA London Building of the Year Award and a RIBA National Award in 2022. We are processing an application to register a lease of the centre. Image: Rory Gardiner

Close working with industry partners is key to delivering on our ambition of a world-leading property market. Over the past year, we have worked closely with our Land Registry Advisory Council, industry and others in government working to improve the home buying and selling process, identifying shared opportunities to deliver change and attempting to remove the barriers to improvements we see in the sector. We have also supported the Geospatial Commission in their exploration of key land use pressures and how innovative data analysis can support better decisions about land use change, contributing to the National Land Data Programme through roundtables and expert workshops with stakeholders across local and national government, academia and industry.

Our Industry Forum continues to meet regularly, giving us crucial insight into the issues facing our customers. With five sub-groups working on a range of topics, they are also an opportunity for industry colleagues to work with us to solve shared challenges mutually. The groups focus on Communicating with the market, Digital Innovations, Lending Community, Registration Practise and Business Gateway.

The Policy Team are responsible for ensuring that HM Land Registry contributes effectively to wider government policy delivery in a co-ordinated way. We take an active approach to policy horizon scanning to enable timely engagement. We have drawn on expert land registration knowledge in supporting a number of policy initiatives. Particular collaborative policy highlights over the last year include:

- working closely with the Department for Levelling Up, Housing and Communities on a range of initiatives to improve the current housing landscape including measures to enhance land transparency; leasehold reform and shaping how the home buying and selling process could be improved;
- working with Department for Business and Trade and Companies House on the implementation of the new Register of Overseas Entities and the sanctions regime;
- collaborating with the Geospatial Commission to support the National Land Data Programme, the UK Geospatial Strategy refresh and to ensure property data supports improvements to the home buying and selling process;
- working to actively encourage the adoption of digital identity checking, as part of the emerging UK digital identity and attributes trust framework, led by the Department for Science, Innovation and Technology (DSIT); and
- supporting the Ministry of Justice (MOJ) as they work to modernise lasting powers of attorney and further contribute to an Industry Working Group on digital signatures facilitated by the MOJ.

We collaborated as a strategic partner of the Geospatial Commission on several initiatives, including supporting the commission in their exploration of key land use pressures and how innovative data analysis can support better decisions about land use change, contributing to the National Land Data Programme and the final report 'Finding Common Ground'. We have engaged with the commission as they refresh the UK's Geospatial Strategy and an HM Land Registry case study was used in the commission's report, 'Measuring the Economic, Social and Environmental value of public sector location data', published in August 2022. We continue to work with the commission to ensure property data supports improvements to the home buying and selling process.

“Our Industry Forum continues to meet regularly, giving us crucial insight into the issues facing our customers. With five sub-groups working on a range of topics, they are also an opportunity for industry colleagues to work with us to solve shared challenges mutually.”



We are also working more closely with the Home Buying and Selling Group, understanding how the group is attempting to effect change for the good and what we can do to support those changes.

At an international level, we continue to take the opportunity to share experiences and to learn from partner agencies across the globe. We actively participate in the Working Party on Land Administration (WPLA) within the United Nations Economic Commission for Europe (UNECE) where we held the role of Vice-Chair of the Bureau to the Working Party.

The overall goals of the Working Party are the promotion and improvement of land administration and land management in the UNECE region in order to respond to a changing environment and emerging needs.

We helped organise a series of webinars and took the lead on discussions around 'Data Interoperability: The benefits for the Land Administration sector', along with colleagues from the Geospatial Commission. We also contributed to a study on Digital transformation and land administration – 'Sustainable practices from the UNECE region and beyond'.

HM Land Registry is working with others in government to actively encourage the adoption of digital identity checking, as part of the emerging UK digital identity and attributes trust framework, led by DSIT. We attended DSIT's Digital Identity and Attributes Trust Framework (DIATF) adoption sprint for the property sector. We were encouraged by the appetite to adopt, within a regulated framework, reusable identities and the credibility provided by the HM Land Registry digital identity standard, and the role that could play in adoption.

Geovation

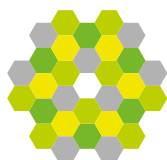
Working alongside Ordnance Survey, we continue to support the Geovation Accelerator Programme. Every year the programme helps a number of start-ups to harness the opportunities of property and location data.

Since 2017, more than 150 start-ups have been supported by the Geovation programme, with over 2,500 jobs created and £170 million in funding raised. Start-ups who are chosen to take part in the programme receive a bespoke package of financial help and support worth over £100,000. This includes grant funding, a 12-month residency in the data hub, intensive support from industry experts, workshops, coaching and access to the latest location and property data from Ordnance Survey and HM Land Registry. At the end of the first six months the start-ups take part in a showcase/ demo day where they pitch to potential investors and stakeholders.

The Geovation programme was extremely proud to win Accelerator Programme of the Year in the Go:Tech Awards 2022. These awards celebrate businesses and entrepreneurs who lead the way in technology and innovation across the UK, which ties in exactly with what the Geovation programme aims to do. By providing funding and support from both HM Land Registry and Ordnance Survey, PropTech and geospatial start-up firms can advance to the next level.

Caroline Bray, Geovation Stakeholder Manager at HM Land Registry says: "I have worked with great community members and business founders during my time as part of the Geovation team. I have regular sessions with participants throughout their time on the programme covering what commercial data HM Land Registry has and how it might help them, introducing them to stakeholders and helping them understand our statutory services. The support doesn't stop at the end of the programme as they remain members of Geovation. It's the best role I have had in HM Land Registry and it's very rewarding to see how the companies we have supported go from strength to strength."

HM Land Registry



Ordnance Survey

Our autumn 2022 cohort of PropTech start-ups taking part in the Geovation programme are:

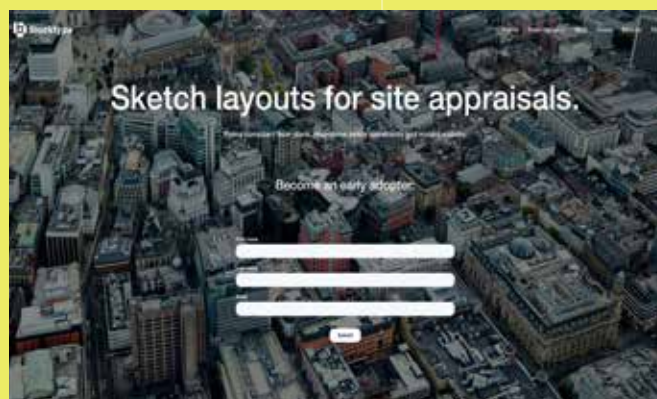
Pantera Solutions

Transforming forecasting and strategy planning for commercial real estate.



Blocktype

Helping developers and planners understand the development potential of land.



EverKnock

A virtual concierge to manage your home move.



Geovation case studies – where are they now?

Veya

Veya was a participant in the Geovation Accelerator Programme in 2019. They provide an instant and comprehensive analysis of HM Land Registry ownership records – giving anyone access to a layperson’s understanding of property titles (the evidence of a person’s right to property). This means that risks or issues associated with a property can be explained prior to listing, which leads to smoother and faster transactions for all. Veya has been proven to significantly reduce transaction times by up to 25%, through highlighting the key areas of focus right from the point of appraisal by the estate agent through to being able to allocate cases to the appropriate conveyancer.

“Taking part in the Geovation programme was a pivotal moment for Veya. The workshops were incredibly insightful, and well positioned for startups looking to scale up,” says Jason Howarth, founder of Veya.



Searchland

Property professionals spend an average of 100 hours per month just collecting data. Finding sites for development can be a time consuming and repetitive task. What’s more, conversion rates are between 3% to 10% for the sites that are found, which means that 90% of the work is wasted. This prompted Searchland, a participant in the Geovation Programme in 2021, to provide a platform that captures the most reliable and relevant data for anyone looking for property information. They do this by combining HM Land Registry data with a whole host of other property and land related data from across England and Wales such as the National Grid, Companies House, Environment Agency, Historic England and local planning authorities. This means clients have a one-stop-shop rather than having to search multiple sources and platforms.

Co-founder Arthur Goodhart says: “The Geovation programme gave us 12 months of invaluable support, both financial and practical, in developing our business which helped us to deliver our solution to challenges that exist in the property market.”



GEOVATION

“The Geovation programme gave us 12 months of invaluable support, both financial and practical, in developing our business which helped us to deliver our solution to challenges that exist in the property market.”

Our people

Over the last year, we've continued to focus on developing the people agenda within HM Land Registry, making sure that we nurture and develop our existing colleagues, while bringing in additional capability and capacity so that we can fulfil our customers' needs. We remain committed to Diversity & Inclusion, health

and wellbeing, and developing the culture of the organisation. During 2022-23 we made significant organisational structure changes, rearranging our teams so that they are more focused on delivery specific casework types and establishing multi-disciplinary teams to lead on outcomes for our customers.

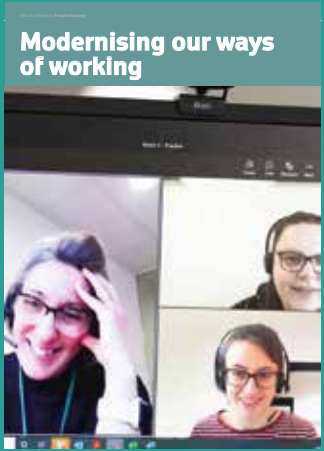


A new strategy for our people

We launched a new People Strategy in March 2023, that aims to nurture the commitment and creativity of our people as they bring our strategic ambitions to life. It focuses on three main themes.

- Developing our people** – investing in learning and development; providing opportunities and support for our people to take their careers in the direction they want; and planning to ensure we have the right capacity, capability, and organisational structure for 2025 and beyond.
- Modernising our ways of working** – reaffirming our commitment to collaborative hybrid working; maturing our inclusive culture and involving our people in change; and strengthening a high-performance culture with the customer at its heart.
- Attracting the right skills** – using our sense of mission and culture to position ourselves in a shifting jobs market to attract the talent we need for success. We are also innovating in the way we recruit and reward people, diversifying the organisation so we better reflect the customers we serve.

Our workforce continues to evolve and change and we are developing a Strategic Workforce plan to help to identify the skills we need for the future. We are committed to developing highly capable and motivated colleagues.

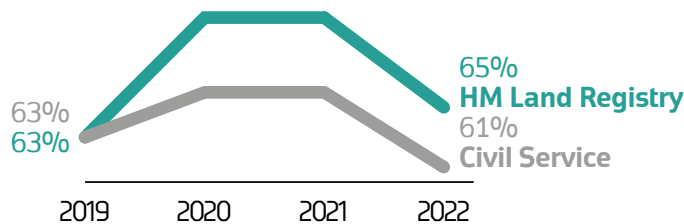


Engagement scores

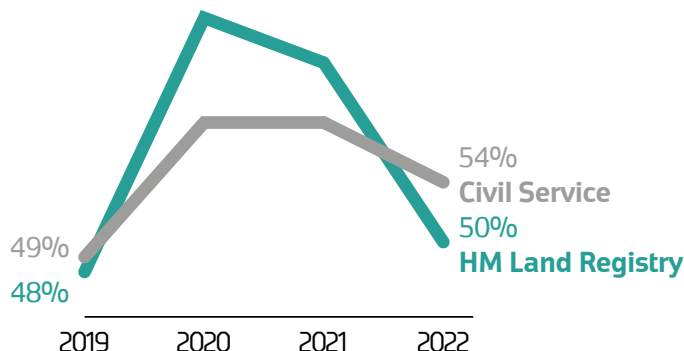
Our Civil Service People Survey 2022 scores are now similar to pre-COVID levels. The 2022 engagement index score of 65% was two points higher than 2019, but six points lower than 2021. Similarly, our leadership and managing change score of 50% was 2 points higher than 2019, but 12 points lower than 2021.

While our engagement scores remain in the top quartile of Civil Service organisations of a similar size and type, we know there is more to do to reach the levels we are aiming for. We are developing action plans and will continue our focus on improving engagement and involving and supporting our people so that HM Land Registry continues to be a great place to work.

Engagement Index Score



Leadership and Managing Change



PERMA Index Score **73%**
 (Civil Service Average 73%)

A refreshed approach to health and wellbeing

Our commitment to the health and wellbeing of our people has continued to grow, with a refreshed approach and action plan to 2024, giving us the focus we need to provide a happy and healthy workplace. To help us to build on recent achievements – such as the recruitment of more mental health first aiders, the relaunch of mental health training for line managers and a new menopause policy – our approach’s five key wellbeing priorities are to:

- provide visible leadership for health and wellbeing;
- encourage an open dialogue leading to action on mental health;
- create a safe and healthy hybrid working environment;
- provide impactful and inclusive wellbeing support; and
- improve the general wellbeing of all our workforce.

After receiving a Gold Award for 2020-21, we have again taken part in the MIND Workplace Wellbeing Index. Combining this with our internal engagement surveys keeps us accountable and helps us to strengthen our policies and practices in ways that really meet the needs of our people.



HM Land Registry 
Leadership & Management Academy

Developing our leaders for now and for the future

Building leadership capability is a corporate priority, so we have launched our Leadership & Management Academy, our single point of access to all leadership and management development.

The academy is accessible to all our people, supporting the leadership development of those with significant leadership experience, those new to people management and our aspiring future leaders.

We have clarified our leadership expectations, refreshed our new line manager programme and introduced a suite of facilitated workshops for more experienced leaders. Talent management and talent programmes also sit within the academy.

Following a successful pilot, we launched our second cohort of ‘Step up to’ and ‘Step into’ accelerated leadership programmes. They encourage our high-potential colleagues to step out of their comfort zones and equip themselves with the skills, knowledge and behaviours to become great leaders. From the first group of 33 graduates, 17 have already been promoted, and they have all continued to inspire each other through their ongoing leadership journeys.

Coaching – unlocking potential and improving performance

Coaching is fundamental to how we work as it ensures our people are supported and upskilled to deliver a best-in-class service. The Developer Team from the Plymouth office have been leading from the front to unlock potential and improve performance.

They employed a tailored coaching programme, coaching models and targeted development activities to ensure newly promoted colleagues gained the confidence, knowledge and sense of achievement they needed to be brilliant leaders and inspiring coaches.

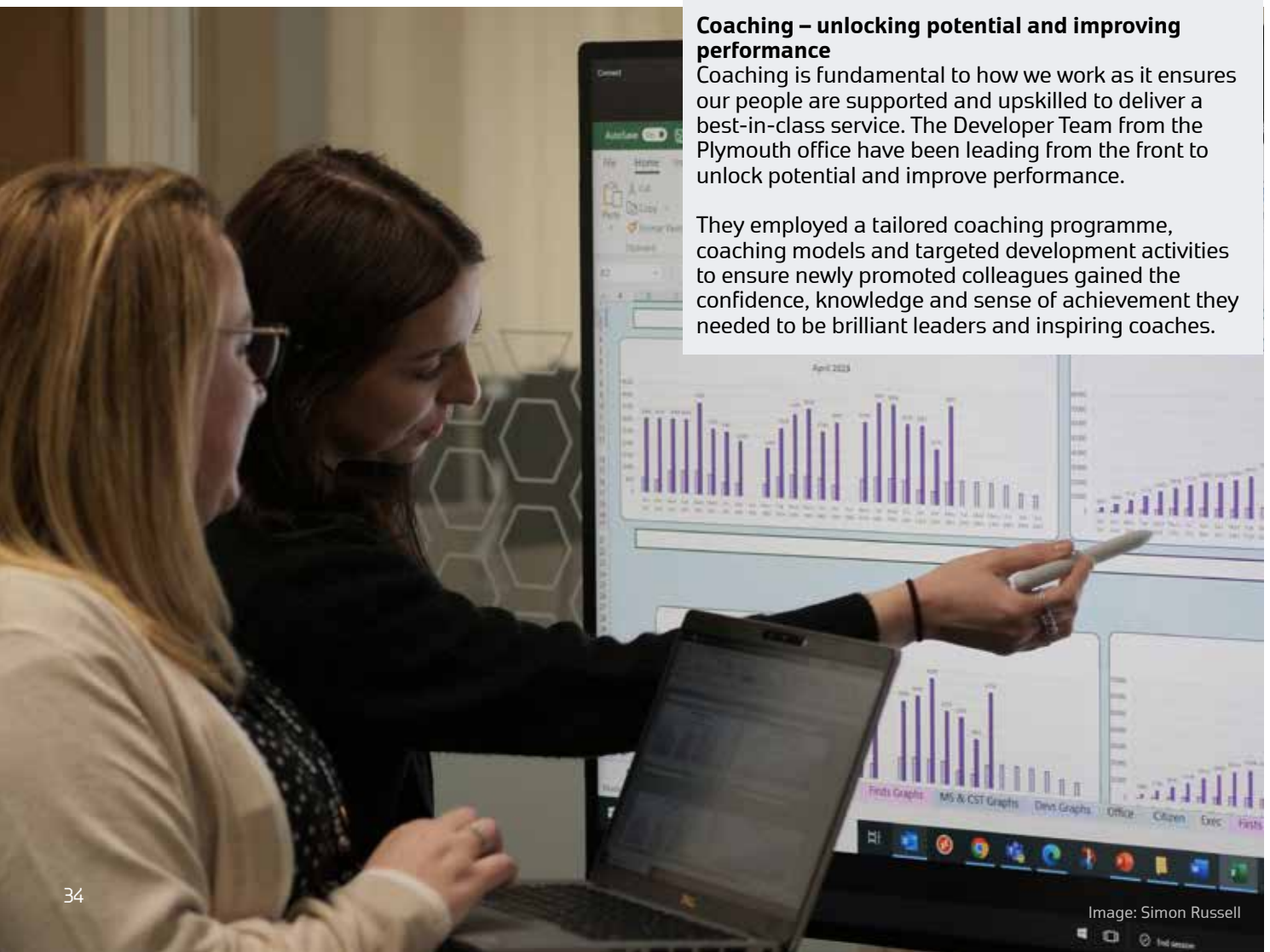




Image: Ian Stone

Diversity and inclusion

We continue to strive to be the most inclusive employer in the Civil Service and to reflect the society we serve. We continually review and check best practice with other departments and the private sector. Resourcing is a priority area, and we have a wide range of inclusive activities in place to ensure resourcing is accessible and welcoming to all, such as adjustments from sift through to interview, name blind recruitment and gender balanced panels.

We are a Disability Confident leader and continue to score highly for inclusion in the Civil Service People Survey with 83%.

We have an action plan in place to deliver the three themes of our strategy: improving representation, creating an inclusive culture and embedding diversity and inclusion. An internal committee made up of diversity networks, Inclusion Champions and the trade unions reviews the action plan.

We have active diversity networks for disability, LGBTI+ (lesbian, gay, bisexual, transgender, intersex +), age, women, and faith or belief and for people from ethnic minority backgrounds. Our networks have continued to grow and develop throughout the year, supporting colleagues and allies, and providing vital feedback to the organisation. We have relaunched our senior diversity champions who are allies and advocates.

We ensure our policies are inclusive and this year launched a new gender identity and intersex policy and a menopause policy. We updated our equality impact assessment process, embedding it in our people impact assessments.



83%

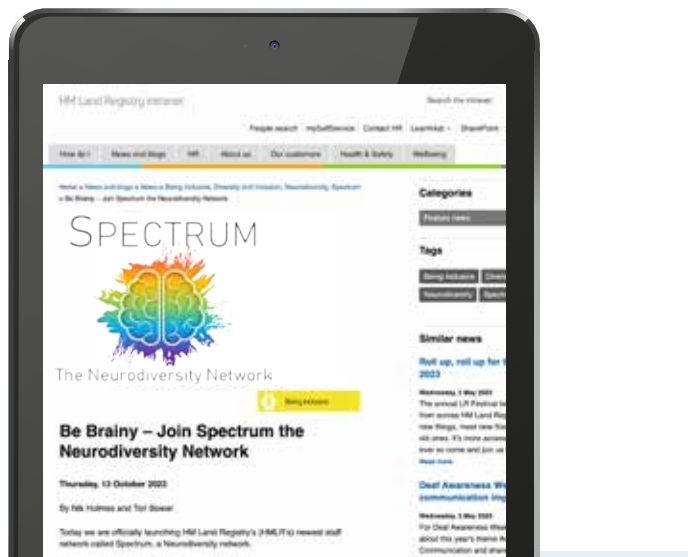
Inclusion

Civil Service People Survey



WOMEN'S NETWORK





Spectrum – neurodiversity network

October 2022 saw the launch of our staff neurodiversity network – Spectrum. In a short time, they have grown to 400 members and have made a huge impact.

Colleagues can now access a wide range of online resources around neurodiversity, including guides on training and hybrid working with a neurodiverse condition. Spectrum has been helping us to improve our human resources (HR) and recruitment processes too. We have added information on neurodiversity to our job candidate packs, a ‘neurodiverse condition’ option has been added to the diversity declaration section of colleagues’ HR profiles and we are working to make our interviews and progression opportunities more inclusive.

Spectrum have also been consulted as we have put in place changes and developed new systems, ensuring we’re considering any potential impacts on neurodiverse colleagues – such as sensory issues that might be experienced in office spaces, or the accessibility of a digital platform.

Hybrid working framework

We have launched a refreshed hybrid working framework and frequently asked questions, as well as a series of awareness sessions attended by around 800 line managers. The focus continues to be on enabling better business outcomes, with an expectation of staff spending 40% of their working time in the office. Hybrid working was a key topic in a virtual Chief Executive question and answer session in December, which had a record attendance of over 2,500 colleagues.



160 years of land registration

HM Land Registry opened with a staff of just six in 1862. We took the opportunity to mark the milestone of 160 years in October 2022. With the support of LR Leisure, we marked our journey from one to more than 26 million titles with tea parties at all 14 of our offices. Thanks to some technological advances, our Chief Executive Simon Hayes was broadcast live from Coventry to every location to speak about our incredible journey so far and the ongoing resilience we have demonstrated as we have adapted to change.



Breaking the taboo on menopause and menstruation

This year our Women’s Network helped us take further steps to break taboos around women’s health. We classified menstruation as a sickness absence reason and created a new ‘Menopause and the Workplace’ policy, helping to raise awareness and promote a more supportive environment for anyone impacted by menopause.

In February 2023 we began providing free sanitary products in all 14 of our office locations. The products we have supplied from social enterprise Hey Girls are sustainable, biodegradable, organic and vegan friendly.



A new Nottingham Office
 This year our Nottingham colleagues began the sizeable shift of moving from their office space at Castle Wharf House to a new Government Hub in Unity Square.
 The first wave of around 80 people, drawn from every level of the organisation, began moving into their new office space in late March 2023. They hit the ground running from day one with the aim to test what the new space had to offer. From the range of formal and informal workspaces to the impressive facilities and cityscape views, they have been feeding back their experiences so those who follow feel informed and confident when moving in.

LR Leisure: fostering the wellbeing and culture of our organisation

“We are so lucky to have both LR Leisure and an organisation that recognises and supports the remarkable people who work tirelessly to provide events and opportunities for us all to connect and interact. We are the envy of many departments who see the benefits of staff connecting through social activities.

“As someone who has enjoyed so many of those moments, I feel we have a responsibility to ensure that everyone continues to have different ways to connect, join the HM Land Registry family and create their own memories.” **Paul Hayden**, LR Leisure Secretary

LR Leisure, our sports and social network, makes significant contributions to the health, wellbeing and culture of our organisation. Funded through a lottery and run by a local network of volunteers overseen by a national committee, LR Leisure has continued to organise a full programme of events throughout the year to promote engagement.

We enable our members to compete in internal competitions and against other departments through our positive relationship with the Civil Service Sports Council (CSSC). Paul Hayden and Neil Vick received merit awards as part of the CSSC 100th anniversary celebrations, along with Maria Kerr and Donna Swarbrick receiving health and wellbeing awards. We are rightfully proud to have been recognised across the whole Civil Service for our work.



Key Performance Indicators assessment

The Business Plan and Strategy 2022+ it supports is reinforced by a Performance Framework, which was introduced last year and was designed in accordance with the principles laid out in the Public Value Framework. The Key Performance Indicators (KPIs) within this framework are supported by a full ecosystem of performance data, which is reviewed on a continuous basis, ensuring our governance boards have the information they need to support outcome-focused decision-making, including early warning signs when performance is at risk. While we didn't achieve all the stretching ambitions for the past year, services necessary to keep the property market moving were delivered and ensured the property market has continued to thrive.

Internal health of the organisation

Outcome focus of the organisation

Outcome-focused KPIs

Output-focused KPIs

There is trust and confidence in land ownership

The conveyancing process is quick, easy and secure

Property data support a stable and innovative UK economy

1 Customer trust in the integrity and accuracy of the registers

Do our customers trust the information held on the land registers?

2 Customer satisfaction

Are we delivering a service that aligns with our customer needs?

3 Staff engagement

How connected do our colleagues feel towards their work and our organisation?

4 Cost of our services

How efficiently is our organisation being run?

5 Risk to the integrity of the register

How are changes to the register impacting register integrity?

6 Applications completed

Does HM Land Registry have the right capacity and capability to deliver its services in a timely manner?

7a Speed of our services

How long do applications spend in HM Land Registry (excluding time spent awaiting a customer response and other third party action)?

7b Time taken to change the register

How long does it take for the register to accurately reflect ownership?

Note: Outcomes are the overarching goals that we are aiming to support. Outputs are the services we deliver that contribute to achieving those outcomes.

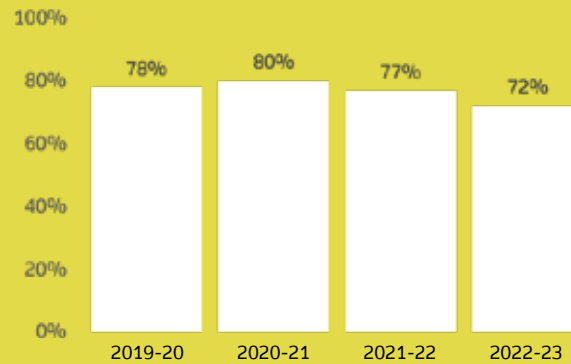
KPI 1
Customer trust in the integrity and accuracy of the registers

Question KPI seeks to answer

Do our customers trust the information held on the land registers?

Performance summary

We measure customer trust by conducting a quarterly survey by Ipsos Mori that tracks the percentage of customers rating our ability to ensure the integrity and accuracy of the register as 8 to 10 (on a scale of 1 to 10). Performance has been broadly consistent over the years. Our ability to ensure the integrity and accuracy of the registers was rated as good to excellent by 72% of customers.



Data provided is for Q4 of each financial year. Data was not collected for this KPI prior to 2019-20.

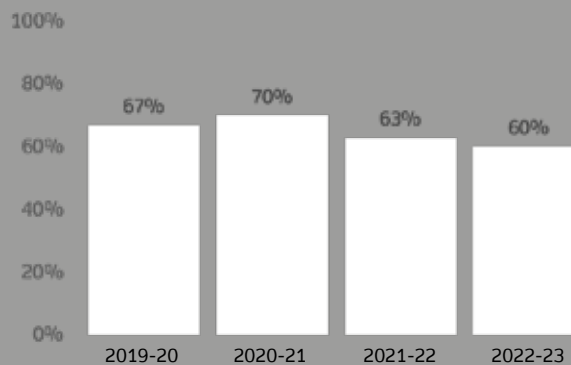
KPI 2
Customer satisfaction

Question KPI seeks to answer

Are we delivering a service that aligns with our customer needs?

Performance summary

As with customer trust, we measure satisfaction by conducting a quarterly survey by Ipsos Mori that tracks the percentage of customers rating our overall service as 8 to 10 (on a scale of 1 to 10). This was rated as good to excellent by 60% of customers surveyed. We know satisfaction varies by different users of our services, with higher satisfaction from customers who use pre-completion services, including requests for information. We want all our customers to experience a high-level of service which is why we are focusing on improving the speed of our services and reducing the volume and age of applications during the course of our business plan.



Data provided is for Q4 of each financial year. Data was not collected for this KPI prior to 2019-20.

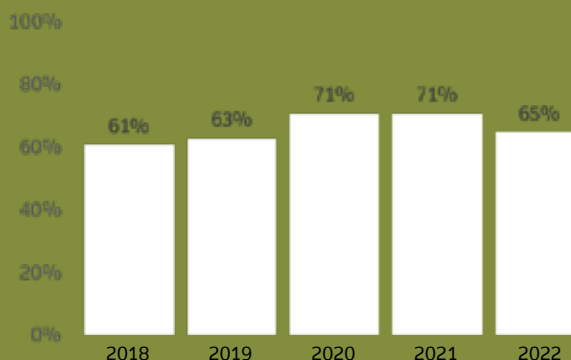
KPI 3
Staff engagement

Question KPI seeks to answer

How connected do our staff feel towards their work and our organisation?

Performance summary

Our Civil Service People Survey results continue to be among the best in Whitehall when compared to organisations of a similar size and nature. The overall Engagement Index from the 2022 Civil Service People Survey was 65% which was level with the Civil Service benchmark. Our recently published People Strategy will allow us to track commitments that will enable us to continue to develop our people, attract the right skills and continue to modernise our ways of working.

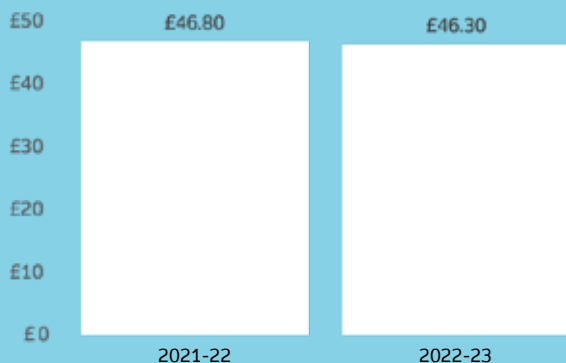


KPI 4
Cost of our services

Question KPI seeks to answer
How efficiently is our organisation being run?

Performance summary

This is a cost to serve metric, which provides the total organisational costs of delivering individual ‘units’ or services to our customers. It considers total costs, including the investment in transformation as well as the costs directly associated with the delivery of our services. The rolling 12-month Cost of our Services was £46.30, an improvement of £0.50 on last year. The positive improvement in output over the past year has lowered the average cost of delivering our service.



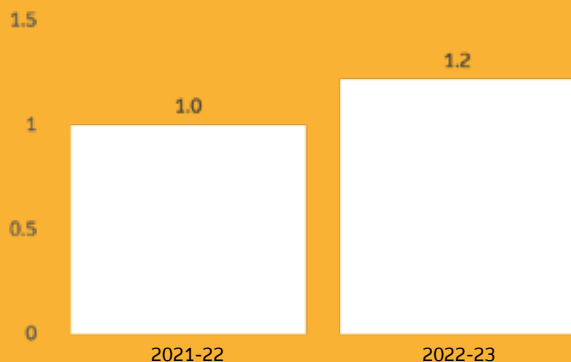
Data provided is for Q4 of each financial year. We introduced our new performance framework in 2021 which was the first year this indicator was collected. No prior period data is available.

KPI 5
Risk to the integrity of the register

Question KPI seeks to answer
How are changes to the register impacting register integrity?

Performance summary

This metric is an early warning indicator in the quality of the Land Register to indicate the overall level of risk HM Land Registry holds. It provides a view of the frequency of errors and their potential impact. It does not assess the overall integrity of the register of title. Our risk profile is baselined at 1.0 at the beginning of each year. We ended the year slightly above profile at 1.2. The aim in the coming year is to reduce the level of risk we hold by focusing on targeted improvement activities as we process our oldest and most complex applications.



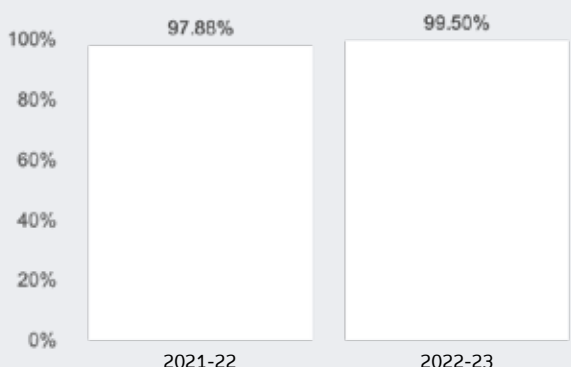
Data provided is for the end of March for each financial year. We introduced our new performance framework in 2021 which was the first year this indicator was collected. No prior period data is available.

KPI 6
Applications completed

Question KPI seeks to answer
Does HM Land Registry have the right capacity and capability to deliver its services in a timely manner?

Performance summary

We closely monitor the percentage of applications completed against those received. Over the 12-month period, we output 99.5% of the applications we received but we want to do more. The work we’ve completed over the last year on digital applications is the first step in fulfilling our automation ambitions. We invested in developing the skills of our caseworkers and increased operational capacity. In the coming year we are focused on building on this momentum to further increase output, reduce the size and age of the backlog and improve the speed of service for customers.



Data provided is for the end of March for each financial year. We introduced our new performance framework in 2021 which was the first year this indicator was collected. No prior period data is available.

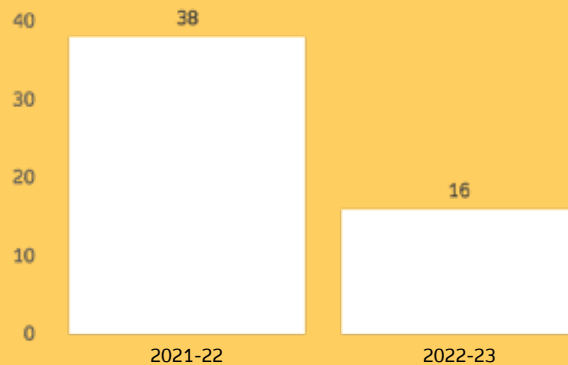
KPI 7a
Speed of our services

Question KPI seeks to answer

How long do applications spend in HM Land Registry (excluding time awaiting a customer response and other 3rd party action)?

Performance summary

This is expressed as the median working days to update or create new register entries. Over 46 million service requests were processed in 2022-23. Forty-seven per cent of these were information services requests, which are the pre-completion services that are vital before housing transactions complete, and people can move into their new homes. The vast majority of these were automated with customers receiving a response on the same day with the majority of the remainder delivered within three days. At the end of March 2023 post-completion applications, which are important to the overall accuracy of the Land Register but do not hold up housing transactions, were processed within 16 working days on average. We processed over 1,000 expedited (fast-track) applications every day where there was an urgent need for the registration to be completed, consistently completing 96% within 10 working days.



Data provided is for the end of March for each financial year. We introduced our new performance framework in 2021 which was the first year this indicator was collected. No prior period data is available.

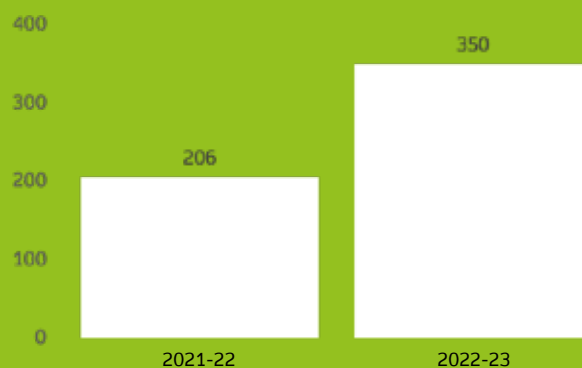
KPI 7b
Time taken to change the register

Question KPI seeks to answer

How long does it take for the register to accurately reflect ownership?

Performance summary

This focuses on the accuracy of the register as a complete data set at a given moment. At the end of March 2023, it took 350 working days for 95% of all known changes lodged by a conveyancer to be reflected in the register, which includes the time an application spends with HM Land Registry (the focus of KPI 7a) plus any time the application is with a customer or 3rd party to provide more information, and any time it may take for an application to go through tribunal. As this is a measure of the total time it takes for 95% of updates to go through, it is subject to fluctuation when particularly long tribunal applications reach resolution.



Data provided is for the end of March for each financial year. We introduced our new performance framework in 2021 which was the first year this indicator was collected. No prior period data is available.

How we're delivering against our Strategy and Business Plan

Last year was a significant year with the launch of our Strategy 2022+ and Business Plan 2022-2025. This provided a catalyst to transform the process of land registration in England and Wales, placing customers at the centre. Using our expert colleagues for the more complex cases we are working to digitise more information to enable us to play a significant role in a data-driven and sustainable economy. This will also benefit planning and policymaking towards achieving Net Zero and continue to energise the developing PropTech sector.

In this section we will share details of our progress and how we are transforming to meet our aims.

Our Business Plan objectives

In August 2022, we published our 2022-2025 Business Plan. This set out our priority objectives, the plan for achieving them and the key performance indicators we would use to track performance.

Our Business Plan laid out our commitment to:

- deliver an improved speed of service for our customers;
- lay the foundations for our future role in a digital property market and maximise our impact on the future wider economy; and
- modernise our organisational culture and ways of working.

We measure performance using a range of indicators and datasets on GOV.UK enabling us to understand the broader impact the organisation is having, with the aim of delivering improvements.

The following summary shows how we progressed towards the objectives in our Business Plan 2022-2025. The performance analysis section of this report on pages 38 to 41 provides further details of our activities, and an analysis of progress against key performance indicators and the principal risks we have faced.



Performance overview

The cyclical nature of the property market means we have traditionally gone through periods where a backlog of applications builds up. Our Business Plan set out our aims to tackle our backlog while making our organisation more resilient to market volatility in the longer-term.

Deliver an improved speed of service for our customers

Delivering an improved speed of service is central to our commitment to eradicate the backlog of applications we hold. All pre-completion services necessary to keep the property market moving were delivered. Approximately 28 million Information Service requests were received, with more than 91% automated and available instantly. The remainder that required manual intervention were completed in three days. Investment in transformation means over a million applications to amend the register were received digitally and processed more efficiently. We processed more than 1,000 expedited (fast-track) applications every day, consistently completing 96% within 10 working days, where there was an urgent need for the registration to be completed. During the past year, we invested significantly in developing the skills of new and existing caseworkers, which, when measuring against applications' complexity and time taken to complete, supported a 12% increase in output and reduced the backlog of applications to change the register.

Lay the foundations for our future role in a digital property market and maximise our impact on the wider economy.

To support a more efficient and transparent property market, we progressed activity to standardise and migrate Local Land Charges register information to one

accessible place. This is one of the Information Services we provide which keeps the property market moving. So far, 74 local authorities have transferred their Local Land Charges data to HM Land Registry's digital service. We expect a further 45 local authorities to complete by April 2024. The register comprises almost 4 million charges, meaning it is around 20% complete. Since 2018 HM Land Registry has delivered around 500,000 searches with instant results, transforming how this information is accessed. For official search customers this has resulted in an average saving of £11 per search and receiving results around two weeks faster.

Modernise our organisational culture and ways of working

Our values and commitment to our cultural aspirations have not changed and our people remain at the heart of all that we do. We have focused on enabling activity that has supported us as an organisation to maintain and deliver improvements to our services. Our response rate of 70% from the 2022 Civil Service People Survey (5% points above the Civil Service average) demonstrates that our people remain engaged. We launched our People Strategy 2022+ which outlines how we will realise our vision for HM Land Registry, by ensuring we have the right capacity, capability, and culture for success. Specifically, it highlights our commitment to invest in our people, ensure we attract the right skills, diversify the organisation so that we better reflect the customers we serve, and re-affirms our commitment to modernise our ways of working. We launched our Health and Wellbeing Approach to 2024, which signalled our continued commitment to the health and wellbeing of our people. This is embedded as a priority within the organisation.



Commitments for 2022-23

Objective 1: Deliver an improved speed of service for our customers

This objective supports two key elements of Strategy 2022+ – delivering secure and efficient land registration and enabling property to be bought and sold digitally. Improving the speed of service for customers through investment in digital transformation and caseworker capacity and capability will enable us to keep pace with the market and make service delivery more resilient to future demand.

Over the three years of the Business Plan, we are investing 75% of our budget to improve the speed of service for customers. We have made significant progress in the first year:

Speed of our services (All speeds are expressed as median averages)	2022-23 progress made
Information service requests	91% of requests immediate, with no manual intervention required 92.3% delivered within 24 hours 97.8% delivered within 48 hours 99.5% delivered within 72 hours Average experience as of March 2023 – same day
Register updates	Average experience as of March 2023 – 11 days across all register updates (21 days excluding automated applications), an improvement of 21 days since March 2022
Register creates	
– Developers and non-developers	Average experience as of March 2023 - 285 days for those dividing an existing registered title, an increase of 117 days since March 2022
– First registrations	Average experience as of March 2023 - 279 days for applications registering land for the first time, an increase of 36 days since March 2022
Expedited applications	96% of expedited applications delivered within 10 days
Local Land Charges	Local Land Charges delivered 210,000 personal and 53,000 official searches, with all results returned instantly
Land Charges	Information services returned in one working day; applications actioned upon day of receipt

Status at the end of 2022-23

On track or complete ■ Risk to delivery ■ Not on track ■

Commitment	Progress made	Status
We will begin to automate register update applications by Q4 2022-23	Automation is an enabler for creating greater organisational resilience against market fluctuation. The focus for automation in 2022-23 was developing the design principles to inform future development of an end-to-end automation solution. We achieved the first end-to-end automation of a simple charge application by the end of the year. We are continuing to focus on developing our automation plans for the year ahead.	

Objective 2: Lay the foundations for our future role in a digital property market and maximise our impact on the wider economy

This objective supports two areas of Strategy 2022+ – providing near real-time property information and providing accessible digital register data. The digital registers of the future – including the Local Land Charges Register – will support a more efficient and transparent property market. We are also investing in the accessibility and interoperability of our data to help support wider economic activity and innovation.

Commitment	Progress made	Status
We will migrate the data held from at least 50 local authorities into the Local Land Charges Register by Q4 2022-23.	HM Land Registry is working in partnership with local authorities in England and Wales to standardise and migrate local land charges register information to one accessible place. This was a historic step forward in the Government’s ambition to make the homebuying process simpler, faster and cheaper. So far, 74 local authorities have transferred their Local Land Charges data to HM Land Registry’s digital service, 34 of which were in the last year. We are accelerating our plans to enable us to migrate at least 45 local authorities into the Local Land Charges Register by the end of 2023-24.	

Objective 3: Modernise our organisational culture and ways of working

We want to make sure HM Land Registry remains a great place to work for current and future workforce. The organisation has gone through a period of significant change. We have aligned to Civil Service Modernisation and Reform, including maximising the potential of new ways of working. We're also transforming how we deliver our services and use our influence to improve how the property market works for all customers, the wider economy and society as a whole.

Status at the end of 2022-23

On track or complete ■ Risk to delivery ■ Not on track ■

Commitment	Progress made	Status
We will deliver the Diversity and Inclusion Strategy, improving representation and creating an inclusive culture across HM Land Registry by Q4 2024-25	<p>We continue to strive to be the most inclusive employer in the Civil Service and to reflect the society we serve. We continually review and check best practice with other departments and the private sector.</p> <p>We aim to deliver the three themes of our Diversity and Inclusion Strategy:</p> <ul style="list-style-type: none"> — improving representation; — creating an inclusive culture; and — embedding diversity and inclusion. 	
We will maintain momentum towards cultural maturity, in order to achieve the objectives set out in our People Strategy by Q4 2024-25	<p>We have maintained momentum towards increasing our cultural maturity. During the year we identified nine areas of focus and have achieved six of these which include:</p> <ul style="list-style-type: none"> — launch of the Strategy 2022+; — launch of the People Strategy 2022+; — agreement of our Diversity and Inclusion Strategy; and — revised hybrid working framework. <p>The remaining areas are on track for successfully delivery.</p>	
We will deliver a strategic workforce plan for 2025+ which identifies the requirements for the future capacity, capability and structure of our workforce by Q1 2023-24.	Our strategic workforce plan will help us understand what the future capacity and capability requirements will be to deliver Strategy 2022+ for three core professions: caseworker, digital data and technology, and customer roles. We have identified and agreed workforce demands to meet organisational strategic objectives up to 2027.	
We will identify opportunities to contribute directly towards the Government's Net Zero targets by Q4 2024	We have put governance in place to enable us to develop Net Zero plans as part of our environmental, social and governance ambitions. Our delivery against Greening Government Commitments that incorporate Net Zero is set out in the Sustainability Report (on pages 50 to 53).	
We will develop a new Workplace Strategy, which covers our estate and considers our footprint by Q4 2022-23.	<p>Our Workplace Strategy has been developed and aligns to the Government Estate Strategy. The themes of our Workplace Strategy outline our ambition to:</p> <ul style="list-style-type: none"> — invest in “Smaller, Better, Greener” spaces creating an estate that is more efficient, effective and sustainable in line with the Government Property Strategy 2022-2030; — retain some presences with a strong HM Land Registry identity but seek to join government hubs where they suit our locations and need for space; and — realign our existing spaces to support the way the organisation works now and as hybrid working continues to mature. 	

Financial review



Hollywood stars and Wrexham AFC owners Ryan Reynolds and Rob McElhenney oversaw the club's purchase of its historic Racecourse Ground from Wrexham Glyndwr University for £2 million in June 2022. Our caseworkers registered the sale. The stadium will host League Two matches next season after the club secured promotion from the National League. Image: Shutterstock/Luke Broughton

HM Land Registry has been funded through the Parliamentary Estimates process since the revocation of trading fund status on 1 April 2020. HM Land Registry's costs are set out in the Statement of Consolidated Net Expenditure (SoCNE) and our Statement of Financial Position (SoFP) sets out our balance sheet position as at 31 March 2023. All fees, charges and commercial income are captured through our Trust Statement and surrendered to HM Treasury (HMT). Detailed financial statements for both can be found on pages 96 to 99 and pages 124 to 126.

In 2022-23 there have not been any significant changes in Financial Reporting Standards. However, following the introduction of IFRS 16 Leases in 2021-22, a leasing international financial reporting standard, there remain changes in how we account for new leases entered into in-year. In 2022-23 HM Land Registry entered into a new lease in the Government Property Agency's Nottingham hub which resulted in additional capital expenditure of £8.1m. HM Land Registry calculates its indemnity provision with the support of the Government Actuary Department utilising HMT discount rates. Following changes in the HMT's discount rate this has resulted in a one-off drop to the indemnity provision of £12.7m. The impact of this change is the most significant of the assumptions underpinning the provision, and is driven by changes to interest rates.

Financial summary

Our main financial objective going into 2022-23 remained that of continued investment in the short-term capacity and capabilities we need to service the day-to-day demand for our services in a housing market that remained buoyant, alongside the longer-term investment required to make sure those services become more resilient to market volatility.

The last two financial years have seen the highest volume of applications received by HM Land Registry since 2008. We have invested significantly in our capacity and capability to try to keep up with this demand. Over the last three years we have recruited and trained an extra 1,500 caseworkers to ensure we can process more applications which has supported a 12% increase in output in 2022-23. We have improved the effectiveness of our systems through innovations such as the Digital Registration Service (DRS), and Application Processing. These systems will improve the accuracy of applications coming into HM Land Registry, increase the efficiency with which they can be processed and lay the foundations for greater automation of our services.

This investment has been managed within our overall parliamentary control totals with underspends against both Resource Departmental Expenditure Limits (RDEL) and Capital Departmental Expenditure Limits (CDEL). The RDEL underspend is driven by some recruitment delays, the adoption of the new technical accounting standard IFRS 16 Leases, changes in the useful economic lives of some fixed assets impacting depreciation and some changes to the schedule of local authorities migrating to the Local Land Charges Register. This meant we underspent against RDEL and CDEL control totals by £14.0m and £10.8m respectively. However, our RDEL cash outturn, our largest budget which accounts for our day-to-day operational expenditure, was within 1.5% of our budget.

Summary table 2022-23	Outturn	Supplementary Estimate Budget
In £000's	Total	Total
Departmental Expenditure Limit (DEL)		
Resource –cash	374,807	380,238
Resource – non-cash	20,333	28,910
Total resource	395,140	409,148
Capital	47,582	58,349
Total	442,722	467,497
Annually Managed Expenditure (AME)		
Resource	(9,006)	17,000
Capital	894	2,000
Total	(8,112)	19,000

Resource accounts (RDEL) financial review

	2022-23 £m	2021-22 £m
Staff costs	286.8	269.2
Purchase of goods and services	84.8	76.7
Depreciation and amortisation charges*	18.8	11.8
Indemnity payments including legal costs**	4.7	5.8
Total operating expenditure	395.1	363.4
Finance income/expense	1.1	1.2
(Profit)/Loss on disposal of non-current assets	0.2	-
Net resource expenditure for the year	396.4	364.6
Other provisions utilised	-	-
Total RDEL	396.4	364.6

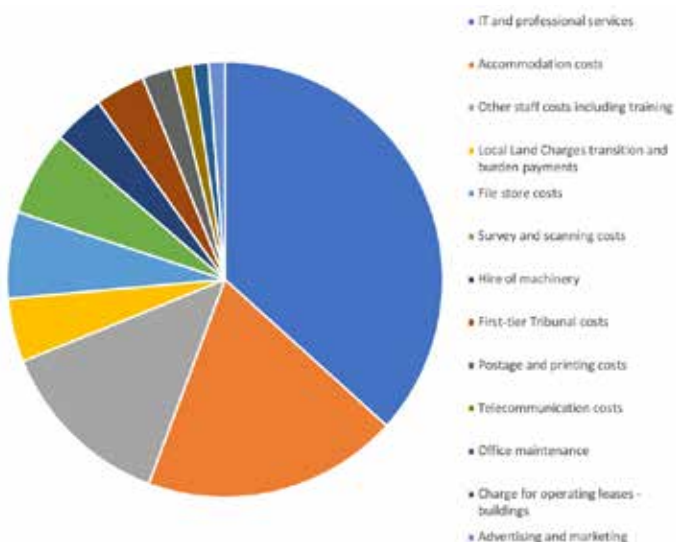
* Excludes impairment charged to Annually Managed Expenditure (AME).

** Excludes movements in the indemnity provision (classified as AME).

Staff costs

We recruited more expert colleagues and funded increased overtime to help manage demand for our services. Our average full-time equivalent headcount increased from 6,072 to 6,391 at 31 March 2023. This contributed to an increase in staff costs for our business-as-usual activity, rising from £269.2m in 2021-22 to £286.8m in 2022-23.

Purchases of goods and services



The key areas of spend and their movements from 2021-22 to 2022-23 were:

- IT and professional services, including maintenance of equipment and licences, decreased from £31.4m to £30.4m in 2022-23, which reflected a slight reduction in IT costs following prioritisation changes in our transformation programme partly offset by increased spend in business-as-usual costs. The underspend helped to fund additional overtime costs in 2022-23;
- an increase in accommodation costs of £1.9m relating to how leases are accounted for under IFRS 16 Leases; and
- an increase in other staff costs of £5.6m to £10.9m primarily due to an increase in contract resource and training when compared with 2021-22.

Depreciation, finance costs and indemnity payments

Depreciation increased by £7.1m as a result intangible assets lives being restated in 2022-23 and over £30.0m of asset brought into use primarily due to completion of LLC as local authorities go live on the LLC register. We also incurred £1.1m of costs relating to interest on finance leases, which is consistent with 2021-22. Finally, our non-staff costs also include the impact of our state-backed guarantee of title, which helps to underpin the integrity of the register. It provides protection for victims of fraud or error. In 2022-23, £3.5m was paid out against 627 claims, compared with £6.6m and 598 claims in 2021-22.

Capital expenditure (CDEL)

Total capital expenditure in 2022-23 was £47.6m, which relates to IT, software and capitalisation of LLC development costs. The CDEL underspend, against budget, related primarily to re-phasing of the LLC programme timetable.

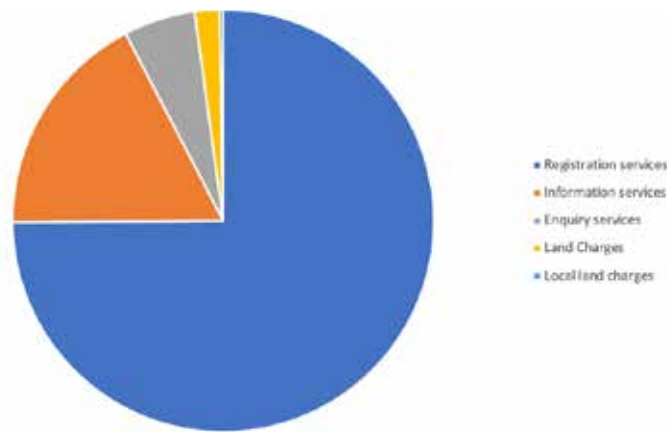
Annually managed expenditure

In 2022-23, we incurred a Resource Annually Managed Expenditure (AME) credit of £9.0m, following a decrease in the indemnity provision primarily due to change in the HMT discount rates applied to the provision. The indemnity provision valuation is provided by the Government Actuary Department.

Further information on outstanding claims and Incurred But Not Reported (IBNR) provisions – including sensitivity analysis that reflects the estimated nature of the IBNR liability and susceptibility of the provision to fluctuation – can be found in note 14 to the accounts.

Following an office move in 2022-23 HM Land Registry incurred dilapidation costs of £0.9m which were classified as Capital AME costs.

Fees and charges



HM Land Registry collects all fees and charges at the point of application and surrenders them to HMT upon completion of the work. This income is reported in a separate annual Trust Statement. The property market in England and Wales remained buoyant for the whole of 2022-23. In 2022-23 we collected fees of £374.5m from customers with £350.8m worth of applications processed during the year. As a result, over 2022-23, balance of Fees Received in Advance (FREDA) has increased by £23.7m, taking the total to £172.1m million as at 31 March 2023. This balance will be worked down as we increase our daily capacity above the number of applications that are received each day.

A total of £259.4m of recognised fees related to HM Land Registry's post-completion registration services. Within registration services £191.9m related to updates to existing titles in the register (such as change of ownership), which accounted for around 54% of our total fees. A total of £69.5m related to the creation of new register entries (such as first registrations, transfer of part and new leases) which accounted for 20% of total fees.

Our other major income stream came from guaranteed query services, which are critical steps in every property transaction. These are pre-completion services that are vital to the running of the property market and are largely delivered instantaneously. In 2022-23, guaranteed query services accounted for £64.0m (18% of total fees).

Information services enable users to go online to get a snapshot of any registered plot of land or property. These generated £20m in 2022-23 (6% of total fees).

We also provide other land and property services. Our digital Land Charges service protects interests in

unregistered land and we maintain the bankruptcy index for England and Wales. Our Agricultural Credits Department maintains a register of short-term loans secured on farming stock and other agricultural assets. Our LLC Programme is a national, instantly accessible register of information held by the local authorities that have migrated onto the programme. Together these generated £7.3m in 2022-23 (2% of total fees).

Other income

Additionally, we offer commercial data services for customers in the property market and wider economy. Income from the commercial release of our data generated £4.0m in 2021-22.

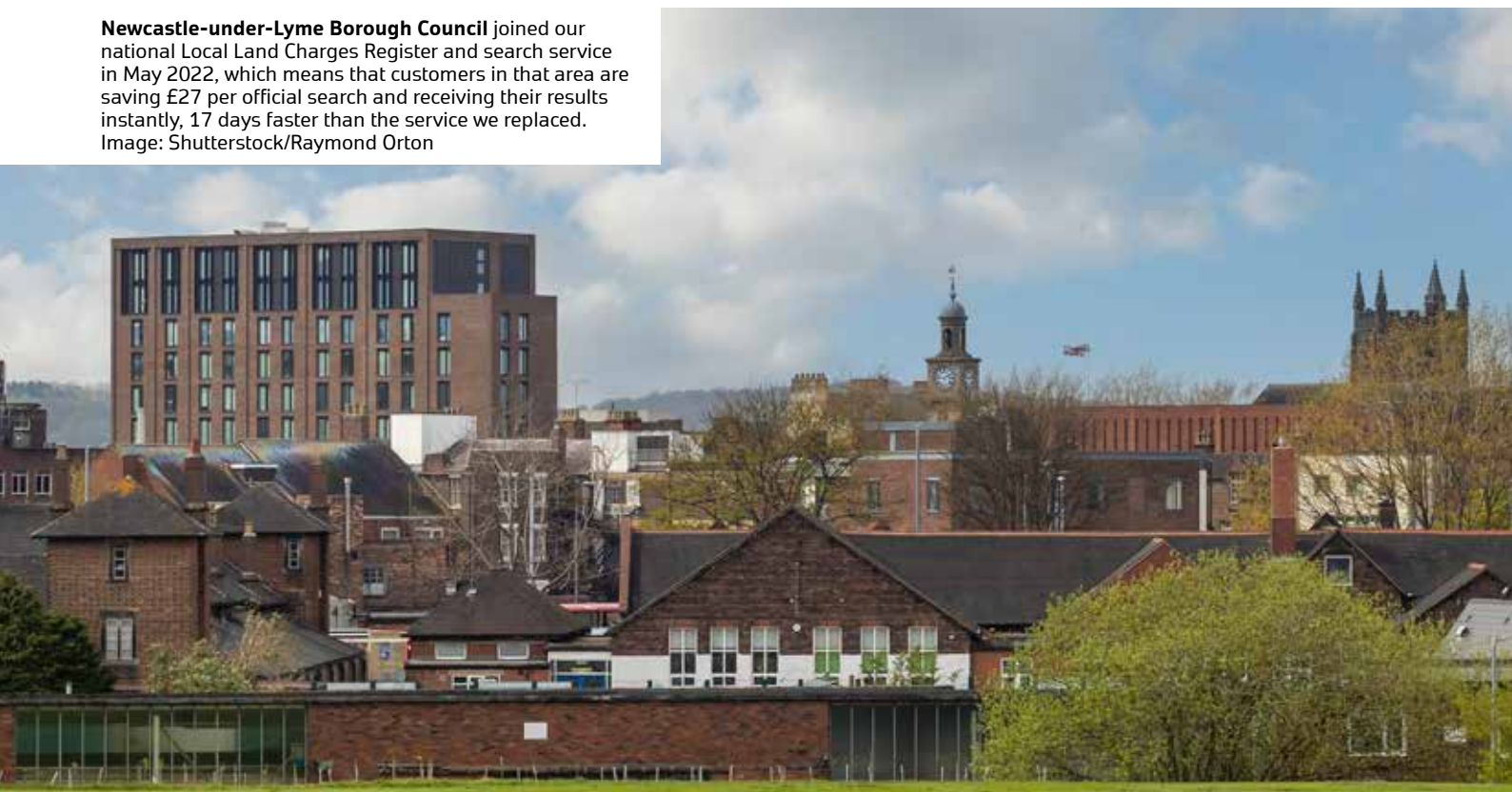
2022-23 onwards

Following on from the Autumn Spending Review in 2021, HM Land Registry received a three-year settlement for both RDEL and CDEL. The longer-term certainty allows HM Land Registry to continue to invest in frontline capacity and longer-term improvements while accelerating the rollout of the LLC Programme. HM Land Registry has been allocated RDEL of £389.2m in 2023-24 and £383.7m in 2024-25. The department's CDEL is £60m in 2023-24 and £59.1m in 2024-25.

Transforming local land charges

We continued to accelerate the progress of the LLC Programme with 34 new local authorities migrating to the service in 2022-23 (as set out on page 23) which incurred costs of £7.2m (RDEL) and £19.8m (CDEL). The programme continues to be one of the most ambitious geospatial data transformations ever attempted by a UK government and has migrated a total of 74 local authorities to date.

Newcastle-under-Lyme Borough Council joined our national Local Land Charges Register and search service in May 2022, which means that customers in that area are saving £27 per official search and receiving their results instantly, 17 days faster than the service we replaced. Image: Shutterstock/Raymond Orton



Sustainability



Carbon
50%
reduction



Water
36%
reduction



Waste
60%
reduction



Paper
84%
reduction



Waste
recycled
72%



Waste to
energy
process
29%

Fenland District Council's strategic priorities for the development and use of land in its draft local plan to 2040 include reducing and managing flood risk, improving community resilience and ensuring Fenland adapts to climate change. The council consulted on the draft plan from August to October 2022, during which time it also joined our Local Land Charges Register. Image: Shutterstock/Graham Kitchen

Sustainability governance

Compliance with environmental legislation is managed through the Sustainability and Environmental Policy Statement and Management System and internal meetings within HM Land Registry and with the facilities management provider. This is administered by the Sustainability Business Manager in conjunction with our senior facilities business partners and Total Facilities Management provider, overseen by the Head of Health, Safety, and Sustainability. Our Sustainability Panel ensures that our approach to sustainability is both positive and coordinated.

As HM Land Registry works to embed a new hybrid working model we are identifying opportunities to improve our carbon footprint in all our buildings. We have a network of sustainability champions across the estate, proactively encouraging staff to consider the impact of their own actions on the environmental performance of HM Land Registry, particularly by reducing their waste production, travel and energy and water consumption.

We continue to monitor our effectiveness in the management of our resources through internal and external audits against the ISO 14001 Environmental Management standards. We have maintained accreditation to ISO14001, which is based on demonstrating continuous improvement, and have recently successfully completed a recertification audit.

We continue to work with the Government Property Agency to identify opportunities to undertake de-carbonisation projects in the properties we occupy. These include installation of air-source heat pumps, photovoltaic panels and LED lighting.

HM Land Registry is developing an Environment, Social & Governance (ESG) plan to pull together different strands of activity to give greater oversight and cohesion helping us to meet environmental commitments and innovate more effectively.

Overall delivery of additional requirements of Greening Government Commitments

The Greening Government Commitments (GGC) targets continue to drive central government to be more sustainable and ensure the requirement of the Climate Change Act (2008) that a reduction in greenhouse gas emissions is delivered by 2024.

In addition, HM Land Registry is now incorporating a range of activities to reflect the ESG commitments going forward and reflect a new hybrid working model alongside a new estate strategy in 2023-24.

Climate change adaptation

Climate change impacts are considered during the implementation of building works and projects.

We use information collated in building condition surveys and forward maintenance plans as part of our sustainability reduction strategy while carrying out major refurbishments, relocations or when delivering significant building plant replacement.

The delivery of the Government's Net Zero programme forms part of the considerations across several areas of business delivery in HM Land Registry, including our People, Procurement and Commercial, Digital, Data and Technology and Facilities, and considers the framework of the ESG. We continue to identify opportunities to reduce our carbon footprint in all our activities with the ambition to achieve Net Zero by 2050 or sooner.

The Facilities Management arrangements deliver reductions as part of maintenance and wider property management decisions. Activity has continued through the Government Property Agency on several major Net Zero works. We are working across the organisation to deliver a Net Zero plan in line with GGC and the Department for Business, Energy and Industrial Strategy.

	Achieved 2022-23	Target for 2025	On target?
Carbon	50% reduction	62% reduction	On target
Waste arising	60% reduction in waste generated 72% recycled 0% landfill 29% Waste to Energy process	Reduce the amount of waste generated by at least 25% Recycle or compost at least 70% of waste and landfill less than 10% of waste	On target
Water consumption	36% reduction	Reduce the amount of waste generated by at least 8%	On target
Paper consumption	84% reduction	Reduce our paper use by 50%	On target

Waste is recycled or incinerated for energy conversion (29%) rather than going to landfill. Waste management is delivered through two routes. Paper is managed through a confidential disposal contract outside of the facilities management

Performance data calculated against 2017-18 baseline

Area	Performance	Target – not to exceed	
Energy: greenhouse gas emissions, all areas within scope	carbon emissions (tonnes) expenditure (£'000)	2,907 1,600	4,328
Waste	consumption (tonnes) expenditure (£'000)	412 129	948
Water	consumption (m) expenditure (£'000)	26,122 211	38,990

Biodiversity and the natural environment

We recognise the importance of biodiversity in the built environment. Biodiversity plans have been created and are being implemented at Telford and Weymouth. This process will continue as sites are identified as benefiting from future enhancements.

Carbon

We have reduced consumption of electricity against last year’s use by 28% and reduced against the baseline year 2017-18 by 6,662 MWh. This reflects the reduced use of our buildings while remaining open and the continued estates rationalisation.

Gas consumption has continued to increase, this year by 28,321 kWh over last year resulting in an increase against the baseline year of 17%.

Our overall carbon emissions have reduced since 2017-18 and are at 2,907 tonnes, a reduction against the baseline year of 50%. See Appendix C for historic trend data.

Carbon from domestic flights to be reduced by 30% by end of March 2025 is a new target set in the current GGC. In the baseline year, HM Land Registry had a total of 351 domestic flights with a carbon impact of 18.03 tonnes. The current financial year had 56 domestic flights with a carbon impact of 3.82 tonnes, resulting in a carbon reduction against the baseline of 79%.

No international flights were undertaken by colleagues in this financial year.

A review and update of the Travel Policy in autumn 2023 will include the requirement to use lower carbon options for all reasons of travel as set out in the GGC requirements.

Waste

The target set is to reduce the overall amount of waste generated by 15% from a 2017-18 baseline and strive to reduce it further, recycle or compost by 70%, and send less than 5% of waste to landfill.

We are currently meeting the above targets, with the amount of waste generated reduced by 60% and 100% of all waste is recycled or incinerated for energy conversion (29%) rather than going to landfill.

Waste management is delivered through two routes. Paper is managed through a confidential disposal contract outside of the facilities management arrangements. Other waste is delivered through the facilities management contract.

Paper equates to 46% of waste arising and 190 tonnes was sent for recycling. Our overall reduction in waste generated since 2017-18 is 60%. See Appendix C for historic trend data.

GGC targets also require the removal of consumer single use plastics (CSUP) from the government estate. HM Land Registry aims to eliminate all sources of single use plastic from its supply chain and has made significant progress in 2022-23. Stationery suppliers have advised that they are working with the Department for Environment, Food & Rural Affairs on a reporting mechanism for all of the government estate. The Facilities Management contract has not been able to provide data on the CSUP used – we are working with the contractors to ensure this is secured in future years.

Water consumption

The target is to reduce water consumption by 8% from a 2017-18 baseline.

A 36% reduction in water consumption has been achieved against a target of 8%. This reduction continues to be measured against a lower occupancy. Usage has actually increased slightly over the 2021-22 reporting period, showing the increased use of our buildings as part of the hybrid working environment.

Paper usage

The GGC reduction target to reduce our paper use by 50% from a baseline year of 2017-18 shows a current improvement of 84% of A4 equivalent. Our digital services programme and our move to on-request printing are continuing to have a significant impact.

Sustainable procurement

HM Land Registry's procurement policy pays proper regard to sustainability, including social value, modern slavery, and environmental factors. Procurement exercises are designed with a view to securing best value for money on a whole-life basis in terms of generating benefits not only to the organisation, but also to society and the economy, while minimising damage to the environment. Through our investment choices around technology and the workplace we will contribute directly to achieving GGC targets. Details of any social, economic, or environmental

requirements that suppliers need to be aware of will always be included in our invitation to tender documents and we are committed to working with our suppliers to measure performance against agreed measures to maximise value for money.

Information and communications technology and digital

Our commitment to the Government's Net Zero carbon requirements includes ensuring upgrades or replacement of any information and communications technology (ICT), and digital equipment, hosting or supporting mechanical and electrical infrastructure, must perform better than what is being replaced. We comply with all relevant environmental legislation and key Government objectives, including reporting annually to the Sustainable Technology Advice & Reporting (STAR) Team. We ensure 100% of all decommissioned ICT equipment is reused, recycled or disposed of environmentally and ethically.

Following on from the successful migration of one of our data halls into a Crown-hosted facility in 2021 which has an annualised power usage effectiveness (PUE) of 1.2, we are planning to migrate our existing data hall into Crown-hosted facilities during 2023, demonstrating our commitment to the Government's Net Zero carbon target.

Hull Office blazing a trail in nature conservation

Our Hull office is taking part in a city-wide nature conservation scheme of national importance.

Butterfly City aims to encourage, protect and promote biodiversity in Hull by raising awareness and encouraging pollinator-friendly planting.

The scheme is run by East Yorkshire's butterfly recorder, Sean Clough, who identified the grassy area to the south of our building, Earle House, as a significant habitat for pollinators. When left uncut, he said, the patch was "incredible", with fine grasses, yarrow, hawkbit, self-heal, black medic, bird's foot trefoil and more thriving in the grounds.

Hull Office was keen to get involved. The fire assembly point was relocated to ensure the area would remain undisturbed and a sympathetic mowing schedule agreed. Signs and posters signal the growing urban meadow as a nature reserve.

Yorkshire Wildlife Trust's local officer, Andy Gibson, visited the site to sow yellow rattle, also known as the 'meadow maker', a companion plant that helps wildflowers to bloom.

He also created a fixed pathway – or transect – around the perimeter. The only urban transect in Yorkshire, it helps monitor the site's development in a scientifically robust way. Volunteers undertake weekly walks throughout the butterfly flight season, counting and recording butterflies. The methodology used allows meaningful comparisons across sites and year on year for the same site and the data is added to the National Biodiversity Network database.



Other corporate information



The 18th-century Jamaica Inn in Bolventor, Cornwall, was bought by the Coaching Inn Group for £6.95 million in August 2022 in a sale registered by our caseworkers. Made famous by the Daphne du Maurier novel of the same name, the inn was built to link the towns of Bodmin and Launceston by providing a rest stop for moorland journeys. Image: Dreamstime/Clickos

Public sector information holder

We fulfil our role as a public sector information holder, which we take very seriously, through adherence to UK data protection legislation and the Freedom of Information Act. HM Land Registry is exempt from the application of some individual data protection rights where the application of legislation would conflict with the Land Registration Act and Rules. The Information Rights Team is leading on a privacy compliance programme to help ensure we meet our legal obligations under relevant legislation.

We received 680 Environmental Information Regulations (EIR) and Freedom of Information (FOI) requests in 2022-23. We answered 546 of these within the statutory timescale of 20 working days. Four requests are active and ongoing while 30 are on hold awaiting clarification from the applicant. Our response rate for responding to requests within the statutory timescales is 84.5%.

Our new Knowledge and Information Management (KIM) strategy has delivered a new Information Management Policy that supports the delivery of HM Land Registry's aims and objectives through enabling and sustaining the creation, organisation and exploitation of corporate information and knowledge. Our assurance activities support the effective management of information assets and information-related risks via the corporate information asset register.

In the provision of our data services, HM Land Registry complies with the Reuse of Public Sector Information Regulations 2015.

Better regulation

The business impact target score comprises the economic impact of regulatory activity where the burden or benefit will impact on businesses above a £5m threshold. HM Land Registry regularly reviews its activities to assess the impact on its business customers in complying with its regulatory processes and requirements. We are continuing to monitor the impact changes to our services may have on our business customers as we roll out more digital and automated ways of working.

HM Land Registry published the first Post Implementation Review (PIR) of the Land Registration (Amendment) Rules 2018. This was a statutory requirement to determine whether policy objectives had been achieved and remain appropriate through the regulations put in place. The review concluded that the Amendment Rules 2018 were necessary, were appropriate, are achieving their intended objectives and should remain unchanged. It confirmed HM Land Registry has already been successful in realising some benefits made possible by the amendments. Key highlights were removing the last strict requirement for any paper in the land registration process and introducing a digital service for some remortgage applications. HM Land Registry plans to use the Rules to facilitate future digital transformation work and further automation.

Health and safety

We have continued to deliver an agile and proactive approach to health, safety and wellbeing as we moved from COVID-19 secure arrangements to a new hybrid

model of working across all our offices. This has included adapting our policies, risk management and how our offices support a range of work types and collaboration. The focus has been to ensure we support not only all our building users but all our staff working remotely.

The focus alongside our statutory obligations has been to develop a proactive cultural model that enables all our colleagues to thrive at work, caring for their own and teams' workplaces and prioritising their safety and wellbeing.

Our ambitious project of change and improvement to a hybrid model has been delivered with the essential support of all our leaders, internal and external stakeholders and champion groups, and in an open and positive dialogue with our trade unions.

We have continued to monitor our effectiveness through internal and external audits against our management standards in line with ISO 45001 and received further accreditation this year.

During the financial year 2022-23, we recorded a total of 29 accidents, of which we reported one to the Health and Safety Executive as required under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR). This is broken down as:

Office workplace

- 22 accidents relating to HM Land Registry staff
- 3 accidents relating to contractors
- 1 accident relating to visitors

Home workplace

- 3 accidents relating to HM Land Registry staff
- 0 accidents relating to contractors
- 0 accident relating to visitors

The one RIDDOR incident was:

- 1 A trip in the office car park – resulting in a bone injury/fracture to wrist.

We proactively investigate any near miss, accident or incident to ensure we continue to learn and improve in all aspects of our work.

Complaints

HM Land Registry welcomes customer complaints as opportunities to resolve individual concerns, and also carry forward learning to help improve our services and provide a better all-round customer experience.

We have been working throughout 2022-23 to ensure greater consistency in the identification, handling and analysis of customer complaints. To that end, we have provided more training and engagement for our people on the value of complaints and how they should be handled. We have also taken steps to centralise complaint resolution and customer contact further so more complaints are handled by those best equipped to do so. Work on all of that is continuing in 2023-24.

Due in part to this activity, we recorded 10,991 complaints in 2022-23 compared with 9,566 in 2021-22,

an increase of 15%. We anticipate a further increase in 2023-24.

In terms of recorded complaints, 52% were upheld or partially upheld. Customer feedback about delays with registration applications and associated customer enquiries was the most common area of upheld complaint, comprising 27% of the upheld total. This reflects the fact that some of our processing times for non-automated services remain subject to significant delay.

The other main area of upheld complaints related to the requests for information (requisitions) we send to customers when their applications lack the required information (5% of the upheld total).

The Parliamentary and Health Service Ombudsman did not investigate any HM Land Registry complaints during the year.

We conduct analysis of all complaints received throughout the year to capture and act on learning points. For example, our customers said they would like:

- improved speed of service on the oldest more complex registration applications that await processing. Targeted action by virtual target teams based at several offices is being taken on the oldest registration applications, principally complex applications relating to registering property for the first time, dividing existing titles or lodging a new lease;
- for HM Land Registry to reduce the number of unnecessary written requests for information they send. We introduced improved in-house training and workshops on requisitions. We are also working on a range of improvements to our application processes. Applications made via electronic business platforms used by many firms and those sent direct through our Digital Registration Service (DRS) will increasingly validate data before the application is submitted, thereby avoiding requisitions at a later stage. We are also looking to clarify minor errors and omissions by telephone call;
- more detailed information about application processing times and an up-to-date and accurate estimated completion date (ECD) for individual applications. We launched a new GOV.UK page providing information on how quickly we will deal with the different types of application we process. The timelines reflect the average customer experience based on the previous month's activity. Also, a new ECD calculation was introduced linking to the above GOV.UK page;
- more certainty about our requirements for providing evidence of identity. Changes brought in previously allowing non-conveyancers from a number of professions (such as medical doctors and police officers) to verify the identity of UK passport holders using forms ID3 and ID4 were made permanent;
- an improved online business customer portal that is easier to use and better supports customers in submitting digital applications and managing their applications. A redesigned portal was introduced with enhancements to the homepage, the pages for the DRS and for managing digital and electronic applications. This supports the move to digital applications by default for business customers;

- the facility within the customer portal for business users to search for and view the status of their colleagues' applications. The search feature in the 'View Applications' facility in the customer portal now allows users to search for applications using a current or former colleague's name, HM Land Registry reference, title number, or a customer reference number;
- their first registration postal applications to be scanned by HM Land Registry on receipt, to bring the process in line with other types of application. All first registrations are now scanned on receipt allowing HM Land Registry to manage requests to expedite applications remotely and enabling e-despatch of applications. It will also support future enhancements to ways of working and reduces manual handling;
- HM Land Registry's requirements around the electronic signing of documents simplified. We introduced changes to allow non-conveyancers to sign consents and the majority of certificates electronically, where the registration application has been submitted by a conveyancer. Conveyancers and non-conveyancers are also able to electronically sign all of HM Land Registry's prescribed and promulgated application forms (except for statements of truth) where the registration application is submitted by a conveyancer or by a non-conveyancer using the customer portal or business gateway. The associated published customer practice guidance was updated to reflect this; and
- quick and easy access to HM Land Registry guidance and training materials. We launched a new training hub on GOV.UK making it easier for customers to find the required information.

Our Independent Complaints Reviewer (ICR) provides a free and impartial review and resolution service for any customer dissatisfied with how we have handled their complaint. Throughout the year, their reports and recommendations arising from the complaints they have reviewed have continued to provide a valuable source of insight and identification of areas where we might need to improve. The ICR publishes an annual report.

We continue to review our customer feedback processes aimed at improving the way we recognise and deal with complaints and helping us more effectively identify insights and improvements arising from customer feedback. Enhancements have been made to our Customer Relationship Management (CRM) system to facilitate this.

Modern slavery

We support measures to ensure modern slavery, including human trafficking, has no place in our organisation or supply chains. We continue to use robust procedures in our contracts and recruitment processes. In addition, we facilitate the raising of concerns by colleagues, including any issues relating to our supply chains.

Land Registration Rule Committee activities

The Land Registration Rule Committee was constituted under the Land Registration Act 2002 and is classified as an Expert Committee. The committee's role is to provide advice and assistance to the Secretary of State in making land registration rules and fee orders under the Act.

In June 2022 the committee scrutinised and advised on the statutory instrument making amendments to the forms in Schedules 1 and 1A to the Land Registration Rules 2003, in order to accommodate the new registration regime for Overseas Entities. In March 2023 the committee reviewed HM Land Registry's Post Implementation Review of the Land Registration (Amendment) Rules 2018.

Service standards

Details of the service that customers can expect from us can be found on our website: <https://www.gov.uk/government/publications/hm-land-registry-service-standards>.

Welsh Language Scheme

We remain committed to our obligations under the Welsh Language Scheme to treat the English and Welsh languages equally when dealing with the public in Wales. Mike Harlow, Deputy Chief Executive and Director of Customer and Strategy, is the senior responsible owner for the scheme. Our current scheme containing our four-year action plan was approved by the Welsh Language Commissioner on 27 September 2019.

One of our successes during the year to further the action plan was the following.

Many of our most used notices, when relating to properties in Wales now include text explaining why the notice is in English only, and that a Welsh version is available on request. Welsh-only notices are already sent when we have been informed that Welsh is the preferred language of the proprietor.

An email, drawing attention to our Welsh language services, was sent to all solicitor firms in Wales, on 1 March 2023. The campaign also included a short video highlighting the fact that our dedicated Welsh language team is at hand to assist with Welsh language correspondence and applications. The team can be contacted directly by emailing GwasanaethCymraeg@landregistry.gov.uk or calling 0300 006 0422.

The featured links on our GOV.UK home page are available in Welsh and lead directly to Welsh language pages. Other GOV.UK pages that are available in Welsh can be viewed through selecting the 'Cymraeg' tab found in the top right-hand corner of a page.

Further information on our Welsh language services can be found at <https://www.gov.uk/government/organisations/land-registry/about/welsh-language-scheme>.

Parliamentary and sponsorship coordination

The Chief Land Registrar's Office functions have been reviewed during 2022-23 as part of a wider organisation redesign that established a Customer and Strategy group. The policy and external affairs co-ordination functions reported in previous annual reports transferred to the new group in August and those activities are covered in other sections.

The Chief of Staff has provided corporate oversight for HM Land Registry's contribution to the Government's response to Russia's invasion of Ukraine.

The Chief's Office is responsible for HM Land Registry's corporate governance coordination and management including its Board Secretariat and support to both executive and non-executive senior teams. It has reviewed the effectiveness and structures of HM Land Registry's governance during 2022-23 and implemented changes reported in other sections. The Chief's Office leads our partner relationship with our sponsor department, which is underpinned by a published Framework that also establishes the formal relationships with HM Treasury and the Geospatial Commission. The Chief's Office works closely with UK Government Investments, which acts as our sponsor department's agent in representing the Government's interest in the governance and performance of HM Land Registry as an organisation. Much of the Chief's Office corporate governance activities are reflected elsewhere in this Annual Report.

The Chief's Office is also responsible for ensuring that HM Land Registry Parliamentary processes run smoothly. This covers all Ministerial and Parliamentary business. We have handled 13 parliamentary questions and considered over 40 government and other consultations, providing comments on 10. We have overseen HM Land Registry Ministerial business and engagement, including to deal with 108 Ministerial or Treat Official letters.

Glossary

Agricultural Credits Register	A register against which provides a means of ensuring security for lending over farm assets such as livestock and equipment.
Application	Applying for the registration of unregistered land, updating registered land or property titles, or applying for information from HM Land Registry.
Application Programming Interface (API)	Enables companies to open up their applications' data and functionality to external third-party developers, business partners and internal departments within their companies.
Artificial intelligence (AI)	Intelligence and learning demonstrated by machines.
Business Gateway	The Business Gateway Application Programming Interface allows customers to seamlessly access our services from within their case management systems and automate repetitive processes.
Capital Departmental Expenditure Limit (Capital DEL, CDEL)	Investment in internally-generated software, IT equipment and estates.
CO2/carbon footprint	The total amount of greenhouse gases (including carbon dioxide and methane) generated by our actions.
Common data standards	Data standards set a clear and common understanding of how the government must describe, record, store, manage and access data in consistent ways.
Critical National Infrastructure	A term used to describe processes, systems, facilities, technologies, networks, assets and services essential to the nation's health, safety, security or economic wellbeing and the effective functioning of government.
Data economy	A global digital ecosystem in which data is gathered, organized, and exchanged by a network of vendors for the purpose of deriving value from the accumulated information.
Digitisation	The process of converting information into a digital (computer-readable) format.
Digital by default	The current position for submitting applications to HM Land Registry, under which the default option is digital, whether via the customer portal using the Digital Registration Service or using software connected to the Business Gateway APIs (Application Programming Interfaces).
Digital identity	A virtual form of identity which reduces the time, effort and expense that sharing physical documents can take when people need to provide legal proof of who they are.
Digital transformation	The adoption of digital technology by a company. Common goals for its implementation are to improve efficiency, value or innovation.
Digital Registration Service	An HM Land Registry portal service allowing applications to be submitted digitally where the data is automatically checked before it is lodged.
Digital Street	An existing research and development approach, collaborating with a strong community of innovation leaders, entrepreneurs and creative disruptors to push the boundaries of property market expectations.
Expedites/expedite services	Customers can request HM Land Registry processes an application urgently.
FAIR	Findable, accessible, interoperable and reusable data.
First registration	The requirement to register unregistered freehold and leasehold estates in land.
Geospatial Commission	An expert committee, sponsored by the Cabinet Office, that sets the UK's geospatial strategy and promotes the best use of geospatial data.
Geospatial	Data and information associated with a particular location or place.

Geovation	The practice of using location data and intelligence to help identify opportunities and create solutions.
Geovation Accelerator Programme	A scheme supported by HM Land Registry and Ordnance Survey providing grant funding, access to data, geospatial expertise and property insight to location-data and PropTech start-ups.
Greening Government Commitments	The actions UK government departments and their agencies will take to reduce their impacts on the environment in the period 2021 to 2025.
Guaranteed queries	Services that provide information and results which come with a state guarantee.
Home Buying and Selling Group	An informal mix of people across the property, legal and finance sectors working together to improve the home buying and selling process for consumers.
Land Charges	Interests in unregistered land that are capable of being protected by entry in the Land Charges Register.
Land Charges Register	A register that contains the following information: a register of land charges, a register of pending actions and pending actions in bankruptcy, a register of writs and orders effecting land and writs and orders in bankruptcy, a register of deeds of arrangement affecting land and a register of annuities.
Land Register	Records the ownership of land and property in England and Wales.
Land Registration Academy	The staff training centre of excellence at HM Land Registry.
Land Registry Advisory Council	An advisory board that ensures stakeholders' interests are considered when developing policies, services and products. It provides an opportunity for information exchange and discussion, drawing on the collective knowledge and expertise of the members.
Land Registry Industry Forum	A cross-section of customers and stakeholders within the property market who work together to find new ways to improve the conveyancing process.
Leadership & Management Academy	HM Land Registry's centre of excellence for leadership and management development.
Local Land Charges (LLC) Register	A statutory register that contains local authority information about the use and enjoyment of properties. It includes things such as listed building status, tree preservation orders and other environmental protections.
Machine learning	The study of computer algorithms that can improve automatically through experience and by the use of data.
Machine readable	Data structured and coded in such a way that it can be processed by a computer.
MapSearch	An online mapping tool allowing customers to establish quickly whether land and property in England or Wales is registered.
Migration Hub	An online source of guidance and support for local authorities migrating their local land charges data to the Local Land Charges Register.
National Data Strategy	An ambitious, pro-growth strategy that drives the UK in building a world-leading data economy while ensuring public trust in data use.
National Geospatial Strategy	Promotes and safeguards the use of location data to provide an evidenced view of the market value of location data, set clear guidelines on data access, privacy, ethics and security, and promote better use of location data. Owned by the Geospatial Commission.
Net Zero	Achieving a balance between the amount of greenhouse gas emissions produced and the amount removed from the atmosphere.

Official copy	Copies of deeds and documents filed with us, including title registers and title plans, which are guaranteed as being accurate and are admissible as evidence as if they were the original.
Official search	Allows people such as homebuyers or mortgage lenders to have their purchase, lease or charge prioritised for completion over applications lodged subsequently
Open data	Data that can be freely used, re-used and redistributed by anyone.
PropTech	The use of technology to help individuals and companies research, buy, sell and manage real estate.
Register create application	Any application that leads to the creation of a completely new register, such as a transfer of part of an existing title, a new lease or registration of land for the first time.
Register of Overseas Entities	A public register of beneficial owners of non-UK entities that own or buy land in the UK, operated by the Companies House registrar.
Register update	Any application to change the register of the whole of an existing property title, including new mortgages, name changes, transfers and discharges.
Register view	Viewing the current version of the register.
Requisition/request for information	Where HM Land Registry has to make enquiries to the applicant on an application because information or evidence is missing or incorrect and so cannot be processed.
Restriction	An entry that limits HM Land Registry from updating the register unless specified conditions are met.
Search for land and property information	A service allowing customers to download copies of the property summary, title plan and title register for properties in England and Wales.
Senior Executive Team	The executive team that handles the day-to-day running of HM Land Registry.
Title	The evidence of a person's right to property.
Use land and property data	Datasets about all registered land and property in England and Wales.
United Nations	An international organisation founded in 1945. Currently made up of 193 member states, the UN and its work are guided by the purposes and principles contained in its founding charter.
View Applications	A free-to-use service within the HM Land Registry portal which allows users to view all the applications made using the portal, as well as checking the status and downloading all relevant documentation relating to each application.



Simon Hayes
Chief Executive and Chief Land Registrar
12 July 2023

Accountability report

Corporate governance report

Directors' report

This section sets out the membership of our key directing boards and committees and explains their responsibilities.

Our governance structure

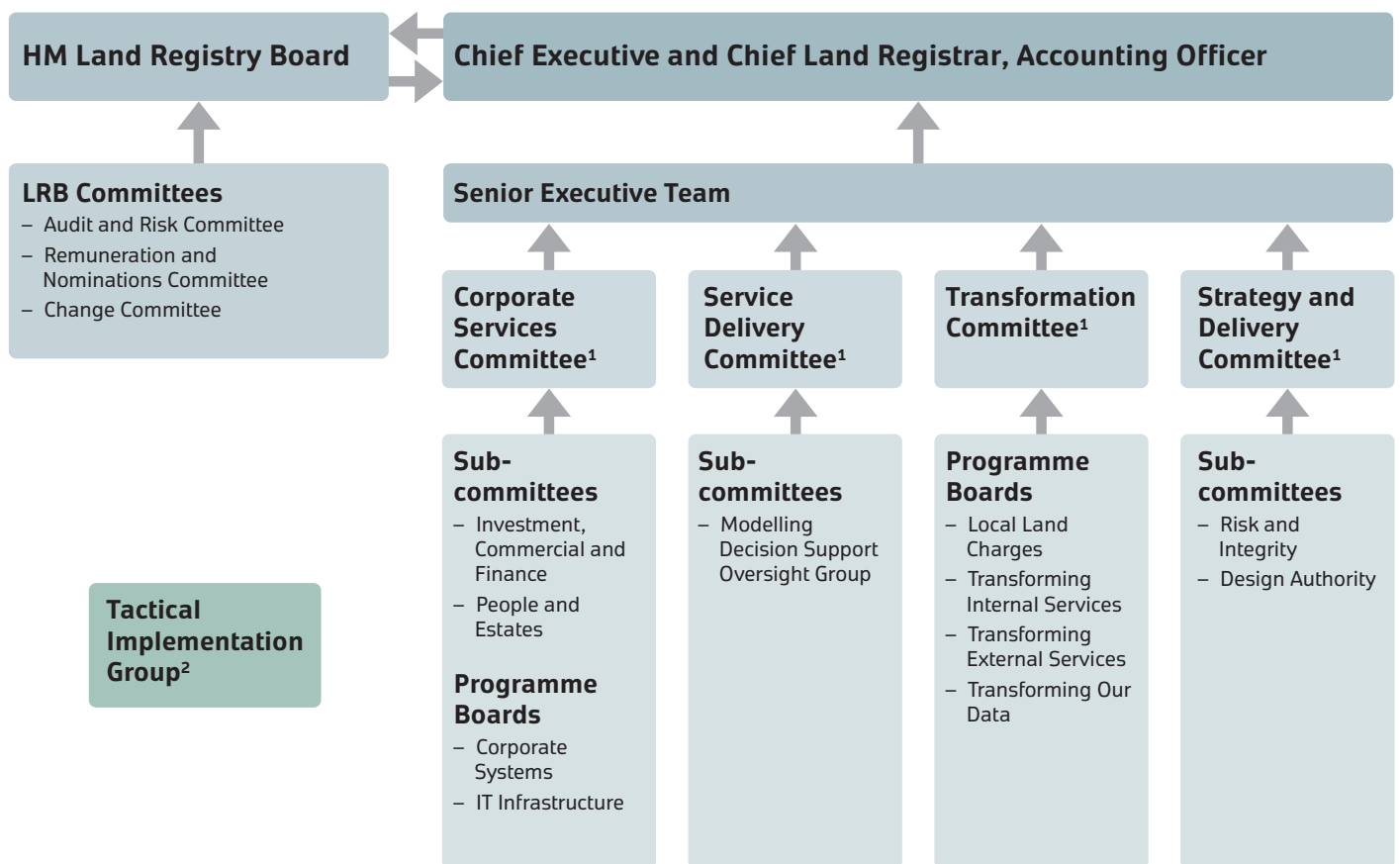
HM Land Registry has a two-layered system of governance. During 2022-23 HM Land Registry made some changes to both of these layers:

- HM Land Registry Board (composed of non-executive board members and executive directors). Supported by:
 - Audit and Risk Committee
 - Remuneration and Nominations Committee
 - Change Committee (established in January 2023)
- HM Land Registry Senior Executive Committees (set up in 2023 to replace a single Executive Board, members of the Senior Executive Committees comprise the Senior Executive Team).
 - Corporate Services Senior Executive Committee
 - Service Delivery Senior Executive Committee

- Strategy and Delivery Senior Executive Committee
- Transformation Senior Executive Committee

In addition the Tactical Implementation Group (TIG) is a separate body which will plan and implement events or activities that require cross-organisation coordination and cooperation beyond that which is readily achievable via normal management arrangements. The TIG is brought into action at the direction of a Senior Executive Committee (SEC) or the Senior Executive Team (SET).

This structure enables non-executive board members to provide appropriate challenge to the SET while enabling the SET to make effective decisions on the day-to-day running of HM Land Registry.



1 Members of the Senior Executive Committees form part of the Senior Executive Team.
 2 The Senior Executive Team can also call into action the Tactical Implementation Group if required.

HM Land Registry Board

The role and responsibilities of the HM Land Registry Board (LRB/the Board) are set out in the Framework agreed with the Department for Business, Energy and Industrial Strategy (BEIS). (The Department for Business, Energy and Industrial Strategy was HM Land Registry’s sponsoring department until Machinery of Government changes took place in February 2023.) The Framework will be reviewed as part of the further Machinery of Government change that made HM Land Registry a partner organisation of the Department for Levelling Up Housing and Communities from 1 June 2023.

The purpose of the Board is to support, constructively challenge and provide advice and guidance to the Chief Executive and Chief Land Registrar (CE&CLR) and their supporting SET. LRB supports senior management in setting the strategic vision of HM Land Registry and in ensuring the activities that contribute towards that vision. Its main objectives are to:

- advise and agree on the long-term vision, the medium-term business strategy, the annual budget and key performance indicators (KPIs);
- review financial and operational performance;
- monitor market developments for opportunities and consider any strategic risks faced by the organisation, ensuring adequate systems and controls are in place;
- ensure compliance with all statutory requirements;
- ensure the organisation employs best practice in respect of corporate governance; and
- ensure that effective relationships are maintained with shareholders, customers, suppliers, employees and government departments.

LRB is supported by its Audit and Risk Committee, Remuneration and Nominations Committee and Change Committee. Further details about these Committees can be found on the following pages.

LRB contains a mix of executive directors and non-executive board members. The non-executive board members of LRB are highly skilled, with appropriate experience in relevant fields to support and challenge the Executive Board. Following an open recruitment process a new Chair was appointed to the Board in September 2022.

The non-executive board members are independent of management. All board members are required to sign an annual statement recording any potential conflict of interests and declare any new interests in the interim. A central ‘Register of Interests’ record is retained and is shared annually with the Audit and Risk Committee. See note 17 to the accounts on page 119 for related party disclosures.

Between February-June 2022, LRB underwent an independent external assessment of its effectiveness. The final report was published in July 2022 and the Board had a special meeting to discuss the recommendations and actions in September 2022. The report concluded that overall LRB displayed the attributes of an effective Board including a Board that was agile and responsive, open and transparent and focused on continual



Neil Sachdev

Non-executive Chair

Neil joined the Board in September 2022. He is also currently Chair of the East West Railway Company (EWR Co), overseeing the delivery of a new direct rail link between Oxford and Cambridge, as well as Chairman of the Defence Infrastructure Organisation Board for the Ministry of Defence. He is also a Non-Executive Director of Network Rail Property Limited. Neil has also previously held a variety of senior leadership positions in the energy, property and retail sectors.



Simon Hayes

Chief Executive and Chief Land Registrar

Simon joined in November 2019. Previously Simon held several senior positions at the Home Office, including the UK Border Agency’s first Regional Director for the Americas, the UK Visas and Immigration (UKVI)’s International Director and finally the Director of Visas & Citizenship at UKVI. Simon’s responsibilities included setting up the EU Settlement Scheme for European citizens residing in the UK.

Board members pictured are those that were in post at the end of the 2022-23 financial year.

improvement of governance arrangements. A number of recommendations were made and many have been implemented over the course of the year. Progress against these recommendations continues to be monitored. LRB will undergo an internal effectiveness evaluation in June and July 2023 which will follow up on the external evaluation.



Angela Morrison

Non-executive Board Member

Angela is Chief Operating Officer at Cancer Research UK (CRUK) where she is responsible for Finance, HR, Technology and Corporate Services. Prior to joining CRUK Angela was Retail, Supply Chain and Technology Director at Debenhams as well as holding roles at J Sainsbury plc, Direct Line Group and ASDA Walmart.



Jeremy Pee

Non-executive Board Member

Jeremy is the Chief Digital Officer at Marks & Spencer. Previously he was the Senior Vice President of Loblaw Digital, the digital unit of Canada's leading retailer. Jeremy has a Master's in Business Administration (MBA) from Harvard Business School and a degree in engineering from University of Waterloo.



Ann Henshaw

Non-executive Board Member and Chair of the Remuneration and Nominations Committee

Ann has extensive experience in human resources (HR), having worked at several major companies across a variety of sectors, including property, both in the UK and internationally. She was HR Director at British Land before retiring in May 2022. Other roles include serving as Group HR Director at Clear Channel International and HR Director at EDF Energy.



Katy Baldwin

Non-executive Board Member, UKGI (nominated representative of the BEIS Secretary of State)

Katy joined the Board in 2021 as an Executive Director at UK Government Investments (UKGI), the Government's centre of excellence in corporate finance and corporate governance. She is a civil servant, previously with the Department for Levelling Up, Housing and Communities, with significant experience of public spending, local government finance and housing and planning policy.



Elliot Jordan

Non-executive Board Member and Chair of Audit and Risk Committee

Elliot is Chief Financial Officer and member of the Executive Board of Farfetch, the leading global platform for luxury fashion. He is responsible for the finance, legal, strategy and human resource teams across the global operation. He is also the executive sponsor of Diversity and Inclusion. Prior to joining Farfetch, Elliot held positions at ASOS plc, J Sainsbury plc, Credit Suisse and KPMG.



Kirsty Cooper

Non-executive Board Member and Senior Independent Board Member

Kirsty is General Counsel and Company Secretary for Aviva. She established Aviva's first global leadership team and has responsibility for public policy and corporate responsibility. Kirsty is on the General Counsel Legal 500 Powerlist and is also a trustee of the Royal Opera House.



Iain Banfield

Chief Financial Officer

Iain joined in February 2019. Prior to this he spent two and a half years in the Department for International Trade, first as Deputy Director for Strategic Finance and then acting Finance Director. Previously Iain has been the Finance Director for UK Trade & Investment and held roles in the Shareholder Executive and the Department for Business, Innovation and Skills.



Mike Harlow

General Counsel, Deputy Chief Executive and Deputy Chief Land Registrar

Mike joined in February 2018. He graduated from Imperial College in mechanical engineering before converting to law. He then worked as a solicitor in London for 15 years, acting for commercial property clients, and 11 years at English Heritage as its Legal Director and Corporate Secretary. He gained board-level experience of organisational change and heritage law and policy reform.

LRB membership**Non-executive**

Neil Sachdev	Non-executive Chair
Katy Baldwin	Non-executive Board Member, UK Government Investments (nominated representative of the BEIS Secretary of State) (from 6 October 2021)
Kirsty Cooper	Non-executive Board Member and Senior Independent Board Member, Interim Chair of Remunerations and Nominations Committee (RemCo) (to 31 May 2021)
Ann Henshaw	Non-executive Board Member (from 1 June 2021)
Elliot Jordan	Non-executive Board Member and Chair of Audit and Risk Committee
Angela Morrison	Non-executive Board Member
Jeremy Pee	Non-executive Board Member (from 1 June 2021)

Executive

Simon Hayes	Chief Executive and Chief Land Registrar
Iain Banfield	Chief Financial Officer
Mike Harlow	Deputy Chief Executive and Director of Customer and Strategy

A year in focus

During 2022-23 matters covered by the LRB included:

- business planning, budget and performance framework, including revision of priorities throughout the reporting year, strategic oversight of the Spending Review and annual business planning;
- service delivery improvement and performance;
- transformation progress, prioritisation and planning;
- the ongoing transferrals of local land charges registers from local authorities to HM Land Registry;
- consideration of HM Land Registry's risk appetite;
- the launch and implementation of an ambitious new business strategy published in August 2022;
- HM Land Registry's approach to environmental, social and governance including Net Zero;
- Civil Service People Survey 2022 results, evaluation of the culture and ways of working across the organisation, consideration of talent development within the organisation; and
- internal governance arrangements.

Board meetings

LRB met seven times in 2022-23. Meetings took place in-person, virtually and in hybrid setting with participants meeting in person and online. LRB has returned to its pre-pandemic practice of visiting different office locations which allows for wider staff engagement. In September 2022 the Board decided to change the nature of its meetings to allow more time for strategic discussions that better inform formal decision-making. The Board now holds a formal governance meeting every other month, and on the months in between the Board holds a strategic discussion session. No decision-making takes place at the strategic sessions.

Engaging with stakeholders

Engaging with stakeholders is a key part of ensuring LRB are well informed.

- The Chair engaged regularly with the Geospatial Commission and Board members meet regularly with the six core Geospatial Commission partner bodies.
- The Chair and Chief Executive and Chief Land Registrar regularly engage with the Minister of their sponsoring department. This was the Department for Business, Energy and Industrial Strategy until Machinery of Government changes established the Department for Business and Trade.
- Quarterly meetings took place between the Chair, Chief Executive and Chief Land Registrar and Chief Financial Officer with UK Government Investments (UKGI), including informal meetings in between, to discuss governance, financial performance and other relevant matters as set out in the Framework.
- Members of the Board engaged with their counterparts at other government departments such as HM Treasury and the Department for Levelling Up, Housing and Communities as required.
- Members of the Board regularly met market stakeholders who are members of the Land Registry Advisory Council and Industry Forum and drew upon their knowledge and expertise, tested ideas, shared information and discussed land and property-related issues.

**Committees of the HM Land Registry Board
Audit and Risk Committee**

The Audit and Risk Committee met four times in 2022-23. The Audit and Risk Committee supports LRB and the CE&CLR by monitoring and reviewing the effectiveness of HM Land Registry's risk, assurance and audit activity. The Audit and Risk Committee updates the Board on progress of the committee's work and escalates any issues that require the Board's attention.

At every meeting, the Audit and Risk Committee sees an overall risk report incorporating the risk register and detailed reporting on issues like cyber security. At each meeting the committee also receives a more detailed risk management report of at least two Principal Risks, so that over time all the Principal Risks are given a detailed review.

During 2022-23 matters covered by the Audit and Risk Committee included:

- oversight and input into the development of the risk and assurance framework, maturity plans, risk taxonomy and the risk appetite statement;
- monitoring and challenge of HM Land Registry's Principal Risks;
- Oversight and input into the development and monitoring of a three-year internal audit plan, refreshed annually;
- oversight of and challenge to internal governance structures;
- oversight of and challenge to data and register quality;
- oversight of and challenge to the indemnity fund provision;
- monitoring and challenging fraud controls and the counter fraud strategy;
- consideration and challenge of key financial judgements; and
- review of the Independent Complaints' Reviewer Annual Report for HM Land Registry, and HM Land Registry's response to the report.

Audit and Risk Committee membership

Elliot Jordan	Non-executive Board Member and Chair of Audit and Risk Committee
Katy Baldwin	Non-executive Board Member, UK Government Investments (nominated representative of the BEIS Secretary of State)
Angela Morrison	Non-executive Board Member

Attendees

Iain Banfield	Chief Financial Officer
Harnaik Dhillon	Head of Internal Audit
Mike Harlow	Deputy Chief Executive and Director of Customer and Strategy
Simon Hayes	Chief Executive and Chief Land Registrar
Joanna Horrocks-Potts	Deputy Director, Risk and Assurance
Representative of the National Audit Office	National Audit Office

Remuneration and Nominations Committee

The Remuneration and Nominations Committee met three times in 2022-23. The committee ensures that remuneration and nomination arrangements support HM Land Registry's aims and oversees the recruitment, retention and performance of the executive directors and other Senior Civil Servants in line with Civil Service pay policies. The Remuneration and Nominations Committee provides an update to the Board after every meeting.

During 2022-23 the main matters covered by the Remuneration and Nominations Committee included:

- performance of the Chief Executive and Chief Land Registrar;
- Senior Civil Service performance and pay;
- senior leadership structure, development and succession planning; and
- gender and other pay gap reporting.

Remuneration and Nominations Committee membership

Ann Henshaw	Chair of the Remuneration and Nominations Committee and Non-executive Board Member
Katy Baldwin	Non-executive Board Member, UK Government Investments (nominated representative of the BEIS Secretary of State)
Kirsty Cooper	Interim Chair of the Remuneration and Nominations Committee (from 8 January 2021) Non-executive Board member
Simon Hayes	Chief Executive and Chief Land Registrar
Simon Morris	Director of Human Resources

Change Committee

The Change Committee was commissioned by LRB at the end of 2022 and met for the first time in January 2023. The Committee supports the Board in ensuring that HM Land Registry's transformation plans remain aligned to its strategic ambitions and can be delivered effectively.

In 2023 the Change Committee reviewed:

- HM Land Registry's overarching transformation programme;
- HM Land Registry's approach to transforming internal services, external services, and HM Land Registry's data; and
- the Committee's objectives and goals.

Change Committee membership

Jeremy Pee	Chair of the Change Committee and Non-executive Board member
Katy Baldwin	Non-executive Board Member, UK Government Investments (nominated representative of the BEIS Secretary of State)
Iain Banfield	Chief Financial Officer
Simon Hayes	Chief Executive and Chief Land Registrar
Angela Morrison	Non-executive Board Member
Jon Parry	Director of Technology and Digital Services

Attendance schedule for LRB, Audit and Risk Committee, and Remuneration and Nominations Committee

Name	Title	Period*	Board	Committee		
			LRB	Audit	Remuneration	Change
Non-executive board members						
Neil Sachdev	Non-executive Chair	From September 2022	5/5	–	–	–
Michael Mire	Non-executive Chair	Until August 2022	2/2	–	–	–
Katy Baldwin	Non-executive Board Member, UKGI representative		6/7	3/3	3/3	1/1
Kirsty Cooper	Non-executive Board Member and Senior Independent Board Member		6/7	–	3/3	–
Ann Henshaw	Non-executive Board Member and Chair of Audit and Risk Committee		7/7	–	3/3	–
Elliot Jordan	Non-executive Board Member and Chair of Audit and Risk Committee		5/7	4/4	–	–
Angela Morrison	Non-executive Board Member		7/7	4/4	–	1/1
Jeremy Pee	Non-executive Board Member and Chair of Audit and Risk Committee		7/7	–	–	1/1
Executive directors						
Simon Hayes	Chief Executive and Chief Land Registrar		7/7	4/4	3/3	1/1
Iain Banfield	Chief Financial Officer		5/7	3/4	–	1/1
Mike Harlow	General Counsel, Deputy Chief Executive and Deputy Chief Land Registrar		6/7	4/4	–	1/1
Chris Pope	Chief Operations Officer	To November 2022	4/5	–	–	1/1
Simon Morris	Director of Human Resources		–	–	3/3	1/1
Jon Parry	Director of Technology and Digital Services		–	–	–	1/1

* appointment relates to the whole of the reporting year unless otherwise specified.

Senior Executive Committees and the Senior Executive Team

HM Land Registry's internal governance structures were transformed during 2022-23. The structure changed from a single Executive Board (EXB) to four Senior Executive Committees (SEC):

- Corporate Services Senior Executive Committee
- Service Delivery Senior Executive Committee
- Strategy and Delivery Senior Executive Committee
- Transformation Senior Executive Committee

The Chief Executive and Chief Land Registrar chairs all of the Senior Executive Committees. While EXB comprised of Executive Directors only, the SECs are comprised of a broader Senior Executive Team (SET) as detailed below. Through the mechanism of individual letters of delegation, members of the Senior Executive Team handle the day-to-day running of HM Land Registry. Until the end of December 2022 the EXB met twice a week. Since January 2023 each SEC meets once a month. The SET meets monthly to discuss challenges and share opportunities and updates outside of the governance structure. Most SEC and SET meetings have

taken place in person with hybrid participation enabling virtual attendance when required. SEC and SET meetings have taken place at HM Land Registry offices across the country.

The Corporate Services SEC oversees corporate services performance delivery and takes decisions on services and organisation design specific to corporate services, ensuring alignment with Business Plan and Strategy, including pay awards and pay strategy, workplace strategy, commercial strategy, HR policies, stewardship of the Heads of Profession and Government Functions coordination, technology services and strategies, and Environment, Social and Governance planning.

The Service Delivery SEC has responsibility for overseeing and taking decisions on service performance delivery, including casework, and takes decisions on services and organisation design specific to performance and service delivery. Service Delivery SEC identifies and resolves issues affecting HM Land Registry's ability to meet published key performance indicators.

The Strategy and Delivery SEC provides strategic direction for HM Land Registry including long-term fees and charging strategy and strategic workforce plan.

This committee is responsible for leading and managing the delivery of HM Land Registry's approved Business Strategy and its impact on the economy, customers and stakeholders. On a quarterly basis Strategy and Delivery SEC reviews the principal risks of the organisation. The outcomes of these discussions are then reported to and considered by the Audit and Risk Committee of the HM Land Registry Board.

Transformation SEC oversees the transformation portfolio performance delivery and takes decisions on services and organisation design specific to transformation. The purpose of these meetings is to oversee the delivery of operational and digital change within the organisation through oversight of delivery programmes and projects, their strategic alignment, benefits, risks and finance.

The Tactical Implementation Group (TIG) plans and implements, events or activities that require cross-organisation coordination and cooperation beyond that which is readily achievable via normal management arrangements. The TIG is brought into action at the direction of an SEC or the SET.

The Senior Executive Team has continued to work with the wider 'Leadership Group' to develop a broader leadership team by establishing weekly performance discussions and 'lunch and learn' sessions to pick up specific topics.

HM Land Registry Senior Executive Team		Corporate Services Senior Executive Committee	Service Delivery Senior Executive Committee	Strategy and Delivery Senior Executive Committee	Transformation Senior Executive Committee
Simon Hayes	Chief Executive and Chief Land Registrar	Chair	Chair	Chair	Chair
Stephen Aynsley-Smith	Deputy Chief Financial Officer	Member	–	–	–
Iain Banfield	Chief Financial Officer	Member	Member	Member	Member
Angie Clarkson	Director of Service Delivery	–	Member	–	–
Emily d'Albuquerque	General Counsel and Interim Director of Data & Register Integrity Group	Regular Attendee	Member	Member	Regular Attendee
Eddie Davies	Deputy Director of Digital Services	–	–	–	Member
Clare Delaney	Deputy Director of the Design Hub and Transforming External Services Programme Senior Responsible Officer	–	Member	–	Member
Kirsty Eales	Digital and Data Programme Director	–	–	–	Member
Francis Gough	Director of Service Delivery	–	Member	–	Member
Mike Harlow	Deputy Chief Executive and Deputy Chief Land Registrar and Director of Customer and Strategy Group	Member	Member	Member	Member
Joanna Horrocks-Potts	Deputy Director for Risk and Assurance	Regular Attendee	Regular Attendee	Regular Attendee	Regular Attendee
Cathy Jenkins	Chief of Staff	Regular Attendee	Regular Attendee	Regular Attendee	Regular Attendee
Mark Kelso	Programme Director of Local Land Charges	–	–	–	Member
Gemma McNally	Deputy Director of Strategic Planning and Performance	Regular Attendee	Regular Attendee	Regular Attendee	Regular Attendee
Simon Morris	Director of Human Resources	Member	–	–	–
Lynne Nicholson	Lead Product Manager - Data	–	–	–	Member
Jon Parry	Interim Director of Technology and Digital Services	Member	–	Member	Member
Ronal Patel	Head of Corporate Communications	Regular Attendee	Regular Attendee	Regular Attendee	Regular Attendee
Steve Philips	Deputy Director of Technology	Member	–	–	–
Terry Robertson	Deputy Director of Strategy	–	–	Member	–
Andrew Trigg	Chief Geospatial and Data Officer and Transforming our Data Programme senior Responsible Officer	–	–	–	Member
Annie Wareham	Deputy Director of Portfolio Delivery	–	–	–	Member
Caley Zappacosta	Director of the Delivery Unit	–	Member	Member	Member

Other executive committees and panels

Three committees, six programme boards, one group and one authority report into the Senior Executive Committees. These were reviewed and refreshed during 2022-23 to bring them in line with best practice, to ensure clear accountability and to better meet the needs of the Senior Executive Team. They now comprise:

- Corporate Services Senior Executive Committee
 - Investment, Commercial and Finance Committee
 - People and Estates Committee
 - Corporate Systems Programme Board
 - IT Infrastructure Programme Board
- Service Delivery Senior Executive Committee
 - Modelling Decision Support Oversight Group
- Strategy and Delivery Senior Executive Committee
 - Risk and Integrity Committee
 - Design Authority
- Transformation Senior Executive Committee
 - Local Land Charges Programme Board
 - Transforming Internal Services Programme Board
 - Transforming External Services Programme Board
 - Transforming Our Data Programme Board

The bodies listed above meet regularly throughout the year and report back to their respective Senior Executive Committee after every meeting. Membership of these bodies is composed of senior leaders from across the organisation. These bodies are further supported by a number of working groups on specific items such as diversity and inclusion, health and safety, counter-fraud and security and resilience.

In addition to the Senior Executive Committee and other governance bodies detailed above, HM Land Registry also has a Tactical Implementation Group. This group meets as required, at the Senior Executive Team's direction, to plan and implement events/activities that require cross-organisation coordination beyond that which is readily achievable via normal management arrangements. The group were not required to meet in 2022-23.

Security incidents

Security is overseen by the Security team. There were 17 physical security incidents during the year and none of those were for significant (Class 1) incidents. Class 1 incidents cover matters such as injury to a staff member or third party, major property damage, major theft or breach of system. There were 67 minor cyber security incidents during the year and of those, none were significant (class 1) incidents. Security team provides a quarterly Security Assurance Report to the Risk and Integrity Committee (RIC) and Audit and Risk Committee to update senior managers on security risk and controls.

Personal data-related incidents

There were three data-related incidents reported to the Information Commissioner's Office (ICO) during this reporting period. The ICO determined that no further action was required by them in relation to the incidents reported.

Statement of Accounting Officer's responsibilities

Resource Accounts

Under the Government Resource and Accounts Act 2000, HM Treasury has directed HM Land Registry to prepare, for each financial year, resource accounts detailing the resources acquired, held or disposed of during the year and the use of resources by the department during the year. The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of the department and of its income and expenditure, Statement of Financial Position 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 HM Treasury, including the relevant accounting and disclosure requirement, 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 accounts;
- prepare the accounts on a going-concern basis; and
- confirm that the Annual Report and Accounts as a whole is fair, balanced and understandable and take personal responsibility for the Annual Report and Accounts and the judgments required for determining that it is fair, balanced and understandable.

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

As the Accounting Officer, I have taken all the steps that I ought to have to make myself aware of any relevant audit information and to establish that HM Land Registry's auditors are aware of that information. So far as I am aware, there is no relevant audit information of which the auditors are unaware.

Governance statement

Scope of responsibility

As the Accounting Officer for HM Land Registry I have responsibility for maintaining corporate governance structures that support the achievement of HM Land Registry's aims, objectives and targets, while safeguarding public funds and HM Land Registry's assets.

I was appointed Chief Executive and Chief Land Registrar from 11 November 2019. I have received a ministerial letter of appointment pursuant to the Land Registration Act 2002 and a letter from the Permanent Secretary to HM Treasury, appointing me as Accounting Officer.

HM Land Registry became a Non-Ministerial Department on 1 April 2020. My duties as Accounting Officer are set out in Managing Public Money, which are to ensure public money is safeguarded, properly accounted for and used economically, efficiently and effectively.

The main statutory duties relating to maintaining the registers HM Land Registry holds are found in the Land Registration Act 2002, the Land Charges Act 1972 and the Local Land Charges Act 1975.

Purpose of the governance framework

HM Land Registry's relationship with other government bodies is set out in a Framework which was agreed with Ministers of its then sponsor, the Department for Business, Energy and Industrial Strategy in November 2020 and published on gov.uk on 8 January 2021. The framework will be reviewed as part of the Machinery of Government change that made HM Land Registry a partner organisation of the Department for Levelling Up, Housing and Communities from 1 June 2023. The governance framework is designed to give assurance that HM Land Registry carried out its duties in a manner that fulfils the appropriate standards of effective internal control and risk management. The framework is based on processes designed to identify and prioritise the opportunities and risks to the delivery of HM Land Registry's strategy, its strategic objectives and performance targets. The framework aligns with our statutory duties and is designed to support the governance and strategic aims of HM Land Registry's sponsor department. Our approach to governance is in line with HM Treasury's Corporate Governance in Central Government Departments: Code of Good Practice. HM Land Registry's governance team attended BEIS Partners Governance Network meetings to share and learn from best practice.

Central controls

My role as Chief Land Registrar is referred to in the Land Registration Act 2002, the Land Charges Act 1972, the Agricultural Credits Act 1928 and the Local Land Charges Act 1975. The Chief Executive and Chief Land Registrar is responsible for keeping those registers established for the purposes of those Acts and has all the power, responsibilities and duties conferred and imposed on the Registrar by those Acts and by the rules and other secondary legislation made under them. In carrying out those specific statutory functions, the Chief Executive and Chief Land Registrar is not subject to any ministerial control or direction. Those functions are subject to supervision by the court.

In managing its business more generally, HM Land Registry operates within Cabinet Office spend controls, which are part of the wider government financial delegations and approvals process, with specific delegations authorised by officials at HM Land Registry’s sponsor department and HM Treasury and the Framework.

The Framework sets out the relationship HM Land Registry has with the Geospatial Commission. Separately, there is also a requirement to work with the Government Digital Service to ensure that product releases conform to standards in terms of security, effectiveness and consistency.

Government functional standards guide people working for and with the UK Government and promote consistent and coherent ways of working. HM Land Registry has embedded relevant Government functional standards and introduced a system to monitor compliance and continuous improvement.

Risk management and assurance
Our approach to risk management

To deliver our strategic objectives, it is vital we manage risks throughout HM Land Registry, from decision making on individual cases through to delivering large-scale change and strategic policy making. Everyone in HM Land Registry, from board level down, has a clear role to play in capturing and managing risks and this year we have embedded our new digital risk tool which has enabled greater analysis, collaboration and transparency of risks and controls across HM Land Registry.

There are two types of risk that we manage:

1. **Principal risks:** these are risks to the management of HM Land Registry and the delivery of our strategic objectives. We manage these risks across all levels of HM Land Registry, from decision making on individual cases through to delivering large-scale change and strategic policy-making. Assurance on the effectiveness of the management of each risk and their controls is provided by the Second Line of Defence and reported to our governance bodies.
2. **Organisational risks:** these are risks to the efficient operation of our processes. We have enhanced our approach to effective process management by putting in place controls to manage those risks. Assurance on the effectiveness of the controls is provided by the Second Line of Defence.

We manage these risks through a risk and assurance framework and through an integrated data analysis process with our performance and strategic objectives. Principal risks are reviewed regularly through the appropriate Senior Executive Committee and sub-committees. Reporting also takes place to Audit and Risk Committee and LRB. Organisational risks are primarily reviewed by each directorate but escalated when necessary.

The Audit and Risk Committee provides independent assurance to the board and Accounting Officer on the integrity of financial statements and the comprehensiveness and reliability of assurances across HM Land Registry on governance, risk management and the control environment. Information on the risk and assurance framework is readily available in HM Land Registry, enabling a culture of integrated governance and continual improvement.

Our sub-committees scrutinise and assure our risk and assurance processes. Information on the risk and assurance framework is readily available in HM Land Registry, enabling a culture of integrated governance and continual improvement.

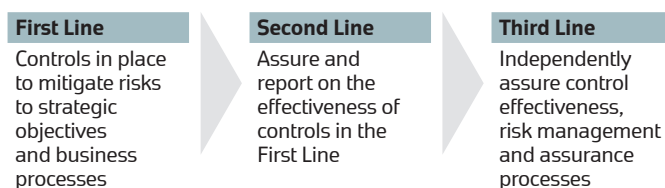
HM Land Registry also has a robust whistleblowing policy in place and remains committed to the highest standards of public service. HM Land Registry refers to its whistleblowing policy as ‘Speak up: raising a concern’. The Speak up policy has a number of nominated officers, clearly accessible to all HM Land Registry colleagues, that are there to champion the policy and to offer assistance, advice and support for any colleagues who have any concerns. There were no new cases of whistleblowing during the reporting period.

HM Land Registry’s risk and assurance framework

At HM Land Registry we align our risk and assurance framework to the Orange Book. This is published by HM Government and provides guidance to departments on improving risk management and embedding it as a routine part of how they operate. By closely aligning our risk and assurance framework to the Orange Book we demonstrate that we are following best practice in government and support its goal of consistency among departments.

We continually take steps to improve the way we are managing risk so we can understand and improve the effectiveness of our controls and activities. To help us deliver our strategic objectives and manage both strategic and organisational risks, we take an integrated approach through our control framework which is based on the application of the ‘3 Lines Model’ for providing assurance. The model seeks to outline the different roles people have and the types of activities you might see in the management of risks. Our governing bodies also take assurance from a range of activities across the organisation that HM Land Registry is able to deliver on its overall strategy and objectives.

HM Land Registry’s assurance model



The risk and assurance framework then brings together the tools and standards that allow us to manage our business better, make better decisions, stop things going wrong and make things easier for HM Land Registry. It also makes sure that we are doing this in a safe environment with sensible, proportionate controls in place. The risk and assurance framework covers:

- **governance:** ensuring that authorities and accountabilities are clear and that our success in operating the framework is reflected in the annual governance statements;
- **process management:** taking the necessary action to ensure our processes are defined and effective, efficient and well-controlled;
- **risk management:** identifying, assessing, managing and reporting the risks to the delivery of our strategic objectives and activities;

- controls: embedding effective controls in our business processes to ensure HM Land Registry's objectives are met, and any risks reduced;
- management assurance: assuring the controls in place are sufficient and operating as intended, and taking the necessary action to address any weaknesses;
- independent assurance: internal and external audit to challenge or confirm the findings of assurance provided by the First and Second Line; and
- data: ensuring that the data on which our business relies is secure and accurate.

Managing risks to our delivery

In order to protect public money, optimise performance and deliver on our strategic objectives, we identify and manage closely our suite of principal risks. This suite is regularly reviewed to ensure we keep pace with our delivery of a modern land registration system and identify and respond to the risks now and in the future.

We ensure we have mitigating controls to manage our risk within appetite and to target levels. The impacts continue to be assessed, new ones identified, and our risks adjusted to ensure an effective strategic portfolio.

Each risk is linked to our strategic objectives and key

performance indicators, ensuring the mitigating activity is focused efficiently on securing the achievement of objectives. Where sub-optimal performance within those objectives is indicated, the risks are adjusted to regain the appropriate mitigating focus.

Below is a summary of each of our 11 principal risks, with each sponsored by a member of the Senior Executive Team. These principal risks are underpinned by associated group, programme and team risks, all of which are regularly reviewed by senior leaders.

Our appetite for risk

Our risk appetite statement sets out how we balance risk and opportunity in pursuit of achieving our objectives and desired outcomes. It forms a key element of our governance and reporting framework and is reviewed annually.

Our first concern is the availability, security and accuracy of the register information we hold. We have a low appetite for any risks that may impact upon those primary objectives.

Provided risk to those primary objectives is not heightened, we have a medium appetite for risks arising from developing new ways to deliver existing services and from devising new services and a high appetite for risks from releasing value out of the data we hold.

Our principal risks

We have managed 11 principal risks to the delivery of our strategy and objectives throughout the year. Our risks and the links to our strategic pillars and organisation are provided below.

The risk appetite assessment reflects the position at the end of the reporting period. Those outside of appetite require further controls and actions to be delivered to bring them to a level of risk that we are willing to accept in pursuit of our objectives. Those within appetite mean that the risk is within an acceptable range but there are additional controls and actions we want to take to mitigate the risk further.

Strategic pillars						
1	2	3	4	5	6	
Providing secure and efficient land registration	Enabling property to be bought and sold digitally	Providing near real-time property information	Providing accessible digital register data	Leading research and accelerating change with property market partners	Our organisation	
Risk	Detail				Appetite	Pillar/s
Reducing the backlog	Key mitigations over the year have focused on improving our operational capacity, capability and efficiency and managing customer expectations. Several initiatives have helped improve output for our customers by focusing on reducing the number and age of applications in the backlog and improving our output and throughput of both substantive applications and information service applications.				Outside	1, 2, 3, 6
Integrity of the registers	Providing secure and efficient land registration remains a core deliverable in our Strategy and this risk helps to protect that objective. Throughout the year, we have closely monitored changes in the accuracy of the registers and strengthened the control framework to now include all registers and automated services				Inside	1, 2, 3, 6

Risk	Detail	Appetite	Pillar/s
People and culture	One of the key themes of our People Strategy is to modernise the way we work. To support this, we are committed to collaborative hybrid working, maturing our inclusive culture and involving our people in change, while strengthening a high-performance culture that puts our customers at the heart of everything we do. We have revised the control framework this year to align to the lenses in our culture model which was developed with extensive collaboration with our people. It focuses on the things we need in HM Land Registry to enable our ongoing transformation and to ensure we can deliver effectively for our customers and that that our people are key in being able to achieve this.	Inside	6
System performance & resilience	Technology underpins almost every aspect of HM Land Registry's performance and is critical to the success of the organisation. Recent years have offered unprecedented challenges to our technology estate as we move to a hybrid working model. This has not only changed where we work, but how we work with far more flexibility over the hours that people use our technology estate.	Inside	1, 2, 3
Transformation outcomes	The internal efficiency/productivity benefits released by transforming our services have taken longer to materialise than anticipated and have impacted delivery plans for non-automated casework and several of the other principal risks. Developing a new resourcing plan and a plan to address internal culture and engagement around change management are key mitigations for this risk.	Outside	1, 2, 3, 6
Changing market	We have taken a number of steps to improve the overall customer experience and HM Land Registry has become more outward facing and plugged in to various means of listening to, and testing approaches with, the various segments of the market. Further work is being undertaken on horizon scanning and to engage with stakeholders on change.	Inside	5
Manual capability & capacity in Service Delivery	Increasing caseworker numbers and their skills and capabilities has been and continues to be a major challenge. The skills and experience lost to the organisation each year are not easily or quickly replaced. The Land Registration Academy continues to provide a structured consistent approach to training and development of our people.	Outside	1, 2, 4, 6
Delivery of Local Land Charges Programme	Full delivery of the Local Land Charges Programme by the end of 2024/25 remains challenging and is reliant upon local authority engagement, delivery capability and supplier performance. The main priorities of the programme have changed from delivering it within the originally envisaged timeframe to completing it at a reasonable pace and realisation of its benefits.	Inside	4
Cyber threat/attack	The control framework for the risk has been strengthened over the year against advanced, persistent or state-sponsored attacks, and new threat vectors by recruiting additional cyber security expertise and development of a new Security Control Library.	Outside	1, 3, 4
Medium-term capacity & capability within the organisation	The key mitigation for this risk has been developing a sustainable strategic workforce plan that articulates the broad capability and capacity requirements HM Land Registry needs beyond the current spending review period including the impacts, outcomes & benefits of our transformation activities and the subsequent impact on the capacity and capability of our people.	Outside	1, 6
Geopolitical and/or macroeconomic uncertainty	This risk was raised following the escalation of conflict in Europe and the resulting geopolitical tensions, threat of retaliation to sanctions being imposed and general volatility with the UK economy. The controls include horizon scanning of our external operating environment and scenario planning beyond our current financial/economic position.	Inside	6

Performance reporting

I receive monthly financial reports from the Chief Financial Officer. In addition, I also receive information on organisational performance, which is submitted monthly to the Service Delivery SEC (previously to the EXB) for review. As laid out in the Performance section of the Annual Report, our performance framework includes eight key performance indicators providing a balanced scorecard across operational, financial, people and customer impacts of what we do.

HM Land Registry has a dedicated analysis team which quality assures the management information in use throughout the organisation. On a monthly basis, the Service Delivery Senior Executive Committee receives near real-time data on service delivery alongside business-critical management information. Appropriate levels of management information (MI) are also provided to other key committees and to managers throughout the organisation.

HM Land Registry operates a number of models critical to its core business. A dedicated Modelling and Decision Support Oversight Group, which reports to the Service Delivery Senior Executive Committee, provides oversight and relevant challenge to our business-critical models. We have implemented Aqua Book compliant ownership structures and quality assurance documentation. Similarly, our appraisal of projects and delivery options is consistent with Green Book guidance, and we are developing monitoring and evaluation approaches consistent with the Magenta Book.

Financial performance is monitored and reported monthly to the Corporate Service Senior Executive Committee. There is a procedure for setting annual budgets and reviewing financial performance and full-year forecasts. Quarterly forecast reviews are in operation and give the Service Delivery Senior Executive Committee and LRB appropriate oversight and assurance. LRB reviews finance and performance progress at every Board meeting.

Alongside other members of the Senior Executive Team I have visited a number of HM Land Registry offices this year. In addition we have carried out virtual 'office' and 'national' question and answer (Q&A) sessions and written blogs covering key messaging throughout the year. The combinations of visits, Q&As and blogs have all provided vital opportunities to engage with staff at all levels of the organisation.

Over the last 12 months, I have held frequent one-to-one meetings with the Chair of LRB. I have also met with a wide range of external stakeholders through regular meetings and formal stakeholder engagement groups to understand their concerns and operational context. These meetings with the Chair and other stakeholders have taken place virtually and in person.

I have reported to ministers on a regularly basis and held regular meetings throughout the year to discuss HM Land Registry's progress against strategic objectives and other areas of concern.

Procurement assurance

I am assured by the Chief Financial Officer, regarding specific procurements, that procurement activities are conducted in line with procurement regulations and Cabinet Office and HM Treasury guidance, and that senior managers have complied with these and HM Land Registry-specific procurement guidelines.

The Investment, Commercial & Finance Committee (ICFC) holds responsibility for approval of contracts over £1m and advises on approvals of investment cases for contracts over £10m. HM Land Registry has had zero legal challenges to procurement exercises in 2022-23.

Every contract has a Senior Responsible Owner (SRO), whose delegations are formally set out each year along with the responsibilities of their contract managers. We continue to operate supplier financial stability monitoring for our most business-critical contracts. As part of our organisational assurance, we operate a rolling programme of Contract Health checks on our most business-critical contracts. ICFC also oversees the findings from these Contract Health check Reviews.

We assess and benchmark our commercial practices against good practice using the Cabinet Office Continuous Commercial Improvement Assessment Framework (CCIAF) which encompasses all of the Government Commercial Functional Standards (GovS 008). Our score of 67.3% places us in the "Good" Maturity Rating. We report our progress against the standards to the Cabinet Office on an annual basis and have a Continuous Improvement Plan to increase our maturity against the key themes. We continue to participate in the Cabinet Office Contract Management accreditation programmes and have over 120 staff that have completed the Contract Management Foundation accreditation.

Internal Audit and opinion

HM Land Registry has an adequate and effective framework for risk management, governance, and internal controls to support the satisfactory achievement of its business objectives and enable key risks to be effectively managed. While our work found some control issues during its audits there were no notable trends in control failings.

Transformation continues to a more digital and automated business. However enhancements to the risk management, assurance and internal audit processes continue to evolve to meet the changing needs. The overall rating remains unchanged from the prior year.

Ongoing assurance

I can confirm that the internal controls referenced throughout this Governance Statement remain in place. Controls are regularly reviewed, to make sure they align with Government best practice, as part of the assurance exercises that take place throughout the year.



Simon Hayes

Chief Executive and Chief Land Registrar
12 July 2023

Parliamentary accountability report

1. Remuneration report

Policy for senior civil servants

The remuneration of senior civil servants (SCS) is set by the Prime Minister following independent advice from the Senior Salaries Review Body.

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

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

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

The salary of the Chief Land Registrar and Chief Executive is set by the sponsoring Ministerial department. The HM Land Registry Remuneration and Nominations Committee, acting on the authority of the HM Land Registry Board and in consultation with the Board’s chair, considers pay recommendations and agrees the annual pay strategy (including base pay, pay awards, pay gaps and performance pay) for the executive team and other SCS staff within HM Land Registry.

Both base pay and non-consolidated performance related awards are dependent on performance, which is assessed through an annual appraisal system for senior civil servants, more details of which can be found at <https://www.gov.uk/government/publications/senior-civil-service-performance-management>.

During the year the members of the Remuneration Committee were non-executive board members Kirsty Cooper, Ann Henshaw and Katy Baldwin, and Simon Hayes as Chief Executive and Chief Land Registrar, and Simon Morris, Director of Human Resources and Organisation & Employee Development.

Detail of any paid or otherwise remunerated outside employment, held by members of HM Land Registry’s SCS, that has been agreed through the process for the declaration and management of outside interests is published on gov.uk and can be access at <https://www.gov.uk/government/publications/hm-land-registry-scs-secondary-paid-employment-details-2022-to-2023/scs-secondary-paid-employment-details-2022-to-2023>.

Policy for other civil servants

Pay for HM Land Registry employees who are not in SCS grades is determined each year following negotiation and consultation between HM Land Registry and the recognised unions and is subject to approval by the Secretary of State, taking into account guidance issued by HM Treasury.

Service contracts

The Constitutional Reform and Governance Act 2010 requires Civil Service appointments to be made on merit on the basis of fair and open competition.

The Recruitment Principles published by the Civil Service Commission specify the circumstances when appointments may be made otherwise.

Unless otherwise specified, all the directors covered by this report hold appointments that are open-ended and are subject to a notice period of three months. Early termination for the directors on open-ended service contracts, 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 Commission can be found at www.civilservicecommission.org.uk.

Off-payroll disclosures

Off-payroll engagements as at 31 March 2023, for more than £245 per day and that last for longer than six months:

	2022-23	2021-22
Existing engagements as of 31 March 2023	109	37
Of which existing:		
— for less than one year at time of reporting	76	29
— for between one and two years at time of reporting	29	7
— for between two and three years at time of reporting	4	1
— for between three and four years at time of reporting	–	–
— for four or more years at time of reporting	–	–
New off-payroll engagements, or those that reached six months in duration, between 1 April 2022 and 31 March 2023, for more than £245 per day and that last for longer than six months		
New engagements, or those that reached six months in duration, between 1 April 2022 and 31 March 2023	102	35
Of which:		
— have been assessed as within IR35	102	35
— have been assessed as outside IR35	–	–
— have been terminated as a result of assurance not being received	–	–
Number engaged directly (via Public Sector Contract to department) and are on the departmental payroll	–	–
Number of engagements reassessed for consistency/assurance purposes during the year	109	35
Number of engagements that saw a change to IR35 status following the consistency review	–	–
Off-payroll engagements of board members and/or senior officials with significant financial responsibility between 1 April 2022 and 31 March 2023		
Number of off-payroll engagements of board members and/or senior officials with significant financial responsibility, during the financial year	–	–
Total number of individuals on payroll and off payroll that have been deemed 'board members, and/or, senior officials with significant financial responsibility', during the financial year. This figure includes both off-payroll and on-payroll engagements	5	7

Expenditure on consultancy

	2022-23	2021-22
	£'000	£'000
Cost of consultancy	773	1,804
Total	773	1,804

Salary and performance pay – executive directors¹ 2022-23

	Salary £'000	Performance pay £'000	Benefits in kind To nearest £100	Pension benefits ² £	Total £'000
Simon Hayes Chief Executive and Chief Land Registrar	135 – 140	–	–	2,000	140 – 145
Mike Harlow General Counsel, Deputy Chief Executive and Deputy Chief Land Registrar	125 – 130	–	–	10,000	135 – 140
Jon Parry ³ Interim Director of Digital, Data and Technology	375 – 380	–	–	–	375 – 380
Simon Morris Director of Human Resources and Organisation & Employee Development	115 – 120	–	–	46,000	160 – 165
Iain Banfield Chief Financial Officer	115 – 120	–	–	10,000	125 – 130
Chris Pope ⁴ Chief Operations Officer	90 – 95	–	–	25,000	115 – 120
Annual Equivalent	(130 – 135)	–	–	–	(130 – 135)
Karina Singh ⁵ Director of Transformation	25 – 30	–	–	20,000	45 – 50
Annual Equivalent	(110 – 115)	–	–	–	(110 – 115)

1. Audited.
2. The value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) plus (the real increase in any lump sum) less (the contributions made by the individual). The real increases exclude increases due to inflation or any increases or decreases due to a transfer of pension rights.
3. Jon Parry's appointment as Interim Director of Digital, Data and Technology commenced on 2 August 2021. The disclosed amounts above relate to the period of 1 April 2022 to 31 March 2023.
4. Chris Pope's appointment as Chief Operations Officer ended on 30 November 2022. He received an exit package of 85-90 during the period in addition to the remuneration shown above, giving a total remuneration received during the period of 200-205.
5. Karina Singh's appointment as Director of Transformation ended on 30 June 2022.

Salary and performance pay – executive directors¹ 2021-22

	Salary £'000	Performance pay £'000	Benefits in kind To nearest £100	Pension benefits ² £	Total £'000
Simon Hayes Chief Executive and Chief Land Registrar	135 – 140	–	–	33,000	165 – 170
Mike Harlow General Counsel, Deputy Chief Executive and Deputy Chief Land Registrar	120 – 125	–	–	39,000	160 – 165
Dr Andrew Trigg ³ Interim Director of Digital, Data and Technology	30 – 35	–	–	8,000	35 – 39
Annual equivalent	(90 – 95)	–	–	–	(90 – 95)
Jon Parry ⁴ Interim Director of Digital, Data and Technology	250 – 255	–	–	–	250 – 255
Annual equivalent	(380 – 385)	–	–	–	(380 – 385)
Simon Morris Director of Human Resources and Organisation & Employee Development	110 – 115	–	–	45,000	155 – 160
Iain Banfield Chief Financial Officer	110 – 115	5 – 10	–	31,000	185 – 190
Chris Pope Chief Operations Officer	130 – 135	–	–	52,000	185 – 190
Karina Singh Director of Transformation	110 – 115	5 – 10	–	23,000	145 – 150

1. Audited.
2. The value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) plus (the real increase in any lump sum) less (the contributions made by the individual). The real increases exclude increases due to inflation or any increases or decreases due to a transfer of pension rights.
3. Andrew Trigg's appointment ended as Interim Director of Digital, Data and Technology on 1 August 2021. The disclosed amounts above relate to his appointment as Interim Director of Digital, Data and Technology.
4. Jon Parry's appointment as Interim Director of Digital, Data and Technology commenced on 2 August 2021. The disclosed amounts above relate to the period of 2 August 2021 and 31 March 2022.

Salary

'Salary' includes gross salary, reserved rights to London weighting or London allowances, recruitment and retention allowances and any other allowance to the extent that it is subject to UK taxation. The tables on pages 76 to 78 are based on accrued payments made by HM Land Registry and thus recorded in these accounts.

Benefits in kind

The monetary value of benefits in kind covers any benefits provided by HM Land Registry and treated by HM Revenue and Customs as a taxable emolument.

Performance awards

Awards are based on performance levels attained and are made as part of the performance review process as discussed and noted at the Remuneration Committee in August 2022. The awards reported relate to the performance in the year in which they were paid to the individual. There were no performance payments made in 2022-23. The awards reported in 2022-23 relate to performance in 2021-22.

Remuneration – non-executive Board Members¹

	2022-23 £'000	2021-22 £'000
Michael Mire ² Non-executive Chair (Annual equivalent)	15 – 20 (55 – 60)	55 – 60 –
Neil Sachdev ³ Non-executive Chair (Annual equivalent)	30 – 35 (55 – 60)	– –
Katy Baldwin ⁴ Non-executive Director	–	–
Kirsty Cooper Non-executive Director	20 – 25	20 – 25
Angela Morrison Non-executive Director	20 – 25	20 – 25
Elliot Jordan Non-executive Director	20 – 25	20 – 25
Ann Henshaw Non-executive Director (Annual equivalent)	20 – 25 –	15 – 20 (20 – 25)
Jeremy Pee Non-executive Director (Annual equivalent)	20 – 25 –	15 – 20 (20 – 25)

1. Audited.
2. Michael Mire's appointment as Non-executive Chair ended on 7 August 2022
3. Neil Sachdev's appointment as Non-executive Chair started on 2 September 2022
4. Katy Baldwin from UK Government Investments' (UKGI) HM Land Registry sponsor team represented the interest of BEIS Ministers on the Board and does not receive any remuneration from HM Land Registry.

Pension benefits¹

	Real increase in pension and lump sum at 60		Total accrued at March 2023		Cash equivalent transfer value (CETV) at 31 March		Real increase in CETV after adjustment for inflation and changes in investment factors
	Pension £'000	Lump sum £'000	Pension £'000	Lump sum £'000	2023 £'000	2022 £'000	
Simon Hayes Chief Executive and Chief Land Registrar	0 – 2.5	0	50 – 55	85 – 90	833	759	-16
Mike Harlow General Counsel, Deputy Chief Executive and Deputy Chief Land Registrar	0 – 2.5	0	35 – 40	0	618	562	-7
Jon Parry Interim Director of Digital, Data and Technology	–	–	–	–	–	–	–
Simon Morris Director of Human Resources and Organisation & Employee Development	2.5 – 5	0	5 – 10	0	91	56	23
Iain Banfield Chief Financial Officer	0 – 2.5	0	35 – 40	55 – 60	526	477	-8
Chris Pope Chief Operations Officer	0 – 2.5	0	20 – 25	0	389	344	19
Karina Singh Director of Transformation	0 – 2.5	0 – 2.5	55 – 60	50 – 55	1,009	973	14

1. Audited

Civil Service pensions

Pension benefits are provided through the Civil Service pension arrangements. From 1 April 2015 a new pension scheme for civil servants was introduced – the Civil Servants and Others Pension Scheme or alpha, which provides benefits on a career average basis with a normal pension age equal to the member's State Pension Age (or 65 if higher). From that date all newly appointed civil servants and the majority of those already in service joined alpha. Prior to that date, civil servants participated in the Principal Civil Service Pension Scheme (PCSPS). The PCSPS has four sections: 3 providing benefits on a final salary basis (classic, premium or classic plus) with a normal pension age of 60; and one providing benefits on a whole career basis (nuvos) with a normal pension age of 65.

These statutory arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under classic, premium, classic plus, nuvos and alpha are increased annually in line with Pensions Increase legislation. Existing members of the PCSPS who were within 10 years of their normal pension age on 1 April 2012 remained in the PCSPS after 1 April 2015. Those who were between 10 years and 13 years and 5 months from their normal pension age on 1 April 2012 will switch into alpha sometime between 1 June 2015 and 1 February 2022. All members who switch to alpha have their PCSPS benefits 'banked', with those with earlier benefits in one of the final salary sections of the PCSPS having those benefits based on their final salary when they leave alpha. (The pension figures quoted for officials show pension earned in PCSPS or alpha – as

appropriate. Where the official has benefits in both the PCSPS and alpha the figure quoted is the combined value of their benefits in the two schemes.) Members joining from October 2002 may opt for either the appropriate defined benefit arrangement or a 'money purchase' stakeholder pension with an employer contribution (partnership pension account).

Employee contributions are salary-related and range between 4.6% and 8.05% for members of classic, premium, classic plus, nuvos and alpha. Benefits in classic accrue at the rate of 1/80th of final pensionable earnings for each year of service. In addition, a lump sum equivalent to three years initial 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. classic plus is essentially a hybrid with benefits for service before 1 October 2002 calculated broadly as per classic and benefits for service from October 2002 worked out as in premium. In nuvos a member builds up a pension based on his pensionable earnings during their period of scheme membership. At the end of the scheme year (31 March) the member's earned pension account is credited with 2.3% of their pensionable earnings in that scheme year and the accrued pension is uprated in line with Pensions Increase legislation. Benefits in alpha build up in a similar way to nuvos, except that the accrual rate is 2.32%. In all cases members may opt to give up (commute) pension for a lump sum up to the limits set by the Finance Act 2004.

The partnership pension account is a stakeholder pension arrangement. The employer makes a basic contribution of between 8% and 14.75% (depending on the age of the member) into a stakeholder pension product chosen by the employee from a panel of providers. The employee does not have to contribute, but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.5% of pensionable salary 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, 65 for members of nuvos, and the higher of 65 or State Pension Age for members of alpha. (The pension figures quoted for officials show pension earned in PCSPS or alpha – as appropriate. Where the official has benefits in both the PCSPS and alpha the figure quoted is the combined value of their benefits in the two schemes, but note that part of that pension may be payable from different ages.)

Further details about the Civil Service pension arrangements can be found at the website www.civilservicepensionscheme.org.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 figures include the value of any pension benefit in another scheme or arrangement which the member has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member as a result of their buying additional pension benefits at their own cost. CETVs are worked out in accordance with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 2008 and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken. CETV figures are calculated using the guidance on discount rates for calculating unfunded public service pension contribution rates that was extant at 31 March 2023. HM Treasury published updated guidance on 27 April 2023; this guidance will be used in the calculation of 2023-24 CETV figures.

Real increase in CETV

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

Reporting of Civil Service and other compensation schemes – exit packages¹

Exit package cost band	Number of compulsory redundancies		Number of other departures agreed		Total number of exit packages by cost band	
	2022-23	2021-22	2022-23	2021-22	2022-23	2021-22
£0–£10,000	–	–	3	4	3	4
£10,001–£25,000	–	–	1	1	1	1
£25,001–£50,000	–	–	1	1	1	1
£50,001–£100,000	–	–	3	2	3	2
£100,001–£150,000	–	–	–	–	–	–
£150,001–£200,000	–	–	–	–	–	–
>£200,000	–	–	–	–	–	–
Total number of exit packages	–	–	8	8	8	8
Total cost	–	–	£225,190	£184,641	£225,190	£184,641

1. Audited.

There were eight ex-gratia payments in 2022-23 totalling £225,190 (2021-22: 8, £184,641).

Compensation for loss of office

Redundancy and other departure costs have been paid in accordance with the provisions of the Civil Service Compensation Scheme, a statutory scheme made under the Superannuation Act 1972. Exit costs are accounted for in full in the year of contractual agreement to depart. Where applicable, the additional costs of buy-out of reduced pension benefit are met by HM Land Registry and not by the Civil Service pension scheme. Ill health retirement costs are met by the pension scheme and are not included in the table.

Pay multiples¹

Reporting bodies are required to disclose the relationship between the remuneration of the highest paid director in their organisation for the lower quartile, median and upper quartile remuneration of the organisation's workforce.

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

	2022-23	2021-22
Band of highest paid director's total remuneration (£'000)	375 – 380 ²	380 – 385
Median (£)	32,390	31,149
Median (remuneration ratio)	11.6	12.3
Lower quartile (£)	28,080	27,130
Lower quartile (remuneration ratio)	13.4	14.1
Upper quartile (£)	40,020	39,152
Upper quartile (remuneration ratio)	9.4	9.8

	Salary and allowances	Performance pay and bonuses
Percentage change between 2021-22 and 2022-23 for highest paid director	48%	-1%
Percentage change between 2021-22 and 2022-23 for remaining employees	4.26%	6.44%

1. Audited.

The tables below show the results if the calculations had been made against the highest paid permanent director:

	2022-23	2021-22
Band of highest paid permanent director's total remuneration (£'000)	135 – 140	135 – 140
Median (£)	32,390	31,149
Median (remuneration ratio)	4.3	4.4
Lower quartile (£)	28,080	27,130
Lower quartile (remuneration ratio)	5.0	5.0
Upper quartile (£)	40,020	39,152
Upper quartile (remuneration ratio)	3.5	3.5

	Salary and allowances	Performance pay and bonuses
Percentage change between 2021-22 and 2022-23 for highest paid permanent director	2%	0%
Percentage change between 2021-22 and 2022-23 for remaining employees	4.59%	6.44%

The table below shows the comparative pay ranges for staff remuneration (excludes pension benefits).

	2022-23	2021-22
Lowest remuneration (£'000)	20 – 25	15 – 20
Highest remuneration (£'000)	375 – 380	380 – 385

The percentage changes for remaining employees have been calculated using the values of active employees as at 31 March for each respective year. The percentage change increase in salary and allowances for remaining staff is mainly due to the increase in employee headcount in 2022-23 when compared with 2021-22.

The 6.4% increase in performance pay and bonuses is due to the increase in performance payments made in 2022-23 when compared with the payments in 2021-22.

2. Staff report

Staff costs for 2022-23¹

	Permanent staff £'000	Apprentices £'000	Others £'000	Total £'000
Salaries	210,221	527	471	211,219
Social security costs	22,752	34	42	22,828
Other pension costs	52,581	86	46	52,713
Total staff costs	285,554	647	559	286,760

1. Audited

Staff report as at 31 March 2023

	2022-23	2021-22
Number of permanent employees (including fixed-term appointments)	6,814	6,677
Permanent full-time equivalents on 31 March ¹	6,189	6,077
Number of apprentices on 31 March	79	75
Number of temporary/contract staff on 31 March ¹	237	70
Average sickness days per employee	8.9	8.1
Average number of training days per employee	6.1	6.5
Training days per apprentice	52.0	51.9
Training spend as percentage of salary bill	0.4%	0.25
Female employees	60.7%	60.6%
Employees working part-time	31.1%	30.7%
Employees from ethnic minorities	5.7%	5.9%
Employees who report they have a disability	10.2%	6.7%
Staff turnover	6.8%	5.7%
Staff engagement scores	65%	71%

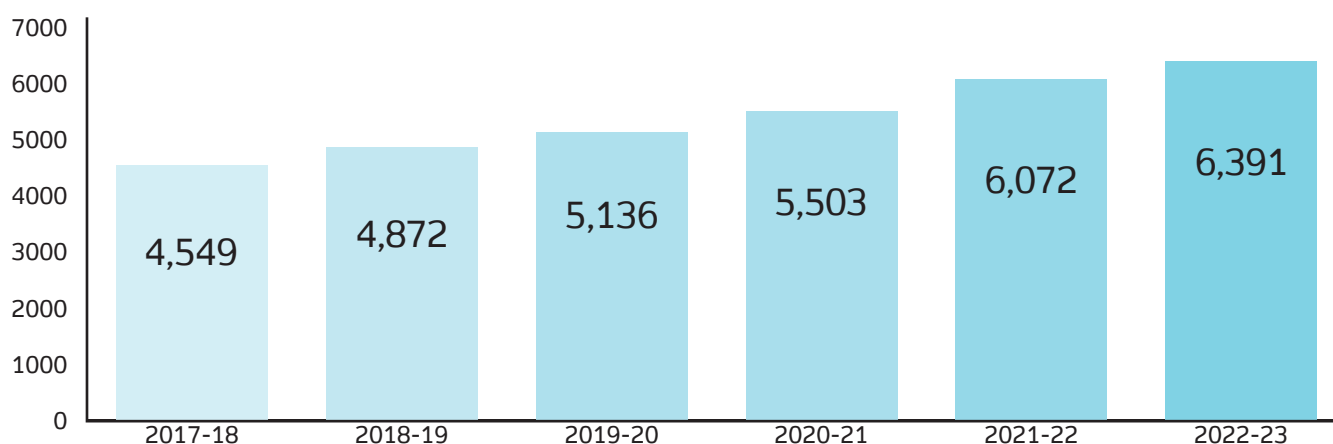
Gender analysis at 31 March 2023

	Male	Female	Total
Non-executive directors	3	3	6
Executive directors ¹	5	0	5
Senior Civil Service – band 2 ¹	4	0	4
Senior Civil Service – band 1 ¹	10	15	25
Permanent employees (not including Senior Civil Service) ²	2,641	4,118	6,759
Apprentices ²	41	38	79

1. Some Senior Civil Service employees are also directors and are included in both categories.

2. Some apprentices are also permanent employees and are included in both categories.

Average full-time equivalent in year



Resourcing

Recruitment is key to the long-term health of HM Land Registry and core to successful delivery of our Strategy 2022+, particularly in supporting the growth of capability and capacity to deliver core services. An annual strategic workforce plan supports the development of resourcing plans that deliver a programme of planned, regular and proactive recruitment.

This year we have recruited externally to ensure that core operational and support services have the capacity to deliver statutory functions to agreed service standards. We have addressed front-line needs and future workforce sustainability by recruiting caseworkers in volume. Alongside this, significant internal development and training activity has been undertaken to ensure our colleagues have the essential skills in place at the right level.

We have enhanced specific capability areas, particularly in digital transformation and agile development skills, through regular recruitment and engagement of delivery partners through the Government Frameworks. This has improved digital capacity, to deliver our aims for a digital Land Register and help towards redefining the future role of caseworkers. We have supported the Local Land Charges programme by increasing capacity within the team, including the use of contingent labour to support the rapid growth and expansion of the programme.

We have built on our existing entry routes and our apprenticeship schemes have provided the opportunity for people to gain a qualification in legal, human resources, information technology and finance. We have also recruited Civil Service Fast Streamers across a range of disciplines and recruited IT student placements in our Digital, Data and Technology function.

As part of the annual workforce plan we actively encouraged increased representation across all diverse groups. We are governed by the Civil Service Commission Recruitment Principles which requires the selection of people for appointment to be on merit and on the basis of fair and open competition and maintained compliance. All our job opportunities are advertised supporting the Disability Confident Scheme which ensures disabled people will progress to the next stage of the selection process if their application meets the minimum criteria. It is our policy to ensure that any tests used do not discriminate against disabled candidates and adequate reasonable adjustments are made where required.

Recruitment

New marketing and attraction strategies have been used to source candidates for hard to fill roles and we have strengthened our employer brand through advertising on different social channels with increased use of video, use of employee blogs and targeted candidate packs. Our updated Employee Value Proposition (EVP) includes reference to the fact that we have a strong and positive culture, a commitment to inclusivity, an emphasis on continuous learning and development, and flexible ways of working. We offer competitive pay and annual leave, attractive pension options and a wide range of other benefits. Our EVP states we are unique in terms of the economic and social impacts of our work, our ability to make a positive difference to the lives of our customers, our sense of mission, and our great people. We want our people to feel proud to work for HM Land Registry and able to fulfil their full potential.

HM Land Registry is committed to equality of opportunity and diversity and we have introduced government schemes to support those who may need extra help in obtaining employment such as prison leavers and veterans. We are growing our Recruitment Ambassador network, working closely with our employee networks to target recruitment of underrepresented groups.

HM Land Registry currently uses the Public Sector Resourcing (PSR) framework for the procurement of non-payroll contractors. Contractors have been used to meet short-term and/or urgent needs for specialist or skilled resource, and information regarding compliance and disclosures is included on page 75. HM Land Registry adheres to Cabinet Office approval guidelines and has rigorous internal approval processes.

Health and wellbeing

This year we launched our Health and Wellbeing Approach to 2024, which is accompanied by a refreshed action plan.

Setting out this approach for HM Land Registry is a signal of our continued commitment to the health and wellbeing of our colleagues and embedding this as a priority within the organisation. It aims to give us the focus we need to be able to provide a happy and healthy workplace where everyone feels productive, supported and engaged with our values.

Our approach has five key health and wellbeing priorities as our drivers.

These are to:

- provide visible leadership for health and wellbeing and ensure line managers are all aware of their responsibilities in supporting their employee's health and wellbeing needs;
- encourage an open dialogue leading to action on mental health;
- create a safe and healthy hybrid working environment which fosters a culture of positive wellbeing;
- provide impactful and inclusive wellbeing support based on the needs of our people; and
- improve the general wellbeing of all our workforce, not least through the delivery of a programme of health and well-being activity.

We will also tie into the wider Civil Service focus areas, where projects are taking place to improve how wellbeing practices are shared, support attendance, and encourage smarter working.

Our approach and action plan focuses on the areas of importance to HM Land Registry, driven by insight received through data as well as feedback from our colleagues. We are committed to continuing to work collaboratively alongside our departmental trade union and colleagues from the wide range of HM Land Registry staff networks to develop further our wellbeing vision and target actions. It has also been aligned to key external indicators, including the Mental Health at Work Commitment and the MIND Workplace Wellbeing Index.

This year we have delivered a variety of initiatives to support our colleagues and the organisation:

Introduction of Wellbeing Dashboards – to provide senior management with regular sickness absence data, triangulated with other datasets such as engagement and wellbeing, to explore potential underlying issues or root causes and suggest action and interventions.

Recruitment of more mental health first aiders – to ensure we have enough support available for staff when they need a confidential point of contact and support if they feel desperate, overwhelmed or in need of someone to talk to, while at work.

Launch of a new menopause policy – colleagues from HR, Health and Wellbeing, and the Women’s Network created a Menopause Policy, which outlines information and support available for anyone experiencing menopause and menopausal symptoms, as well as providing guidance and information for managers.

Creation of a new HM Land Registry ‘Money Tips’ Teams group – as part of ‘Talk Money’ week we launched our ‘Money Tips’ Teams page which incorporates staff’s feedback and ideas on how to save money. We wanted to create an opportunity for rolling live chat that everyone can contribute to and utilise all year round.

Piloted suicide awareness training for line managers – to provide managers with the skills and tools so as to increase their confidence to be an additional source of support to their fellow line manager colleagues if/when supporting staff in matters relating to suicide.

Relaunched line manager mental health training – using MIND’s Managing mental health at work e-learning course, the training goes through the importance of looking after a manager’s and their employees’ mental health and builds manager’s confidence in supporting employees.

Provided free sanitary products in HM Land Registry offices – to address the issue of period poverty, working with Hey Girls we have made available free period products in all of our women’s and accessible toilets.

Capability

This year key priorities for the development of our colleagues have included:

- a increased focus on effective performance conversations;
- development and launch of pilot Leadership Talent Programmes;
- growth of our Land Registration Academy; and
- increasing our digital skills capability in a hybrid working environment.

More detail can be found in the Our people update in the Performance report starting on page 32.

Employee involvement

We continue to engage both informally and formally with our colleagues and their representatives.

Chief Executive and director blogs have continued to be issued during the year and colleagues have been encouraged to respond to these with the aim of creating open and honest dialogue and exchange of views. This has been complemented with virtual question and answer sessions, with high attendance from the workforce overall.

Managers are required to have regular monthly discussions with individual team members to discuss openly employee performance, ideas for improvements to working practices, wider organisational issues, changes and any employee concerns. For our operational colleagues, our continued investment in Brilliant Teams, Inspiring Leaders has reinforced that approach.

We meet regularly with our recognised trade unions. The Chief Executive and members of his team formally meet representatives at the Departmental Whitley Council meetings twice a year. There are structures in place for local Whitley meetings, and unions are consulted on specific issues.

Informal regular dialogue between the Chief Executive and trade union leads has continued during the year. Day-to-day operation of employment relations is managed through monthly Engagement and Consultation meetings between senior management and departmental trade union representatives, alongside fortnightly Transformation and Change meetings. We maintained informal weekly meetings to provide early insight to possible changes within the organisation to resolve issues and concerns promptly.

We continue to co-monitor the use of Facility Time with union colleagues and are within the 0.1% paybill guide figure set by and reported to Cabinet Office.

We have continued a focus on our culture maturity in line with our defined aspirations, with a focus on key activities that would help accelerate us towards our cultural aspirations.

The People and Estates Committee progress against our modernising our ways of working objectives. Our principal risk which focuses on engagement and culture and specific controls are aligned on this basis. Similar activity is replicated and monitored within each directorate.

Feedback from colleagues continues to be a key component in planning and assessing progress towards our desired culture. In addition to survey feedback, continued constructive discussion with unions at both departmental and local level, in addition to encouraging colleague involvement on other committees (including health and wellbeing, social and sports, diversity and charity), and directors’ visits with question and answer sessions, are all essential in ensuring our colleagues’ views are heard and understood.

Diversity and inclusion

We continue to strive to be the most inclusive employer in the Civil Service and to reflect the society we serve. We continually review and check best practice with other departments and the private sector. Resourcing is a priority area and we have a wide range of inclusive activities in place to ensure resourcing is accessible and welcoming to all, such as adjustments from sift through to interview, name blind recruitment and gender-balanced panels.

We are a Disability Confident leader and continue to score highly for inclusion in the Civil Service People Survey with 83%.

We have an action plan in place to deliver the three themes of our strategy: improving representation, creating an inclusive culture, and embedding Diversity & Inclusion. This action plan is reviewed by an internal

governance committee made up of diversity networks, inclusion champions and the trade unions.

We have active diversity networks for disability, LGBTI+ (lesbian, gay, bisexual, transgender, intersex +), age, women, faith or belief and people from ethnic minority backgrounds. These have grown through the year. They are there to support colleagues and allies but also link into the organisation. This year saw the launch of a new network for neurodiversity, Spectrum.

We have reviewed and relaunched our senior diversity champions who are allies and advocates.

We ensure our policies are inclusive and this year launched a new gender identity and intersex policy. We refreshed and updated our equality impact assessment process embedding it in our people impact assessments. For colleagues who are disabled or become disabled we offer workplace adjustments both hard and soft. We use occupational health to get the best advice tailored to the individual and use workplace passports and we are able to adjust policies to provide the appropriate adjustment.

Trade union facility time

Time period: 1 April 2022 to 31 March 2023

Months: 12

Table 1: Relevant union officials

Number of employees who were relevant union officials during the relevant period	Full-time equivalent employee number
118	107.55

Table 2: Percentage of time spent on facility time

Percentage of time	Number of employees
0%	43
1 – 50%	74
51 – 99%	1
100%	0
Total	118

Table 3: Percentage of pay bill spent on facility time

	Amount
Total cost of facility time	£178,894.99
Total pay bill	£286,607,668
Percentage of total pay bill spent on facility time	0.062%

Table 4: Paid trade union activities

Total number of hours spent on paid trade union activities	0.00
Total number of hours spent on paid facility time	11167.16
Time spent on paid trade union activities as a percentage of total paid facility hours	0.00%

3. The Statement of Outturn Against Parliamentary Supply and related notes (audited) For the period ended 31 March 2023

In addition to the primary financial statements prepared under IFRS, the Government Financial Reporting Manual (FRM) requires HM Land Registry to prepare a Statement of Outturn against Parliamentary Supply (SoPS) and supporting notes. The SoPS and related notes are subject to audit, as detailed in the Certificate and Report of the Comptroller and Auditor General to the House of Commons.

The SoPS is a key accountability statement that shows, in detail, how an entity has spent against their Supply Estimate. Supply is the monetary provision (for resource and capital purposes) and cash (drawn primarily from the Consolidated Fund), that Parliament gives statutory authority for entities to utilise. The Estimate details supply and is voted on by Parliament at the start of the financial year.

Should an entity exceed the limits set by their Supply Estimate, called control limits, their accounts will receive a qualified opinion.

The format of the SoPS mirrors the Supply Estimates, published on GOV.UK, to enable comparability between what Parliament approves and the final outturn.

The SoPS contains a summary table, detailing performance against the control limits that Parliament has voted on, cash spent (budgets are compiled on an accruals basis and so outturn won't exactly tie to cash spent) and administration.

The supporting notes detail the following: Outturn by Estimate line, providing a more detailed breakdown (SoPS Note 1); a reconciliation of outturn to net operating expenditure in the Statement of Comprehensive Net Expenditure (SoCNE), to tie the SoPS to the financial statements (SoPS Note 2); a reconciliation of outturn to net cash requirement (SoPS Note 3); and, an analysis of income payable to the Consolidated Fund (SoPS Note 4).

The SoPS and Estimate are compiled against the budgeting framework which is similar, but different to IFRS. An understanding of the budgeting framework and an explanation of key terms is provided on pages 46 to 49, in the financial review section of the performance report. Further information on the Public Spending Framework and the reasons why budgeting rules are different to IFRS can also be found in Chapter 1 of the Consolidated Budgeting Guidance, available on GOV.UK.

The SoPS provide a detailed view of financial performance, in a form that is voted on and recognised by Parliament. The financial review, in the Performance Report, provides a summarised discussion of outturn against estimate and functions as an introduction to the SoPS disclosures.

Estimate outturn compared with Voted Estimate

Summary table 2022-23

Type of spend	SoPS Note	Outturn			Estimate			Outturn vs Estimate saving/(excess)		Prior Year Outturn
		Voted	Non-Voted	Total	Voted	Non-Voted	Total	Voted	Total	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	Total 2021-22 £'000
Departmental Expenditure Limit										
Resource	1.1	395,140	–	395,140	409,148	–	409,148	14,008	14,008	364,593
Capital	1.2	47,582	–	47,582	58,349	–	58,349	10,767	10,767	109,507
Total		442,722	–	442,722	467,497	–	467,497	24,775	24,775	474,100
Annually Managed Expenditure										
Resource	1.1	(9,006)	–	(9,006)	17,000	–	17,000	26,006	26,006	(307)
Capital	1.2	894	–	894	2,000	–	2,000	1,106	1,106	–
Total		(8,112)	–	(8,112)	19,000	–	19,000	27,112	27,112	(307)
Total budget										
Total resource		386,134	–	386,134	426,148	–	426,148	40,014	40,170	364,287
Total capital		48,476	–	48,476	60,349	–	60,349	11,873	11,873	109,507
Total budget expenditure		434,610	–	434,610	486,497	–	486,497	51,887	52,043	473,794
Non-budget expenditure		–	–	–	–	–	–	–	–	–
Total budget and non-budget		434,610	–	434,610	486,497	–	486,497	51,887	51,887	473,794

Figures in the areas outlined in thick line cover the voted control limits voted by Parliament. Refer to the Supply Estimates guidance manual, available at GOV.UK, for detail on the control limits voted by Parliament.

Net cash requirement 2022-23

	SoPS Note	Outturn	Estimate	Outturn vs Estimate saving / (excess)	Prior Year Outturn Total
		£'000	£'000	£'000	2021-22
		£'000	£'000	£'000	£'000
Net cash requirement	3	423,186	459,108	35,922	405,520

Notes to the Statement of Outturn against Parliamentary Supply 2022-23

SoPS 1. Outturn detail, by estimate line SoPS 1.1 Analysis of net resource outturn by estimate line

Type of spend (Resource)	Resource Outturn				Estimate			Outturn vs Estimate saving/ (excess) £'000	2021-22 Total Outturn £'000
	Programme			Total £'000	Total	Virements £'000	Total inc. virements £'000		
	Gross £'000	Income £'000	Net £'000						
Spending in Departmental Expenditure Limits (DEL)									
Voted expenditure									
A. HM Land Registry core DEL expenditure	395,140	–	395,140	395,140	409,148	–	409,148	14,008	364,593
Total spending in DEL	395,140	–	395,140	395,140	409,148	–	409,148	14,008	364,593
Spending in Annually Managed Expenditure (AME)									
Voted expenditure									
B. HM Land Registry core AME expenditure	(9,006)	–	(9,006)	(9,006)	17,000	–	17,000	26,006	(307)
Total spending in AME	(9,006)	–	(9,006)	(9,006)	17,000	–	17,000	26,006	(307)
Total resource	386,134	–	386,134	386,134	426,148	–	426,148	40,014	364,287

SoPS 1.2 Analysis of capital outturn by section

Type of spend (capital)	Outturn			Estimate			Outturn vs Estimate saving/ (excess) £'000	2021-22 Total Outturn £'000
	Gross £'000	Income £'000	Net £'000	Total £'000	Virements £'000	Total inc. virements £'000		
Spending in Departmental Expenditure Limits (DEL)								
Voted expenditure								
A. HM Land Registry core DEL expenditure	47,582	–	47,582	58,349	–	58,349	10,767	109,507
Total spending in DEL	47,582	–	47,582	58,349	–	58,349	10,767	109,507
Spending in Annually Managed Expenditure (AME)								
Voted expenditure								
B. HM Land Registry core AME expenditure	894	–	894	2,000	–	2,000	1,106	–
Total spending in AME	894	–	894	2,000	–	2,000	1,106	–
Total capital	48,476	–	48,476	60,349	–	60,349	11,873	109,507

The total Estimate columns include virements. Virements are the relation of provision in the Estimates that do not require parliamentary authority (because Parliament does not vote to that level of detail and delegates to HM Treasury). Further information on virements are provided in the Supply Estimates Manual, available on GOV.UK.

The outturn vs estimate column is based on the total including virements. The estimate total before virement have been made is included so that users can tie the estimate back to the Estimates laid before Parliament.

Resource and Capital Spending within HM Land Registry's Departmental Expenditure Limits (DEL)

RDEL

The RDEL underspend of £14.0m was largely driven by the underspend of £7.7m against staff costs as forecast full-time equivalent numbers were reduced during 2022-23 and an underspend of £6.4m in respect of Local Land Charges Burdens and Transitions payments as fewer local authorities migrated as originally forecast. These were offset by an overspend in overtime payments.

CDEL

The CDEL underspend in 2022-23 is £11.8m. This is largely due to an underspend within the combined Transformation Portfolio and a smaller underspend relating to IFRS16 Leases within the Finance & Business Services portfolio.

Resource spending within HM Land Registry's Annually Managed Expenditure (AME)

HM Land Registry also holds an indemnity provision for claims. This provision value is uncertain, and funding was set aside for any change in value. In 2022-23, the HM Treasury Public Expenditure System (PES) discount rates moved in-line with inflation, resulting in a £12.7m decrease in the value of the indemnity provision. This reduction is outside of HM Land Registry's control, and is an accounting adjustment. It does not reflect any change in risk relating to the valuation of the provision. In addition, the AME budget also includes contingency for any change in the value of HM Land Registry's right-of-use assets, which did not crystallise in 2022-23.

SoPS 2. Reconciliation of outturn to net operating expenditure

	Note	Outturn £'000	2021-22 Total Outturn £'000
Total resource outturn in SoPS	SoPS 1.1	386,134	364,287
Add: Research and Development		–	22
Add: Capital grant-in-kind	SoCNE	–	231
Add: Dilapidation's provision charged to AME	SoCNE	893	–
Less: Other operating income	SoCNE	(2,422)	(2,704)
Total		384,605	361,836
Net operating expenditure in Consolidated Statement of Net Comprehensive Expenditure	SoCNE	384,605	361,836

As noted in the introduction to the SoPS above, outturn and the Estimates are compiled against the budgeting framework, which is similar to, but different from, IFRS. Therefore this reconciliation bridges the resource outturn to net operating expenditure, linking the SoPS to the Financial Statements.

Capital grant-in-kind reflect the budget transfer in relation to the asset transfer to the Government Property Agency. In 2021-22, this related to the transfer of the transfer of legacy assets with a total value of £231k.

SoPS 3. Reconciliation of net resource outturn to net cash requirement

2022-23	SoPS Note	Outturn £'000	Estimate £'000	Outturn vs Estimate saving / (excess) £'000
Resource outturn	1.1	386,134	426,148	40,014
Capital outturn	1.2	48,476	60,349	11,873
		434,610	486,497	51,887
<i>Adjustments to remove non-cash items:</i>				
Depreciation and amortisation (including repayment of capital finance lease)		(18,906)	(23,389)	(4,483)
Indemnity Provision Movement		8,082	(19,000)	(27,082)
Other provision movement		(1,840)		1,840
Capital repayment of leases		5,922	–	(5,922)
Impairment of non-current assets		(1,427)	–	1,427
Auditor's remuneration		(118)	–	118
IFRS16 lease additions		(8,108)		8,108
IFRS 16 lease revaluations		5,073		(5,073)
<i>Adjustments to reflect movements in working balances</i>				
Increase/ (decrease) in receivables		(1,554)	–	1,554
(Increase)/ decrease in payables		(2,777)	15,000	17,777
Use of provisions		4,718	–	(4,718)
Movements in items not passing through the SoCNE		(490)	–	490
Net cash requirement		423,185	459,108	35,923

As noted in the introduction to the SoPS above, Outturn and the Estimates are compiled against the budgeting framework, not on a cash basis. Therefore, this reconciliation bridges the resource and capital outturn to the net cash requirement.

SoPS 4. Amounts of income to the Consolidated Fund

SoPS4.1 Income payable to the Consolidated Fund

The following income is payable to the Consolidated Fund (cash receipts being shown in italics).	2022-23 Outturn total		2021-22 Outturn total	
	Accruals	Cash basis	Accruals	Cash basis
	£'000	£'000	£'000	£'000
Income outside the ambit of the Estimates	2,422	<i>1,580</i>	2,704	<i>2,772</i>
Excess cash surrenderable to the Consolidated Fund	–	<i>617</i>	–	<i>868</i>
Total amounts paid and payable to the Consolidated Fund	2,422	<i>2,197</i>	2,704	<i>3,640</i>

SoPS4.2 Consolidated Fund income

Consolidated Fund income shown in Trust Statement's Note 4.1 does not include any amounts collected by the department where it was acting as agent for the Consolidated Fund rather than as principal. The amounts collected as agent for the Consolidated Fund (which are otherwise excluded from the main financial statements) are reported as part of the Trust Statement within this Annual Report and Accounts.

Parliamentary accountability disclosures

1. Losses and special payments (audited)

There is one special payment and no losses to disclose that is above the reporting threshold of £300,000, which was for £350,000. That payment relates to a legal settlement and has been approved by HM Treasury. All other losses and special payments were below this reporting threshold (2021-22: £0k).

2. Fees and charges¹ (audited)

The following information on the main activities of HM Land Registry is produced for fees and charges purposes and does not constitute segmental reporting under IFRS 8 *Operating Segments* (see the Departmental Account's Note 2).

	Statutory			Non-statutory		
	Registration of title ²	Land Charges and Agricultural Credits ³	Local Land Charges ⁴	Rental income	Commercial income ⁵	Total
	£'000	£'000	£'000	£'000	£'000	£'000
2022-23						
Income	343,484	6,482	789	2,422	4,007	357,184
Cost of service	(376,907)	(1,643)	(7,255)	(297)	(1,159)	(387,261)
Operating surplus / (deficit)	(33,423)	4,839	(6,466)	2,125	2,848	(30,077)
2021-22						
Income	307,023	7,279	408	2,704	4,219	321,633
Cost of service	(353,499)	(221)	(6,993)	(337)	(1,983)	(363,033)
Operating surplus / (deficit)	(46,476)	7,058	(6,585)	2,367	2,236	(41,400)

1. Audited
2. Registration of title - includes HM Land Registry's statutory duties under the Land Registration Act 2002.
3. Land Charges and Agricultural Credits - registry of short-term loans secured on farming stock and other agricultural assets.
4. Local Land Charges - The Infrastructure Act 2015 passed to HM Land Registry the responsibility for maintaining a register of Local Land Charges (LLC). Approval was given for a phased delivery of LLC and phase 1 service went live in July 2018. The LLC programme remains under construction, with the costs of development exceeding the associated income.
5. Commercial Income - includes commercial release of HM Land Registry data.

3. Remote contingent liabilities (audited)

The judgements taken to place a value on the Indemnity Fund are an assessment for events at this point in time and do not include an assessment for events that are too uncertain or remote to include. Therefore there is no recognition of the potential change in value of the provision for uncertain events and an assessment is only made for changes in value of known events. Further details of the impact of changes in known events are shown on page 115 and 116.

Simon Hayes

Simon Hayes
Chief Land Registrar and Chief Executive
12 July 2023

The Certificate and Report of the Comptroller and Auditor General to the House of Commons

Opinion on financial statements

I certify that I have audited the financial statements of HM Land Registry for the year ended 31 March 2023 under the Government Resources and Accounts Act 2000. The financial statements comprise: HM Land Registry's

- Statement of Financial Position as at 31 March 2023;
- Statement of Comprehensive Net Expenditure, Statement of Cash Flows and Statement of Changes in Taxpayers' Equity for the year then ended; and
- the related notes including the significant accounting policies.

The financial reporting framework that has been applied in the preparation of the financial statements is applicable law and UK adopted international accounting standards.

In my opinion, the financial statements:

- give a true and fair view of the state of HM Land Registry's affairs as at 31 March 2023 and its net expenditure for the year then ended; and
- have been properly prepared in accordance with the Government Resources and Accounts Act 2000 and HM Treasury directions issued thereunder.

Opinion on regularity

In my opinion, in all material respects:

- the Statement of Outturn against Parliamentary Supply properly presents the outturn against voted Parliamentary control totals for the year ended 31 March 2023 and shows that those totals have not been exceeded; and
- the income and expenditure recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Basis for opinions

I conducted my audit in accordance with International Standards on Auditing (UK) (ISAs UK), applicable law and Practice Note 10 *Audit of Financial Statements and Regularity of Public Sector Bodies in the United Kingdom (2022)*. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of my certificate.

Those standards require me and my staff to comply with the Financial Reporting Council's *Revised Ethical Standard 2019*. I am independent of HM Land Registry in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK. My staff and I have fulfilled our other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Conclusions relating to going concern

In auditing the financial statements, I have concluded that HM Land Registry's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on HM Land Registry's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

My responsibilities and the responsibilities of the Accounting Officer with respect to going concern are described in the relevant sections of this certificate.

The going concern basis of accounting for HM Land Registry is adopted in consideration of the requirements set out in HM Treasury's Government Financial Reporting Manual, which requires entities to adopt the going concern basis of accounting in the preparation of the financial statements where it is anticipated that the services which they provide will continue into the future.

Other Information

The other information comprises information included in the Annual Report, but does not include the financial statements and my auditor's certificate and report thereon. The Accounting Officer is responsible for the other information.

My opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in my certificate, I do not express any form of assurance conclusion thereon.

My responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

Opinion on other matters

In my opinion the part of the Remuneration and Staff Report to be audited has been properly prepared in accordance with HM Treasury directions made under the Government Resources and Accounts Act 2000.

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

- the parts of the Accountability Report subject to audit have been properly prepared in accordance with HM Treasury directions made under the Government Resources and Accounts Act 2000;

- the information given in the Performance and Accountability Reports for the financial year for which the financial statements are prepared is consistent with the financial statements and is in accordance with the applicable legal requirements.

Matters on which I report by exception

In the light of the knowledge and understanding of HM Land Registry and its environment obtained in the course of the audit, I have not identified material misstatements in the Performance Report and Accountability Report.

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- Adequate accounting records have not been kept by HM Land Registry or returns adequate for my audit have not been received from branches not visited by my staff; or
- I have not received all of the information and explanations I require for my audit; or
- the financial statements and the parts of the Accountability Report subject to audit are not in agreement with the accounting records and returns; or
- certain disclosures of remuneration specified by HM Treasury's Government Financial Reporting Manual have not been made or parts of the Remuneration and Staff Report to be audited is not in agreement with the accounting records and returns; or
- the Governance Statement does not reflect compliance with HM Treasury's guidance.

Responsibilities of the Accounting Officer for the financial statements

As explained more fully in the Statement of Accounting Officer's Responsibilities, the Accounting Officer is responsible for:

- maintaining proper accounting records;
- providing the C&AG with access to all information of which management is aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;
- providing the C&AG with additional information and explanations needed for his audit;
- providing the C&AG with unrestricted access to persons within HM Land Registry from whom the auditor determines it necessary to obtain audit evidence;
- ensuring such internal controls are in place as deemed necessary to enable the preparation of financial statements to be free from material misstatement, whether due to fraud or error;
- ensuring that the financial statements give a true and fair view and are prepared in accordance with HM Treasury directions made under the Government Resources and Accounts Act 2000;
- ensuring that the annual report, which includes the Remuneration and Staff Report, is prepared in accordance with HM Treasury directions made under the Government Resources and Accounts Act 2000; and

- assessing HM Land Registry's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Accounting Officer anticipates that the services provided by HM Land Registry will not continue to be provided in the future.

Auditor's responsibilities for the audit of the financial statements

My responsibility is to audit, certify and report on the financial statements in accordance with the Government Resources and Accounts Act 2000.

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

Extent to which the audit was considered capable of detecting non-compliance with laws and regulations including fraud

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulations, including fraud. The extent to which my procedures are capable of detecting non-compliance with laws and regulations, including fraud is detailed below.

Identifying and assessing potential risks related to non-compliance with laws and regulations, including fraud

In identifying and assessing risks of material misstatement in respect of non-compliance with laws and regulations, including fraud, I:

- considered the nature of the sector, control environment and operational performance including the design of HM Land Registry's accounting policies.
- inquired of management, HM Land Registry's head of internal audit and those charged with governance, including obtaining and reviewing supporting documentation relating to HM Land Registry's policies and procedures on:
 - identifying, evaluating and complying with laws and regulations;
 - detecting and responding to the risks of fraud; and
 - the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations including HM Land Registry's controls relating to HM Land Registry's compliance with the Government Resources and Accounts Act 2000 and Managing Public Money;

- inquired of management, HM Land Registry’s head of internal audit and those charged with governance whether:
 - they were aware of any instances of non-compliance with laws and regulations;
 - they had knowledge of any actual, suspected, or alleged fraud,
- discussed with the engagement team and the relevant internal and external specialists relating to HM Land Registry’s Indemnity Fund, regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, I considered the opportunities and incentives that may exist within HM Land Registry for fraud and identified the greatest potential for fraud in the following areas: posting of unusual journals, complex transactions and bias in management estimates. In common with all audits under ISAs (UK), I am required to perform specific procedures to respond to the risk of management override.

I obtained an understanding of HM Land Registry’s framework of authority and other legal and regulatory frameworks in which HM Land Registry operates. I focused on those laws and regulations that had a direct effect on material amounts and disclosures in the financial statements or that had a fundamental effect on the operations of HM Land Registry. The key laws and regulations I considered in this context included Government Resources and Accounts Act 2000, Managing Public Money, Supply and Appropriation (Main Estimates) Act 2022, the Land Registration Act 2002, the Land Registration Rules 2003, the Agricultural Credits Act 1928 and the Land Charges Act 1972 and relevant employment law, pensions and tax legislation.

Audit response to identified risk

To respond to the identified risks resulting from the above procedures:

- I reviewed the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described above as having direct effect on the financial statements;
- I enquired of management, the Audit and Risk Committee and in-house legal counsel concerning actual and potential litigation and claims;
- I reviewed minutes of meetings of those charged with governance and the Board; and internal audit reports; and
- in addressing the risk of fraud through management override of controls, I tested the appropriateness of journal entries and other adjustments; assessed whether the judgements on estimates are indicative of a potential bias; and evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business.

I also communicated relevant identified laws and regulations and potential risks of fraud to all engagement team members including internal specialists and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council’s website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of my certificate.

Other auditor’s responsibilities

I am required to obtain appropriate evidence sufficient to give reasonable assurance that the Statement of Outturn against Parliamentary Supply properly presents the outturn against voted Parliamentary control totals and that those totals have not been exceeded. The voted Parliamentary control totals are Departmental Expenditure Limits (Resource and Capital), Annually Managed Expenditure (Resource and Capital), Non-Budget (Resource) and Net Cash Requirement.

I am required to obtain evidence sufficient to give reasonable assurance that the expenditure and income recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control I identify during my audit.

Report

I have no observations to make on these financial statements.

Gareth Davies

Comptroller and Auditor General

National Audit Office
157-197 Buckingham Palace Road
Victoria
London
SW1W 9SP

14 July 2023

Departmental financial statements

Statement of Comprehensive Net Expenditure for the period ended 31 March 2023

	Note	2022-23 £'000	2021-22 £'000
Other operating income	3.1	(2,422)	(2,704)
Total operating income		(2,422)	(2,704)
Staff costs	4.1	286,760	269,187
Purchase of goods and services	3.2	84,873	76,670
Depreciation, amortisation and impairment charges	3.2	20,333	12,274
Indemnity provision and payments for Indemnity including legal costs	3.2	(6,243)	4,960
Total operating expenditure		385,723	363,092
Net operating expenditure		383,301	360,388
Capital grant-in-kind	3	–	231
Finance income: Interest	5	(40)	(51)
Finance expense: Finance Leases	6	1,127	1,280
(Profit)/Loss on disposal of non-current assets		217	(12)
Net expenditure for the year		384,605	361,836
Other comprehensive net expenditure			
Items which will not be reclassified to net operating expenditure			
Net (gain)/ loss on revaluation of property, plant and equipment		–	–
Comprehensive net expenditure for the year		384,605	361,836

The notes on pages 100 to 119 are an integral part of these accounts.

Statement of Financial Position as at 31 March 2023

	Note	2022-23 £'000	2021-22 £'000
Non-current assets			
Right-of-Use assets	10	65,079	66,233
Assets under construction	9	45,257	35,290
Intangible assets	8	68,442	46,169
Property, plant and equipment	7	17,834	21,906
Trade and other receivables	12	3,628	2,972
Total non-current assets		200,240	172,570
Current assets			
Trade and other receivables	12	12,085	14,296
Cash and cash equivalents	11	22,310	31,214
Total current assets		34,395	45,510
Total assets		234,635	218,080
Current liabilities			
Trade and other payables	13	65,309	71,435
Lease Obligations	13	5,649	5,765
Short-term provisions	14.1	999	53
Indemnity Fund	14.2	57,000	69,800
Total current liabilities		128,957	147,053
Non-current assets plus net current (liabilities)/ assets		105,678	71,027
Non-current liabilities			
Lease Obligations	13	65,638	68,404
Long-term provisions	14.1	894	–
Total non-current liabilities		66,532	68,404
Net (liabilities)/ assets		39,147	2,622
Taxpayers' Equity			
General Fund	SoCTE	39,147	2,622
Total Equity		39,147	2,622

The notes on pages 100 to 119 are an integral part of these accounts.

Simon Hayes

Simon Hayes
Chief Executive and Chief Land Registrar
12 July 2023

Statement of cash flows for the period ended 31 March 2023

	Note	2022-23 £'000	2021-22 £'000
Cash flows from operating activities			
Net operating income/ (expenditure)	SoCNE	(383,301)	(360,388)
Adjustments for non-cash transactions:			
Depreciation of property, plant and equipment	3.2	10,552	10,464
Amortisation of intangible assets	3.2	8,354	1,309
Impairment of non-current assets	3.2	1,427	501
(Increase)/ decrease in trade & other receivables	12	1,554	(7,357)
Increase/ (decrease) in trade & other payables	13	2,777	2,880
Less movements not passing through the SoCNE		23	1
Auditor's remuneration	3.2	118	106
Change in Indemnity Fund	14.2	(8,082)	4,980
Change in Early Release and Other provisions	14.1	1,840	–
Use of Indemnity Fund Provision	14.2	(4,718)	(5,780)
Use of other provisions	14.1	–	(7)
Net cash inflow/ (outflow) from operating activities		(369,456)	(353,291)
Cash flows from investing activities			
Purchase of tangible assets	7	(1,674)	(5,036)
Purchase of intangible assets	8, 9	(42,873)	(36,708)
Proceeds from disposal of tangible assets		–	496
Net cash inflow/ (outflow) from investing activities		(44,547)	(41,248)
Cash flows from financing activities			
From the Consolidated Fund (Supply) – current year	SoCTE	414,304	413,327
Repayments of capital element of obligations under finance leases	10	(5,922)	(6,178)
Interest element of obligations under finance leases	6	(1,127)	(1,280)
Interest received	5	40	51
Net financing		407,295	405,920
Net increase/ (decrease) in cash and cash equivalents in the period before adjustment for payments to the Consolidated Fund		(6,708)	11,381
Payments of amounts due to the Consolidated Fund		(2,197)	(3,640)
Net increase/ (decrease) in cash and cash equivalents in the period after adjustment for receipts and payments to the Consolidated Fund		(8,905)	7,741
Cash and cash equivalents at the beginning of the period	11	31,215	23,474
Cash and cash equivalents at the end of the period	11	22,310	31,215

The notes on pages 100 to 119 are an integral part of these accounts.

Statement of changes in Taxpayers' Equity for the period ended 31 March 2023

	Note	General Fund £'000	Total reserves £'000
Balance at 31 March 2021		(37,596)	(37,596)
Deemed Supply		23,474	23,474
Net Parliamentary Fund - drawn down		413,327	413,327
Comprehensive net expenditure for the year	SoCNE	(361,835)	(361,835)
Amounts paid to the Consolidated Fund		(3,640)	(3,640)
Auditor's remuneration	3.3	106	106
Income payable to the Consolidated Fund	11	(309)	(309)
Supply (payable)/ receivable adjustment	11	(30,905)	(30,905)
Balance at 31 March 2022		2,622	2,622
Deemed Supply		31,214	31,214
Net Parliamentary Fund - drawn down		414,304	414,304
Comprehensive net expenditure for the year	SoCNE	(384,605)	(384,605)
Amounts paid to the Consolidated Fund		(2,197)	(2,197)
Auditor's remuneration	3.3	118	118
Income payable to the Consolidated Fund	11	(283)	(283)
Amounts payable to the Consolidated Fund for the year	11	(22,026)	(22,026)
Taxpayers' Equity at 31 March 2023		39,147	39,147

The notes on pages 100 to 119 are an integral part of these accounts.

Notes to departmental accounts

1 Statement of accounting policies

1.1 Basis of preparation

These financial statements have been prepared in accordance with the Government Financial Reporting Manual (FRoM) 2022-23 and comply with the Accounts Direction given by HM Treasury. The accounting policies contained in the FRoM follow International Financial Reporting Standards (IFRS), as adapted or interpreted for the public sector context. Where the FRoM permits a choice of accounting policy, the accounting policy that has been judged to be most appropriate to the particular circumstances of HM Land Registry (HMLR) for the purposes of giving a true and fair view has been selected. HM Land Registry's accounting policies have been applied consistently in dealing with items considered material in relation to the financial statements.

In addition to the primary statements prepared under IFRS, the FRoM also requires the department to prepare a Statement of Parliamentary Supply and supporting notes to show Outturn against Estimate in terms of net resource requirement and net cash requirement.

The department is legally obliged under the Land Registration Act 2002 to provide statutory services relating to land registration and there are sufficient reserves to support the department going forward. In common with other government departments, the future financing of the department's liabilities is to be met by future grants of Supply and the application of future income, both to be approved annually by Parliament. It is therefore considered appropriate to prepare these accounts on a going concern basis.

These accounts have been prepared under the Government Resource and Accounts Act 2000.

Accounting standards issued but not yet effective
IFRS 17 *Insurance Contracts* will become effective from 1 January 2023 for public sector organisations. HM Treasury has consulted on the public sector interpretation of this Standard for FRoM bodies. It expects implementation to be from 2025-26, with early adoption allowed in select cases. This reporting standard is anticipated to have no accounting impact upon HM Land Registry as no such insurance contracts are held.

1.2 Accounting convention

The financial statements have been prepared on an accruals basis under the historical cost convention modified for the revaluation of Property, Plant and Equipment, Investment Properties, Assets Held for Sale and Intangible Assets to fair value as determined by the relevant accounting standard.

1.3 Areas of significant estimate and judgements

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The estimates and judgements that had a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the accounting period are:

- Note 9 - The valuation and useful economic life (UEL) of the intangible assets. The valuation is the direct replacement cost of the register and the data that is currently in use. The replacement cost includes all costs that are reliably measured and the economic life is reviewed each financial year to determine whether events and circumstances continue to support the life chosen.
- Note 13.2 - estimation of the provision required to settle all known and Incurred But Not Reported (IBNR) indemnity claims - where uncertainty exists for the proportion of outstanding claims that will ultimately be paid, the value of those payments and the effect of any legal judgements. For IBNR claims, the number of unreported claims is unknown as is the point at which an error is discovered and the value of any potential claim.
- Note 14 - In 2022-23, HM Treasury adjusted the Public Expenditure Systems (PES) discount rates for provisions, which decreases the Government Actuary Department's valuation of HM Land Registry's indemnity provision by £12.7m. The PES rates are inflation linked and the use of them is mandated by HM Treasury. This reduction in the value reflects an accounting adjustment resulting from the effect on inflation discounting the long-term liability and does not reflect any change in risk for the indemnity provision.

1.4 Income from contracts with customers

IFRS 15 *Revenue from Contracts with Customers* has been adopted. The income recognition criteria within IFRS 15 are consistent with HM Land Registry accounting policy. All Statutory fees and charges are held in a separate HM Land Registry Trust Statement. Income in the Statement of Net Expenditure relates to property rental income which is recognised as the amounts fall due.

1.5 Operating segments

HM Land Registry's operating segments are the directorates which are reported in a manner consistent with the internal reporting provided to the Chief Operating Decision Maker (CODM). The eight reportable business segments are: Chief Executive & Chief Land Registrar Directorate, Human Resources & Organisation Development (HR&OD), Finance & Business Services (FaBS), Service Delivery Group, Transformation Portfolio, Technology & Digital Services, Customer & Strategy Group, Data & Register Integrity Group. This is based on the group's internal organisation and management structure, and is the primary way in which the CODM is provided with financial information. The CODM of HM Land Registry is Simon Hayes, Chief Executive and Chief Land Registrar.

1.6 Employee benefits

The cost of providing employee benefits is recognised in the period in which HM Land Registry receives services from its employees, rather than when it is paid or payable. Short-term employee benefits are recognised as an expense in the period in which the employee renders the service. Performance payments are recognised only when there is a legal or constructive obligation to pay them and the costs can be reliably estimated. Termination benefits are recognised when it can be demonstrated that there is an irreversible agreement to terminate the employment of

employee(s) before the schemes' retirement date or as a result of an offer to encourage voluntary redundancy.

1.7 Pensions

HM Land Registry employees are civil servants who are entitled to be members of the Principal Civil Service Pension Scheme (PCSPS) or the Civil Servant and Other Pension Scheme (CSOPS) - known as 'Alpha'. These are unfunded multi-employer defined benefit schemes, but HM Land Registry is unable to identify its share of the underlying assets and liabilities on a reasonable and consistent basis. HM Land Registry has therefore accounted for contributions and payments to these schemes under International Accounting Standard (IAS) 19 Employee Benefits as if they were defined contribution schemes. Liability for the payment of future benefits is a charge on the PCSPS or Alpha scheme.

1.8 Property, plant and equipment

Freehold and leasehold land and buildings are professionally valued by external, independent property valuers having appropriate recognised professional qualifications and recent experience in the location and category of the properties being valued. Montagu Evans (Royal Institution of Chartered Surveyors (RICS) registered valuer) carried out a desktop valuation in March 2021 to facilitate the transfer of assets to the Government Property Agency.

HM Land Registry is required by the FReM to disclose non-current assets in the Statement of Financial Position at fair value. For assets in use the FReM requires operational assets to be measured at fair value using current value in existing use, rather than market value as required by IAS 16 *Property Plant and Equipment*. Details of FReM adaptations which continue to apply for 2022-23 can be found on GOV.UK (search 'Financial Reporting Manual 2022-23').

For short-life non-property assets, historical cost is used as an approximation to the fair value of the asset. Freehold land and buildings and leasehold buildings are included at revaluation less accumulated depreciation and impairment losses.

All other tangible non-current assets are included at historical cost less accumulated depreciation and impairment losses.

Assets in the course of construction are not depreciated. For other assets the depreciation charge is calculated so as to allocate the cost or revalued amount, less the estimated residual value, of non-current assets systematically over their remaining useful lives using the straight-line method.

Other property, plant and equipment includes IT and office equipment and machinery. HM Land Registry capitalises expenditure over £2,500 for an individual asset. Where appropriate, individual assets falling below the minimum value for capitalisation are grouped. It is HM Land Registry's policy not to capitalise expenditure on fixtures or fittings, principally office furniture, as they are not considered material.

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

The following asset depreciation rates are used:

Freehold land	Nil
Freehold buildings	Estimated useful life
Leasehold buildings	Period of the lease or estimated useful life
Telecommunications equipment	5 years
Office equipment	5 years
Computers: Mainframe	3 to 5 years
Computers: PCs	5 years
Structured cabling	10 years
Plant and heavy machinery	10 years

1.9 Leases

HM Land Registry accounts for the majority of its leases under IFRS 16 *Leases*, with the costs, depreciation and other associated disclosure being in Note 10.

These assets and liabilities exclude those that have lease with a short-life (less than 12 months), or are considered 'low-value' under IFRS 16. HM Land Registry holds a single lease which it defines as low value as it is valued at £6k. For this particular lease, the low value criteria is appropriate as it relates to a very small sub-lease within a much larger government property.

Initial recognition

At the commencement of the lease, HM Land Registry recognises a right-of-use asset and a lease liability.

The lease liability is measured at the payment for the remaining lease term (as defined above), net of irrecoverable value added tax, discounted either by the rate implicit in the lease, or (where this cannot be determined), HM Land Registry's central internal rate of borrowing. The payments included in the liability are those that are fixed, or in substance fixed, excluding charges arising (from future rent reviews or indexation). The right-of-use asset is measured at the value of the liability, adjusted for: any payments made or amounts accrued before the commencement date; lease incentives received; incremental costs in obtaining the lease; and any disposal costs at the end of the lease.

Subsequent measurement

The right-of-use assets are measured using the cost model. The liability is adjusted for interest repayments.

Lease expenditure

Expenditure includes interest, straight-line depreciation and any asset impairments and any changes in variable lease payments not included in the measurement of the liability during the period in which the triggering event occurred. Lease payments are debited against the liability. Rental payments for leases where the term is 12 months or less, or where the lease is classified as low-value, are expensed.

Borrowing rate

HM Land Registry uses a HM Treasury discount rate as its incremental borrowing rate. HM Treasury's PES (2022) 08 paper states that the incremental borrowing rate (a nominal rate) for leases commencing after December 2022 is 3.51% (2021: 0.95%).

1.10 Intangible assets

Intangible assets are stated at historical cost less accumulated amortisation and accumulated impairment losses as a proxy for fair value, since no active market exists for the department's intangible assets. This treatment is also known as Depreciated Replacement Cost.

Annual review of Useful Economic Life (UEL) of Intangible Assets

In 2022-23, HM Land Registry performed its annual review of the UELs of Intangible Assets in accordance with IAS 38 *Intangible Assets*. HM Land Registry's review used both internal indicators and also benchmarked its UELs against those used in comparable organisations within the public sector. No changes were made to HM Land Registry's UELs in 2022-23.

Bespoke internally developed software	10 years
Data assets	15 years

Local Land Charges

HM Land Registry completed the building and development of a computerised register to hold the Local Land Charges data in July 2018. As of 31 March 2023, the data relating to 74 local authorities has been added to the register and is in use (2021-22: 23 Local Authorities).

Under IAS 38, development costs have been capitalised for two separate assets: a database to hold the information; and the data itself, which needs to be cleansed, digitised and migrated to this database. Following commencement of the register service, these components are amortised over their respective useful lives of:

Local Land Charges register	10 years
Local Land Charges data	15 years

Software and software licences

Separately acquired intangible assets are shown at historical cost. The costs incurred to acquire and bring these assets to use are capitalised. These include contractors' charges, materials, directly attributable labour and directly attributable overhead costs. Software licences are included at cost less accumulated amortisation. They are amortised on a straight-line basis at a rate of:

Mainframe software	5 years
Software system	10 years
Software licences	As per licence agreements

HM Land Registry's approach to software development is set-out in Note 1.12.

E-security, portal and Business Gateway

The E-security, portal and Business Gateway assets had all been fully amortised by the start of the financial year, but are included in the accounts as they are still in use.

1.11 Assets Under Construction

All Assets Under Construction (AUC) assets are held at cost. HM Land Registry recognises three categories of AUC: Tangible, Intangible - Local Land Charges, and Intangible - Other. These classes of asset relate to the capitalisation of Local Land Charges costs during the year, case management improvements, mainframe to

cloud-based migration and digital mortgage. More details about digital mortgage can be found on GOV.UK (search 'HM Land Registry Digital Mortgage Service Contingent Liability').

Intangibles other - Software development costs

In accordance with IAS 38, expenditure incurred on developing new IT infrastructure (covering third-party costs and the direct costs of in-house staff effort) are capitalised. Development costs that are directly attributable to the design and testing of identifiable and unique software products controlled by HM Land Registry are recognised as intangible assets when the requirements of IAS 38 are met.

Directly attributable costs that are capitalised as part of the software product include the software development employee costs and an appropriate portion of relevant overheads. Other development expenditure that does not meet these criteria is recognised as an expense as incurred. Development costs previously recognised are not recognised as an asset in a subsequent period.

All research expenditure is written off as incurred.

Expenditure incurred in software development is recorded as an intangible asset under construction and is then transferred into use as an intangible asset once that software and associated data is made available by HM Land Registry to its customers (either as part of the Local Land Charges Programme or Other).

Software development costs are categorised as 'assets under construction' within Note 9.

Intangibles - Local Land Charges

HM Land Registry is working with various local authorities to transfer their land charges data to HM Land Registry's digital platform.

Transformation Digital Assets

Digital software assets developed from work within HM Land Registry's Transformation Directorate.

Tangible - other

This area reflects other HM Land Registry workstreams including the development of IT infrastructure.

1.12 Impairment of non-current assets

Impairment reviews are undertaken at each year-end and if there are indications that the asset has suffered an impairment loss a charge is reflected in the Statement of Comprehensive Net Expenditure in the year in which it occurs. If the asset is carried at a revalued amount, the impairment loss is treated as a revaluation decrease, to the extent of the revaluation reserve that relates to the asset, with any excess in the Statement of Comprehensive Net Expenditure. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss. The recoverable amount is the higher of fair value less costs to sell and value in use.

For assets under development, an annual review is undertaken to confirm that these assets still meet the measurement criteria within IAS 38 *Intangible Assets*.

1.13 Trade receivables

Trade receivables do not carry any interest and are stated at their nominal value as reduced by appropriate allowances for irrecoverable amounts. These impairment provisions are recorded in administrative expenses within the Statement of Comprehensive Net Expenditure.

The carrying amount of trade receivables is deemed to be an approximation of fair value.

If collection of amounts receivable is expected in one year or less they are classified as current assets. If not, they are presented as non-current assets.

1.14 Cash and cash equivalents

Cash represents cash-in-hand and cash held with the Government Banking Service (GBS).

1.15 Trade payables

Trade payables are obligations to pay for goods and services that have been acquired in the ordinary course of business from suppliers. Trade payables are stated at nominal value. The carrying amount of trade payables is deemed to be an approximation of fair value.

Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities.

1.16 Provisions

HM Land Registry provides for legal and constructive obligations that are of uncertain timing or amount at the Statement of Financial Position date, on the basis of management's best estimate at that date of the expenditure required to settle the obligation. As the effect of discounting is immaterial, it is included as part of the revaluation to that provision in year, rather than disclosed on a separate line. Provisions are charged to the Statement of Comprehensive Net Expenditure and recorded as liabilities in the Statement of Financial Position. (Further details, including sensitivities, are given in Note 14.)

1.17 Indemnity Fund

Schedule 8 to the Land Registration Act 2002 requires HM Land Registry to indemnify third parties against loss caused by mistakes in the register, mistakes in search results and loss of documents by HM Land Registry. Most of HM Land Registry's indemnity claims arise as a result of mistakes in the register, and some of these mistakes are the result of forgery of documents such as charges. Indeed fraud/forgery usually accounts for the largest share of indemnity payments, and this year is no exception. Under Schedule 8 to the Act, HM Land Registry has statutory rights to recover these payments from third parties, where it is the case that third parties are at fault, either wholly or partly, for the loss.

As at the current accounting date, future claim payments are uncertain in timing and amount. The Indemnity Fund is established on the basis of the best estimate of the expenditure required to settle the obligation. The Indemnity Fund is determined after considering actuarial estimates of the cost of claims reported but not settled, as well as claims incurred but not reported. The estimated cost of claims includes expenses incurred in settling these claims.

The carrying amount of the Indemnity Fund is derived from critical judgements, estimates and assumptions based upon historical experience and other factors which are considered to be relevant. These estimates and underlying assumptions are reviewed on a quarterly basis by HM Land Registry, supported by its independent actuary, the Government Actuary's Department (GAD).

After the accounting date, a further review of claims received by HM Land Registry (up to the date the

Accounting Officer approves the Annual Report and Accounts) is made to see if the Indemnity Fund is still appropriately valued. Provided in these accounts are the likely settlement values of current and future claims against the Indemnity Fund. Further details of the Indemnity Fund are shown in Note 14.2 of this report.

1.18 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 HM Land Registry's statutory responsibilities as insurer of titles in England and Wales (see Note 15).

1.19 VAT

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

2 Operating segments

2.1 Statement of Operating Expenditure by Operating Segment

	Business as Usual £'000	Central Costs £'000	Projects £'000	Total Expenditure £'000
2022-23				
Chief Executive & Chief Land Registrar's Directorate	3,855	–	–	3,855
Human Resources & Organisation Development (HR&OD)	8,868	–	–	8,868
Finance & Business Services (FaBS)	12,237	34,950	7,726	54,913
Service Delivery Group	221,131	–	6,853	227,984
Transformation Portfolio	2,164	2,944	–	5,108
Technology & Digital Services	44,928	–	15,662	60,590
Customer & Strategy Group	8,778	–	–	8,778
Data & Register Integrity Group	21,204	(6,695)	–	14,509
Total	323,165	31,199	30,241	384,605
2021-22				
Chief Executive & Chief Land Registrar's Directorate	3,984	–	–	3,984
Human Resources & Organisation Development (HR&OD)	8,279	–	–	8,279
Finance & Business Services (FaBS)	13,976	25,115	2,673	41,764
Service Delivery Group	203,644	–	13,398	217,043
Legal and Assurance	30	–	–	30
Transformation Portfolio	2,360	(1,777)	8,733	9,316
Technology & Digital Services Directorate	40,060	501	8,881	49,442
Customer & Strategy Group	7,175	(0)	–	7,175
Data & Register Integrity Group	19,863	4,940	–	24,803
Total	299,372	28,778	33,686	361,836

Operating Segments are determined in accordance with IFRS 8 *Operating Segments* based on what information is presented for decision making purposes to the Chief Operating Decision Maker (CODM). The CODM for HM Land Registry is the Accounting Officer.

The structure of HM Land Registry means that materially all of the assets included in the Statement of Financial Position are used for general administration and benefit of HM Land Registry as a whole. Consequently, they are not apportioned to operating segments in the table above.

In 2022-23 HM Land Registry reorganised its internal directorate structure and as such the numbers presented in the table represent the directorate structure reported to the corporate services executive committee. The 2021-22 numbers have been restated to reflect the new structure to provide a simple comparison.

The description for each operating segment is stated below:

Chief Executive and Chief Land Registrar's Directorate

The directorate works to uphold and enhance the reputation of HM Land Registry on behalf of the Chief Executive and Chief Land Registrar through effective corporate communications, governance, policy and stakeholder functions.

Human Resources & Organisation Development (HR&OD)

Human Resources & Organisation Development works to help HM Land Registry deliver its operational and organisational priorities, and build organisational capacity and capability to meet new challenges.

Finance and Business Services (FaBS)

The FaBS directorate includes Facilities Management, Finance, Internal Audit, Commercial Group, Strategic Planning and Performance, and Insight, Data, Evidence and Analytical Support.

Service Delivery Group

The Service Delivery Group's main function is to register land and provide a high quality and sustainable level of service to our customers, measured against a set of key performance indicators.

Transformation Portfolio

The Transformation Portfolio designs and delivers the changes required to deliver the business strategy.

Technology & Digital Services

Technology and Digital Services is responsible for building new digital services, managing, maintaining and developing all the technology we use.

Customer & Strategy Group

The purpose of the Customer and Strategy Group is to help set the direction of the organisation and represent the voice of the customer, bringing together customer insight and knowledge of our external environment to shape and adjust our direction as needed.

Data & Register Integrity Group

We protect the integrity of the register, ensuring we have the rules, orders, directions and notices in place to operate effectively.

Expenditure streams

The expenditure streams are split into three categories: Business as Usual (BAU); Central Costs; and Projects.

This division is designed to show the costs of running the directorate (BAU), additional tasks being completed by directorate (projects), and to separate out the central running costs for HM Land Registry (central costs).

Central costs

This category includes items such as staff leave accruals, property costs, depreciation, amortisation, provisions, and impairments which are monitored by a single directorate but could be apportioned across the organisation. Below are explanations relating to the most significant variances arising in the central costs category.

In 2021-22, £231k of Central Costs in FaBS includes capital grant-in-kind for the legacy assets being transferred to the Government Property Agency, following the transfer of HM Land Registry's land, freehold building and the majority of its long-lease hold buildings in 2020-21 for £52.75m.

Variance between Note 2. Operating Segments and Statement of Net Comprehensive Expenditure

The operating segments shown above are presented net of revenue (see Note 3).

3 Goods and services

3.1 Operating Income

	Note	2022-23 £'000	2021-22 £'000
Income from sale of goods and services		(2,422)	(2,704)
Total operating income		(2,422)	(2,704)

3.2 Other costs

Cash items	Note	2022-23 £'000	2021-22 £'000
IT & Professional services		30,443	31,412
Accommodation costs		15,752	13,838
Other staff costs including training		10,938	5,386
Survey and scanning costs		5,462	4,230
File store costs		5,330	4,230
Local Land Charges transition & burden payments		3,922	4,909
Hire of machinery		3,147	2,872
First-tier Tribunal costs		3,082	2,756
Postage and Printing costs		1,905	1,813
Telecommunication costs		1,225	1,792
Advertising and marketing		998	847
Office maintenance		980	1,101
Charge for operating leases - buildings	10	7	6
Other costs		1,782	1,373
Total cash expenditure		84,973	76,565
Non-cash items			
Indemnity provision and payments for Indemnity including legal costs	14	(8,082)	4,960
Other provision movements	14	1,840	–
Capital grant-in-kind		–	231
Depreciation of tangible non-current assets – owned	7	6,363	4,360
Depreciation of tangible non-current assets – leased	7, 10	4,189	6,104
Amortisation of intangible assets	8	8,354	1,309
Impairment in value of non-current assets	7, 9	1,427	501
Auditor's remuneration – audit fee	3.3	118	106
Total non-cash expenditure		14,208	17,571
Total Other Costs		99,181	94,136

3.3 Auditor's Remuneration

Auditor's Remuneration is a notional fee in both financial years paid through the Supply Process, which is broken down as follows:

	2022-23 £'000	2021-22 £'000
Audit of Resource Accounts	95	86
Audit of Trust Statement Accounts	23	20
Total notional fee	118	106

4 Employee information

4.1 Staff costs

	2022-23			2021-22		
	Permanent staff £'000	Others £'000	Total £'000	Permanent staff £'000	Others £'000	Total £'000
Salaries	210,748	471	211,219	197,358	1,390	198,748
Social security costs	22,786	42	22,828	19,933	123	20,056
Other pension costs	52,667	46	52,713	50,088	295	50,383
	286,201	559	286,760	267,379	1,808	269,187

4.2 Staff numbers

The average number of persons employed (full-time equivalent) by HM Land Registry during the year was made up as follows:

	2022-23			2021-22		
	Permanent staff	Others	Total	Permanent staff	Others	Total
Senior management	5	–	5	7	–	7
Operations	4,845	2	4,847	4,671	17	4,688
Head Office	955	15	970	684	15	699
Digital, Data and Technology	564	5	569	672	6	678
	6,369	22	6,391	6,034	38	6,072

4.3 The salary and pension entitlements of the Chief Executive and the Directors of HM Land Registry are included in the Remuneration and Staff Report on pages 74 to 76.

The staff costs in Note 4.1 do not include those staff costs capitalised as part of the building of intangible assets. During 2022-23 £11.2m (2021-22: £11.0m) of staff costs was capitalised in the construction of these intangible assets.

4.4 Pensions

The Principal Civil Service Pension Scheme (PCSPS) and the Civil Servant and Other Pension Scheme (CSOPS) – known as “Alpha” – are unfunded multi-employer defined benefit schemes but HM Land Registry is unable to identify its share of the underlying assets and liabilities. The scheme actuary, the Government Actuary’s Department (GAD), valued the PCSPS as at 31 March 2021, with the report published on 27 January 2022. You can find details in the resource accounts of the Cabinet Office: Civil Superannuation.

For 2022-23, employers’ contributions of £52.7m were payable to the PCSPS and CSOPS (2021-22 £50.1m) at one of four rates in the range 26.6% to 30.3% of pensionable earnings, based on salary bands.

The Scheme Actuary reviews employer contributions usually every four years following a full scheme valuation. The contribution rates are set to meet the cost of the benefits accruing during 2022-23 to be paid when the member retires and not the benefits paid during this period to existing pensioners.

Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution. Employers’ contributions of £0.40m were paid to one appointed stakeholder pension provider.

Employer contributions are age-related and ranged from 8.0% to 14.75%.

Employers also match employee contributions up to 3.0% of pensionable earnings. In addition, employer contributions of £9,258, 0.5% of pensionable pay, were payable to the PCSPS to cover the cost of the future provision of lump sum benefits on death in service or ill-health retirement of these employees.

Contributions due to the partnership pension providers at the balance sheet date were £0.04m. Contributions prepaid at that date were £0.00m.

Five individuals retired early on ill-health grounds; the total additional accrued pension liabilities in the year amounted to £20,491 (2021-22: £20,491).

Further information relating to pension arrangements can be found in the Remuneration and Staff Report on pages 76 to 80 and Note 1.7.

5 Finance income

	2022-23	2021-22
	£'000	£'000
Interest received on leases	40	51
	40	51

6 Finance expense: Finance leases

	2022-23	2021-22
	£'000	£'000
Interest on obligations under finance leases	1,127	1,280
	1,127	1,280

7 Property, plant and equipment

Following the adoption of IFRS 16 with effect from 1 April 2021, as explained in Note 1.9, assets previously classified as property, plant and equipment held under finance leases have been reclassified as right-of-use assets and are disclosed under Note 10.

7.1 2022-23

	Plant and equipment		
	IT-related assets	Other plant and equipment	Total
Cost or valuation	£'000	£'000	£'000
At 1 April 2022	88,744	2,317	91,061
Additions	1,674	–	1,674
Assets brought into use	790	–	790
Impairment	–	–	–
Disposals	(3,452)	–	(3,452)
At 31 March 2023	87,756	2,317	90,073
Accumulated depreciation			
At 1 April 2022	66,989	2,166	69,155
Charged in year	6,346	17	6,363
Disposals	(3,279)	–	(3,279)
At 31 March 2023	70,056	2,183	72,239
Carrying amount at 31 March 2023	17,700	133	17,834

7.2 2021-22

	Plant and equipment		
	IT-related assets	Other plant and equipment	Total
Cost or valuation	£'000	£'000	£'000
At 1 April 2021	90,721	2,501	93,222
Additions	4,956	80	5,036
Assets brought into use	552	–	552
Impairment	(501)	–	(501)
Disposals	(6,984)	(264)	(7,248)
At 31 March 2022	88,744	2,317	91,061
Accumulated depreciation			
At 1 April 2021	69,252	2,079	71,331
Charged in year	4,239	121	4,360
Disposals	(6,502)	(34)	(6,536)
At 31 March 2022	66,989	2,166	69,155
Carrying amount at 31 March 2022	21,755	151	21,906

See Note 1.8 for details of the property, plant and equipment accounting policy.

See Note 1.13 for details of the impairment accounting policy.

8 Intangible assets

8.1 2022-23

	E-security, portal and Business Gateway	Local Land Charges	Software and software licences	Total
Cost or valuation	£'000	£'000	£'000	£'000
At 1 April 2022	27,424	25,407	69,810	122,641
Additions	–	–	309	309
Assets brought into use	–	6,851	23,536	30,387
Disposals	–	–	(1,452)	(1,452)
At 31 March 2023	27,424	32,258	92,203	151,885
Amortisation				
At 1 April 2022	27,424	10,134	38,914	76,472
Charged in year	–	3,111	5,246	8,358
Disposals	–	–	(1,387)	(1,387)
At 31 March 2023	27,424	13,246	42,774	83,443
Carrying amount at 31 March 2023	–	19,012	49,429	68,442

8.2 2021-22

	E-security, portal and Business Gateway	Local Land Charges	Restated: Software and software licences	Total
Cost or valuation	£'000	£'000	£'000	£'000
At 1 April 2021	27,424	21,771	47,718	96,913
Additions	–	–	837	837
Assets brought into use	–	3,636	21,255	24,891
At 31 March 2022	27,424	25,407	69,810	122,641
Amortisation				
At 1 April 2021	27,424	8,788	38,951	75,163
Charged in year	–	1,346	(37)	1,309
At 31 March 2022	27,424	10,134	38,914	76,472
Carrying amount at 31 March 2022	–	15,273	30,896	46,169

See Note 1.12 for details of the intangible assets accounting policy.

9 Assets under construction

	Tangibles	Intangibles			Total
	Other assets	Local Land Charges	Transformation Digital Assets	Restated: Other assets	
	£'000	£'000	£'000	£'000	
2022-23					
At 1 April 2022	1,557	10,275	10,195	13,263	35,290
Additions	480	16,344	26,648	(908)	42,564
Brought into use	(790)	(6,460)	(23,029)	(897)	(31,177)
Impairment	–	–	(1,421)	–	(1,421)
Carrying amount at 31 March 2023	1,247	20,158	12,393	11,458	45,257
2021-22					
At 1 April 2021	1,058	3,085	14,277	6,442	24,862
Additions	1,051	10,826	16,561	7,433	35,871
Brought into use	(552)	(3,636)	(20,643)	(612)	(25,443)
Carrying amount at 31 March 2022	1,557	10,275	10,195	13,263	35,290

See Note 1.13 for details of the impairment accounting policy.

10 Leases

10.1 Quantitative disclosures around right-of-use assets

	Buildings 2022-23 £'000	Buildings 2021-22 £'000
Right-of-use assets: Buildings Cost		
At 1 April	76,339	4,597
Additions	8,108	71,742
Remeasurement	(5,073)	–
At 31 March	79,375	76,339
Right-of-use assets: Buildings Depreciation		
At 1 April	(6,867)	–
Depreciation Expense	(4,852)	(6,867)
At 31 March	(11,719)	(6,867)
Carrying amount at 31 March	67,655	69,472

The value of HM Land Registry's right-of-use assets and depreciation charge are offset by its lessor accounting as follows:

	£'000	£'000
Reduction in asset value to due lessor accounting		
Opening balance	(3,239)	(4,002)
Depreciation offset - Current Year	663	763
Closing asset value	(2,576)	(3,239)
Total value of HM Land Registry's right-of-use assets	65,079	66,233

10.2 Quantitative disclosures around lease liabilities

Maturity analysis		2022-23 £'000	2021-22 £'000
Buildings - Right of use	Note		
Within one year		5,251	5,414
In the second to fifth years inclusive		19,996	20,047
After five years		42,692	45,010
Total minimum lease payments		67,940	70,471
Buildings - Non-right of use	Note		
Within one year		398	351
In the second to fifth years inclusive		2,243	1,943
After five years		706	1,404
Total minimum lease payments		3,347	3,698
Current		5,649	5,765
Non-current		65,638	68,405
Total		71,287	74,170

10.3 Quantitative disclosures around elements in the Statement of Comprehensive Net Expenditure

Amounts recognised in the Statement of Comprehensive Net Expenditure	2022-23 £'000	2021-22 £'000
Finance Income: Interest received on leases	(40)	(51)
Depreciation	4,852	6,867
Finance Charges: Interest on obligations under finance leases	1,127	1,280
Low value and short term leases	7	6
	5,946	8,102

10.4 Quantitative disclosures around cash outflow for leases

Amounts recognised in the Statement of Cash Flows	2022-23 £'000	2021-22 £'000
Capital repayment of leases in year	(5,922)	(6,178)
Finance Charges: Interest on obligations under finance leases	1,127	1,280
Finance Income: Interest received on leases	40	51
Repayments of principal on leases	(4,755)	(4,847)

10.5 HM Land Registry as lessor

	2022-23 £'000	2021-22 £'000
Within one year	446	617
In the second to fifth years inclusive	1,476	1,634
After five years	832	1,120
	2,754	3,371

11 Cash at bank and in hand

	2022-23 £'000	2021-22 £'000
Balance at 1 April	31,214	23,474
Net change in cash balances	(8,904)	7,740
Balance at 31 March	22,310	31,214

The balance at 31 March was held at

Government Banking Service	22,310	31,214
Balance at 31 March	22,310	31,214

HM Land Registry's financial assets are bank balances and cash, and trade and other receivables, which represent the maximum exposure to credit risk in relation to financial assets. The credit risk is primarily attributable to trade and other receivables and is spread over a large number of customers. The amounts presented in the Statement of Financial Position are net of allowances for doubtful receivables, estimated by management based on past experience and an assessment of the current economic climate.

HM Land Registry's bank balances are held with the Government Banking Service.

12 Trade and other receivables

12.1 Current

	2022-23	2021-22
	£'000	£'000
Trade receivables	–	–
Other receivables	1,367	5,197
Right-to-Use: Repayment in year	(577)	(817)
Prepayments and accrued income	10,306	8,522
	11,096	12,902
Right-to-Use: Debtors	989	1,394
	12,085	14,296

The 'Right-to-Use: Repayment in year' is correctly included in the 'Receivables' note. This is because when the lessees make payment, this balance decreases, which off-set against the 'Right-to-Use: Debtors', so these should be presented together to provide a complete understanding of the underlying transactions.

The average credit period taken on provision of services is 4.7 days (2021-22: 5.3 days). No interest is charged on the receivables.

Rents receivable are received and accounted for in advance of the occupancy period and the likelihood of non-collection of rents and credit risk exposure have both been determined as insignificant in terms of overall risk, with these assessments unchanged in light of the impact of COVID-19.

12.2 Non-current

	2022-23	2021-22
	£'000	£'000
Right-to-Use debtors	2,196	2,608
Other receivables	51	64
Prepayments and accrued income	1,381	300
	3,628	2,972

The carrying amounts of trade and other receivables are deemed to be an approximation of their fair values.

13 Trade and other payables

13.1 Current

	Notes	2022-23 £'000	2021-22 £'000
Trade payables		2,033	1,912
Taxation and social security		5,726	5,476
Other payables		4,840	5,154
Accruals		30,399	27,679
Consolidated Fund Extra Receipts (CFER) Income due to the Consolidated Fund		284	309
Amounts issued from the Consolidated Fund for Supply but not spent at 31 March	11	22,026	30,905
		65,309	71,435
Lease obligations	10	5,649	5,765
		70,958	77,200

The average credit period taken for trade purchases is 6.1 days (2022-23: 3.4 days). The carrying amounts of trade payables are deemed to be an approximation of their fair values.

13.2 Non-current

	Notes	2022-23 £'000	2021-22 £'000
Lease Obligations	10	65,638	68,404
		65,638	68,404

14 Provisions for liabilities and charges

14.1 Early release schemes and other

	2022-23			2021-22	
	Early retirement & other £'000	Dilapidations £'000	Total £'000	Early retirement & other £'000	Total £'000
At 1 April	53	–	53	60	60
Provided in the year	–	1,840	1,840	–	–
Provision utilised in the year	–	–	–	(7)	(7)
At 31 March	53	1,840	1,893	53	53
Included in current liabilities	53	946	999	53	53
Included in non-current liabilities	–	894	894	–	–
	53	1,840	1,893	53	53

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). HM Land Registry bears the cost of these benefits until the normal retirement age of the employees retired under the scheme. The total pension liability up to normal retiring age in respect of each employee is charged to the Statement of Comprehensive Income 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.

Total payments in the year amounted to £0.0m, and £0.0m had been provided for within the ERP provision in the 2022-23 accounts (2021-22: Payments £0.0m and Provision of £0.5m).

Dilapidation provision

Dilapidation provisions are recognised where HM Land Registry has sufficient assurance that they will have to undertake works at the end of a lease to return the building to the state it was in when the lease commenced.

Early retirement and other provisions

Early retirement and other provisions reflect future costs which HM Land Registry is liable, where the obligating event has already occurred, but for which the timing and value remain uncertain.

14.2 Indemnity Fund

The Land Registration Act 2002 places a legal liability on HM Land Registry to indemnify for losses resulting from errors or omissions in 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 HM Land Registry. HM Land Registry provides for these claims under its Indemnity Fund both for known claims and claims incurred but not reported (IBNR).

	2022-23			2021-22		
	Outstanding Provision	IBNR Provision	Total	Outstanding Provision	IBNR Provision	Total
	£'000	£'000	£'000	£'000	£'000	£'000
At 1 April	7,600	62,200	69,800	7,700	62,900	70,600
Provided in the year	4,718	–	4,718	5,780	–	5,780
Provisions utilised in the year	(4,718)	–	(4,718)	(5,780)	–	(5,780)
Claims revaluation	4,600	–	4,600	(100)	–	(100)
IBNR revaluation	–	(17,400)	(17,400)	–	(700)	(700)
At 31 March	12,200	44,800	57,000	7,600	62,200	69,800

Following the actuarial review by the Government Actuary's Department (GAD), the fund in respect of reported but not settled claims (Outstanding Provision) has increased in 2022-23 by £4.6m (2021-22: £0.1m decrease). The provision for claims incurred but not reported (IBNR Provision) has decreased in 2022-23 by £17.4m (2021-22: £0.7m decrease).

The £17.4m decrease in the IBNR Provision is predominately driven by the change in the HM Treasury mandated Public Expenditure System (PES) discount rates. This accounts for £12.7m of the change in value. This change in the valuation of the provision should be considered an adjustment based on an estimate of long-term liability and does not reflect a change in underlying claims portfolio. If inflation moves as predicted by the Bank of England, the valuation may swing back in future years.

The decrease in the IBNR provision is offset in part by a £4.6m increase in Outstanding Claims revaluation, resulting in a net decrease in value due to changes in valuation of £12.8m.

The Outstanding Provision for claims received but not yet settled is an estimate and as it involves projecting future payments, the final amounts paid on these claims is uncertain. The main uncertainties are:

- the proportion of outstanding claims that will ultimately be paid;
- the value of the payments made; and
- the effect of any legal judgements.

The presence of large outstanding claims can add significantly to this uncertainty.

The IBNR Provision is greater and inherently more uncertain than the Outstanding Provision. Unlike the Outstanding Provision, which is based on existing claims information, the IBNR Provision covers potential claims that may be made as a result of errors that have already been introduced into the register as a result of day-to-day update activity (either through fraud and forgery or administrative error). The main uncertainties within the IBNR Provision are:

- the number of unreported errors currently within the register is unknown;
- at what point in the future these errors will be discovered and claims made; and
- how much the cost of the corresponding claims will be.

Claims can take many years to be reported and subsequently settled.

In estimating the IBNR Provision, the actuary projects the number and timing of future claim reports and average claim sizes, using assumptions about claims settlement patterns, the expected effects of any known legal judgements and claims inflation. The resulting projected future claims cash flows are then discounted to a net present value at the accounting date using HM Treasury-prescribed discount rates.

The assumptions used in the projections are based on analysis of historical claims data, allowance for recent trends and consideration of the potential effects of underlying factors such as the volume of HM Land Registry activity and numbers of registered titles. We provide input to the actuaries on these assumptions, based on the knowledge of the legal team that handles the claims.

Uncertainty in the provisions – sensitivity analysis

The values of the Indemnity Fund Provisions are subject to future uncertain final settlement value, both for known claims and claims incurred but not reported (IBNR). The uncertainty in value of outstanding claims could lead to a variation in the proposed provision. A range of scenarios have been considered in respect of the assumptions on:

- the proportion of claims that settle for zero;
- the average claim size;
- the HM Treasury prescribed discount rate;
- the number of claims that will be received; and
- the rate of inflation.

These scenarios have been considered in isolation and combination as shown in the sensitivity analysis table below.

On the basis of this analysis work:

- it is reasonably foreseeable that the value of liabilities could be in the region of £11.0m (Outstanding Provision) or £60.9m (IBNR Provision); and
- it is possible that in extreme favourable scenarios the value of liabilities could be as little as £11.0m (Outstanding Provision) and £29.6m (IBNR Provision).

We have also considered extreme adverse scenarios, where the value of liabilities is as much as £13.5m (Outstanding Provision) and £60.9m (IBNR Provision).

The long-term open-ended nature of statutory indemnity means that these figures do not represent the maximum possible liability. However, we believe the likelihood of such scenarios to be small.

The degree of uncertainty at future accounting dates may be different from that illustrated here. This could be for a number of reasons, for example because the profile of claims has changed or because the outlook on future claim trends has changed.

At future accounting dates, it should be expected that:

- the outstanding provision will fluctuate depending on the volume of claims reported at the time, especially large claims;
- all else being equal, the IBNR Provision will increase over time because of inflationary forces; and
- both the Outstanding Provision and the IBNR Provision will be particularly sensitive to the number and value of fraud and forgery claims as these are the most financially significant category of claims.

The Indemnity Fund Provision of £57m is a best estimate. Additionally, the future values of Indemnity Fund Provisions are subject to inherent uncertainties.

Sensitivity analysis

	2022-23		
	Outstanding Provision Maximum £m	Outstanding Provision Minimum £m	Percentage movement %
Provided in these accounts (reasonably foreseeable value – see Note 14.2)	12.2	12.2	0%
Impact of scenarios			
Discount rate			
1. Increase Treasury prescribed discount rate by 1.0% pa		(0.9)	-7%
2. Decrease Treasury prescribed discount rate by 1.0% pa	1.0		8%
Settlement costs			
3. Increase settlement costs for the first development year by 5% for error claims	0.1		1%
4. Decrease settlement costs for the first development year by 5% for error claims		(0.1)	-1%
5. Increase settlement costs for the first development year by 5% for fraud claims	0.2		2%
6. Decrease settlement costs for the first development year by 5% for fraud claims		(0.2)	-2%
Extreme favourable scenarios			
(1) + (4) + (6)		11.0	
Extreme adverse scenarios			
(2) + (3) + (5)	13.5		

	2022-23			
	IBNR Provision maximum £m	IBNR Provision minimum £m	Percentage movement increase %	Percentage movement decrease %
Provided in these accounts (reasonably foreseeable value – see Note 14.2)	44.8	44.8	0	0
Impact of scenarios				
Favourable but foreseeable scenarios				
Nil claims proportion				
1. Change the nil claims proportion for attritional claims by +/- 5%	1.3	(1.3)	3%	-3%
2. Change the nil claims proportion for large claims by +/- 5%	0.9	(0.9)	2%	-2%
Average cost per claim				
3. Change average cost per claim for attritional error claims by +/- 10%	1.3	(1.3)	3%	-3%
4. Change average cost per claim for large error claims by +/- 10%	0.9	(0.9)	2%	-2%
5. Change average cost per claim for attritional fraud claims by +/- 10%	0.9	(0.9)	2%	-2%
6. Change average cost per claim for large fraud claims by +/- 10%	0.4	(0.4)	1%	-1%
Discount rate				
7. Increase Treasury prescribed discount rate by 0.5% pa		(3.1)		-7%
8. Decrease Treasury prescribed discount rate by 0.5% pa	3.6		8%	
Projected number of IBNR claims				
9. Increase projected number of attritional IBNR claims by 10% for incident years since 2017/18	2.2		5%	
10. Decrease projected number of attritional IBNR claims by 10% for incident years since 2017/18		(2.2)		-5%
11. Increase projected number of large IBNR claims by 10% for incident years since 2017/18	1.3		3%	
12. Decrease projected number of large IBNR claims by 10% for incident years since 2017/18		(1.3)		-3%
Future claims inflation				
13. Increase assumed future claims inflation by 1%	3.1		7%	
14. Decrease assumed future claims inflation by 1%		(2.7)		-6%
Extreme favourable scenarios				
(1)+(2)+(3)+(4)+(5)+(6)+(7)+(10)+(12)+(14)		29.6		
Extreme adverse scenarios				
(1)+(2)+(3)+(4)+(5)+(6)+(8)+(9)+(11)+(13)	69.9			

15 Contingent liabilities

15.1 Indemnity

The Land Registration Act 2002 places a legal liability on HM Land Registry to indemnify for losses resulting from errors or omissions in 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 HM Land Registry. HM Land Registry provides for these claims under its Indemnity Fund both for known claims and claims incurred but not reported (IBNR) (see Note 14.2) based upon the assumed likelihood that claims will be successful.

As at 31 March 2023, the value of pending indemnity claims made to HM Land Registry is shown below. The estimated settlement value of these claims included within the Indemnity Fund provision is £12.2m (see Note 14.2) (2021-22: £7.6m).

	2022-23	2021-22
	£'000	£'000
Errors or omissions		
Mistakes	10,120	4,442
Fraud and forgery	19,744	14,576
	29,864	19,018

15.2 Employment tribunals

At 31 March 2023, HM Land Registry had no employment tribunal cases, which are considered contingent liabilities.

16 Capital commitments

	2022-23	2021-22
	£'000	£'000
Capital expenditure	18,770	14,571
Contracted for but not provided in these accounts	18,770	14,571

The increase in capital commitments during 2022-23 is driven by an increase in internal service, automation and corporate services programmes. During the year we have also seen a decrease in capital commitments within HM Land Registry's Local Land Charges (LLC) Programme. This programme is part of Government's Major Projects Portfolio, for which HM Land Registry receives ring-fenced funding.

This disclosure reflects HM Land Registry capital commitments where contracts were signed before 31 March 2023, which are not reflected within other notes to these accounts. Further information can be found at: HM Land Registry Government Major Projects Portfolio data, 2022 - GOV.UK (www.gov.uk)

	2022-23	2021-22
	£'000	£'000
Programmes		
Local Land Charges	10,992	13,719
Internal Services	2,706	0
Automation Programme	894	0
Corporate Services	4,179	852
	18,770	14,571

17 Related party disclosures

In accordance with IAS 24 *Related Party Disclosures*, as interpreted by the FReM, the following information is provided on related party transactions.

During 2022-23, HM Land Registry had a number of material transactions with other government departments and other central government bodies. Most of these transactions have been with Ordnance Survey, HM Courts and Tribunals and the Government Property Agency.

None of the Board Members, or members of the key management staff or other related parties, have undertaken any material transactions with HM Land Registry during the year.

The Remuneration Report provides information on key management compensation.

18 Events after the reporting period

In accordance with the requirements of IAS 10 *Events After the Reporting Period*, events after the Statement of Financial Position date are considered up to the date on which the financial statements are authorised for issue. This is interpreted as the date of the certificate and report of the Comptroller and Auditor General.

On 1 June 2023 under a Machinery of Government change HM Land Registry transferred to the Department for Levelling Up, Housing and Communities (DLUHC) from the Department for Business and Trade (DBT).

HM Land Registry Trust Statement 2022-23

Statement of Accounting Officer's responsibilities

Under the Exchequer and Audit Departments Act 1921, HM Treasury has directed HM Land Registry to prepare, for each financial year, a Trust Statement ("the Statement") in the form and on the basis set out in the Accounts Direction. The Statement is to be prepared on an accruals basis and must give a true and fair view of the state of affairs of the fees and charges, and of the related expenditure and cash flows for the financial year.

In preparing the accounts and trust statement, 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 HM 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 accounts;
- prepare the accounts on a going concern basis; and
- confirm that the Annual Report and Accounts as a whole is fair, balanced and understandable and take personal responsibility for the Annual Report and Accounts and the judgements required for determining that it is fair, balanced and understandable.

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

As the Accounting Officer, I have taken all the steps that I ought to have taken to make myself aware of any relevant audit information and to establish that HM Land Registry's auditors are aware of that information. So far as I am aware, there is no relevant audit information of which the auditors are unaware.

Governance Statement

As the Accounting Officer for HM Land Registry I have responsibility for maintaining corporate governance structures that support the achievement of HM Land Registry's aims, objectives and targets, while safeguarding public funds and HM Land Registry's assets.

HM Land Registry operates and follows the principles of good governance in accordance with HM Treasury guidance. The Governance Statement, which covers all aspects of HM Land Registry, including those reported here in this Trust Statement, is provided in the Accountability Report (pages 61 to 73).



Simon Hayes
Chief Executive and Chief Land Registrar
12 July 2023

The Certificate and Report of the Comptroller and Auditor General to The House of Commons

Opinion on financial statements

I certify that I have audited the financial statements of the HM Land Registry Trust Statement for the year ended 31 March 2023 under the Exchequer and Audit Departments Act 1921.

The financial statements comprise: HM Land Registry's

- Statement of Financial Position as at 31 March 2023;
- Statement of Revenue, Statement of Other Income and Expenditure, and Statement of Cash Flows for the year then ended; and
- the related notes including the significant accounting policies.

The financial reporting framework that has been applied in the preparation of the financial statements is applicable law and UK adopted international accounting standards.

In my opinion, the financial statements:

- give a true and fair view of the state of HM Land Registry's affairs as at 31 March 2023 and its net revenue for the consolidated fund for the year then ended; and
- have been properly prepared in accordance with the Exchequer and Audit Departments Act 1921 and HM Treasury directions issued thereunder.

Opinion on regularity

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

Basis for opinions

I conducted my audit in accordance with International Standards on Auditing (UK) (ISAs UK), applicable law and Practice Note 10 *Audit of Financial Statements and Regularity of Public Sector Bodies in the United Kingdom (2022)*. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of my report.

Those standards require me and my staff to comply with the Financial Reporting Council's *Revised Ethical Standard 2019*. I am independent of HM Land Registry in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK. My staff and I have fulfilled our other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Conclusions relating to going concern

In auditing the financial statements, I have concluded that HM Land Registry's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on HM Land Registry's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

My responsibilities and the responsibilities of the Accounting Officer with respect to going concern are described in the relevant sections of this certificate.

The going concern basis of accounting for HM Land Registry is adopted in consideration of the requirements set out in HM Treasury's Government Financial Reporting Manual, which requires entities to adopt the going concern basis of accounting in the preparation of the financial statements where it is anticipated that the services which they provide will continue into the future.

Other information

The other information comprises information included in the Annual Report, but does not include the financial statements and my auditor's certificate and report thereon. The Accounting Officer is responsible for the other information.

My opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in my certificate, I do not express any form of assurance conclusion thereon.

My responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

Opinion on other matters

In my opinion the part of the Remuneration and Staff Report to be audited has been properly prepared in accordance with HM Treasury directions made under the Exchequer and Audit Departments Act 1921.

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

- the parts of the Accountability Report subject to audit have been properly prepared in accordance with HM Treasury directions made under the Exchequer and Audit Departments Act 1921;
- the information given in the Performance and Accountability Reports for the financial year for which the financial statements are prepared is consistent with the financial statements and is in accordance with the applicable legal requirements.

Matters on which I report by exception

In the light of the knowledge and understanding of HM Land Registry and its environment obtained in the course of the audit, I have not identified material misstatements in the Performance and Accountability Report.

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- Adequate accounting records have not been kept by HM Land Registry or returns adequate for my audit have not been received from branches not visited by my staff; or
- I have not received all of the information and explanations I require for my audit; or
- the financial statements and the parts of the Accountability Report subject to audit are not in agreement with the accounting records and returns; or
- certain disclosures of remuneration specified by HM Treasury's Government Financial Reporting Manual have not been made or parts of the Remuneration and Staff Report to be audited is not in agreement with the accounting records and returns; or
- the Governance Statement does not reflect compliance with HM Treasury's guidance.

Responsibilities of the Accounting Officer for the financial statements

As explained more fully in the Statement of Accounting Officer's Responsibilities, the Accounting Officer is responsible for:

- maintaining proper accounting records;
- providing the C&AG with access to all information of which management is aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;
- providing the C&AG with additional information and explanations needed for his audit;
- providing the C&AG with unrestricted access to persons within HM Land Registry from whom the auditor determines it necessary to obtain audit evidence;
- ensuring such internal controls are in place as deemed necessary to enable the preparation of financial statements to be free from material misstatement, whether due to fraud or error;
- ensuring that the financial statements give a true and fair view and are prepared in accordance with HM Treasury directions made under the Exchequer and Audit Departments Act 1921;
- ensuring that the annual report, which includes the Remuneration and Staff Report, is prepared in accordance with HM Treasury directions made under the Exchequer and Audit Departments Act 1921; and
- assessing HM Land Registry's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Accounting Officer anticipates that the services provided by HM Land Registry will not continue to be provided in the future.

Auditor's responsibilities for the audit of the financial statements

My responsibility is to audit, certify and report on the financial statements in accordance with the Exchequer and Audit Departments Act 1921.

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

Extent to which the audit was considered capable of detecting non-compliance with laws and regulations including fraud

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulations, including fraud. The extent to which my procedures are capable of detecting non-compliance with laws and regulations, including fraud is detailed below.

Identifying and assessing potential risks related to non-compliance with laws and regulations, including fraud

In identifying and assessing risks of material misstatement in respect of non-compliance with laws and regulations, including fraud, I:

- considered the nature of the sector, control environment and operational performance including the design of HM Land Registry's accounting policies.
- inquired of management, HM Land Registry's head of internal audit and those charged with governance, including obtaining and reviewing supporting documentation relating to HM Land Registry's policies and procedures on:
 - identifying, evaluating and complying with laws and regulations;
 - detecting and responding to the risks of fraud; and
 - the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations including HM Land Registry's controls relating to HM Land Registry's compliance with the Exchequer and Audit Departments Act 1921 and Managing Public Money;
- inquired of management, HM Land Registry's head of internal audit and those charged with governance whether:
 - they were aware of any instances of non-compliance with laws and regulations;
 - they had knowledge of any actual, suspected, or alleged fraud,

- discussed with the engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, I considered the opportunities and incentives that may exist within HM Land Registry for fraud and identified the greatest potential for fraud in the following areas: revenue recognition, posting of unusual journals, complex transactions and bias in management estimates. In common with all audits under ISAs (UK), I am required to perform specific procedures to respond to the risk of management override.

I obtained an understanding of HM Land Registry's framework of authority and other legal and regulatory frameworks in which HM Land Registry operates. I focused on those laws and regulations that had a direct effect on material amounts and disclosures in the financial statements or that had a fundamental effect on the operations of HM Land Registry. The key laws and regulations I considered in this context included Exchequer and Audit Departments Act 1921, Managing Public Money, the Land Registration Act 2002, the Land Registration Rules 2003, the Agricultural Credits Act 1928 and the Land Charges Act 1972 and any relevant employment law, pensions and tax Legislation.

Audit response to identified risk

To respond to the identified risks resulting from the above procedures:

- I reviewed the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described above as having direct effect on the financial statements;
- I enquired of management, the Audit and Risk Committee and in-house legal counsel concerning actual and potential litigation and claims;
- I reviewed minutes of meetings of those charged with governance and the Board; and internal audit reports;
- in addressing the risk of fraud through management override of controls, I tested the appropriateness of journal entries and other adjustments; assessed whether the judgements on estimates are indicative of a potential bias; and evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business; and

I also communicated relevant identified laws and regulations and potential risks of fraud to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of my certificate.

Other auditor's responsibilities

I am required to obtain evidence sufficient to give reasonable assurance that the expenditure and income recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control I identify during my audit.

Report

I have no observations to make on these financial statements.

Gareth Davies

Comptroller and Auditor General

National Audit Office
157-197 Buckingham Palace Road
Victoria
London
SW1W 9SP

14 July 2023

Trust Statement

Financial statements

Statement of Revenue, Other Income and Expenditure as at 31 March 2023

	Note	2022-23 £'000	2021-22 £'000
Fees and Charges revenue			
Registration of title	2.1	343,484	307,023
Land Charges and Agricultural Credits	2.1	6,482	7,279
Local Land Charges	2.1	789	408
Total Fees and Charges revenue		350,755	314,710
Commercial Income			
Income from commercial activities	2.1	4,007	4,219
Total Commercial Income		4,007	4,219
Total revenue and other income		354,762	318,929
Expenditure			
Collection costs	2.2	(188)	–
Other debts written off	3.4	(43)	(52)
Bad debts written off	3.4	(2)	4
Total expenditure		(233)	(48)
Net revenue for the Consolidated Fund	5	354,529	318,881

There were no recognised gains or losses accounted for outside the above Statement of Revenue, Other Income and Expenditure.

The notes at pages 127 to 129 form part of this statement.

Statement of Financial Position as at 31 March 2023

	Note	2022-23 £'000	2021-22 £'000
Receivables falling due within one year			
Current assets			
Other receivables	3.1	926	3,073
Cash and cash equivalents		178,246	152,909
Total current assets		179,172	155,982
Current liabilities			
Payables	4.1	–	–
Deferred revenue	4.1	172,126	148,402
Total current liabilities		172,126	148,402
Net current assets		7,046	7,580
Total net assets		7,046	7,580
Represented by:			
Balance on Consolidated Fund Account	5	7,046	7,580

The notes at pages 127 to 129 form part of this statement.

Simon Hayes

Simon Hayes
Chief Land Registrar and Chief Executive
12 July 2023

Statement of cash flows for the year ended 31 March 2023

	Notes	2022-23 £'000	2021-22 £'000
Net cash flow from operating activities	A	380,400	368,574
Cash paid to the Consolidated Fund	5	(355,063)	(316,173)
Increase/ (decrease) in cash in this period		25,337	52,401
Notes to Cash Flow Statement			
A: Reconciliation of net cash flow to movement in net funds			
Net revenue for the Consolidated Fund	SoCNE	354,529	318,881
(Increase)/ decrease in receivables	3.1	2,147	(1,712)
Increase/ (decrease) in liabilities	4.1	23,724	51,404
Net cash flow from operating activities		380,400	368,574
B: Analysis of changes in net funds			
Increase/ (decrease) in cash in this period		25,337	52,401
Net funds at 1 April (Net Cash at Bank)		152,909	100,508
Net funds at 31 March (Closing Balance)		178,246	152,909
The following balances as at 31 March were held at:			
Government Banking Service		178,246	152,909
Balance at 31 March		178,246	152,909

The notes at pages 127 to 129 form part of this statement.

Notes to the Trust Statement

1. Statement of Accounting Policies

1.1 Basis of accounting

The Trust Statement is prepared in accordance with:

- the 2022-23 Financial Reporting Manual (FReM) issued by HM Treasury, in particular chapter 8.2 which deals with Consolidated Fund revenue and Trust Statements. The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as interpreted for the public sector; and
- the accounts direction issued by HM Treasury under section 2 (3) of the Exchequer and Audit Departments Act 1921.

The accounting policies adopted in the Trust Statement are described below. The accounting policies have been applied consistently in dealing with items considered material in relation to the accounts.

The income and associated expenditure contained in these statements are those flows of funds which HM Land Registry (HM Land Registry) handles on behalf of the Consolidated Fund and where it is acting as agent rather than principal.

The financial information contained in these statements and in the notes is rounded to the nearest '£000.

1.2 Changes in accounting policy and disclosures

There have been no changes in accounting policies for the reporting period. New standards, amendments and interpretations issued but not effective for the financial year beginning 1 April 2022 and not early adopted:

- IFRS 17 *Insurance Contracts* will become effective from 1 January 2023 for public sector organisations. This reporting standard is anticipated to have no accounting impact upon HM Land Registry as no such insurance contracts are held.

1.3 Accounting convention

The Trust Statement has been prepared under the historical cost convention. The preparation of the accounts in conformity with IFRS requires the use of certain critical accounting estimates (see Note 1.6). It also requires management to exercise its judgement in the process of applying the accounting policies.

1.4 Revenue recognition

Fees and charges are measured at the fair value of amounts received and in accordance with IFRS 15. Fees and charges are derived from the Land Registration Fee Order 2013 (<https://www.legislation.gov.uk/ukxi/2022/730/made>). They are included within the financial statements of the financial year in which the service is delivered. Income is recognised net of any refunds for transactions that are not completed, or on transactions where erroneous information is provided by customers.

Registration of title and Land Charges and Agricultural Credits income is recognised upon receipt of a completed application. If an application is not complete, the amount received is treated as a fee in advance, regardless of application type. All application types are accounted for consistently. The associated payment amounts received for services not delivered in the financial year reported

are subsequently recorded as contract liabilities and disclosed within current liabilities.

Income is recognised once the contract performance obligation under IFRS 15 *Revenue from contracts with Customers* has been fulfilled, that is once the register has been fully updated following receipt of an application.

1.5 Receivables

Receivables are shown net of impairments in accordance with the requirements of IFRS 9 Financial Instruments. Receivables are derecognised when the rights to receive cash flows from the assets have expired.

1.6 Critical accounting judgements and estimates

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

When preparing the Trust Statement, HM Land Registry makes estimates and assumptions concerning the future. The most significant judgement area in the preparation of this Trust Statement relates to revenue recognition and the calculation of the deferred revenue balance, which requires a judgement on the percentage of work complete for outstanding applications. Further details on revenue recognition is contained in Note 1.4.

1.7 Impairment of debt and credit losses

Receivables are shown net of impairments in accordance with the requirements of the FReM and IFRS 9. The fair value of receivables is determined by making an impairment to reduce the carrying value of receivables is determined by making an impairment to reduce the carrying value of receivables to the estimated future flow of repayments.

HM Land Registry is not exposed to credit risk under IFRS 7 *Financial Instruments: disclosures*.

1.8 Miscellaneous Consolidated Fund Extra Receipts (CFER) Income

In accordance with Managing Public Money, HM Treasury has powers to direct that income included in a departmental Estimate and approved by Parliament may be retained and used by the department. This is undertaken by applying this income against specific costs (resource or capital) within that Estimate. Where HM Land Registry receives income outside that authority, the cash must be surrendered to the Consolidated Fund.

2. Statement of Revenue, Other Income and Expenditure Notes

2.1 Revenue and other income

	2022-23 £'000	2021-22 £'000
Fees and charges		
Registration of title	343,484	307,023
Land Charges and Agricultural Credits	6,482	7,279
Local Land Charges	789	408
Total fees and charges	350,755	314,710
Commercial Income		
Income from commercial activities	4,007	4,219
Total Commercial Income	4,007	4,219
Total Revenue and Other Income	354,762	318,929

2.2 Expenditure

	2022-23 £'000	2021-22 £'000
Collection costs	(188)	0
Total Expenditure	(188)	0

3. Receivables

3.1 Current receivables

	2022-23 £'000	2021-22 £'000
Receivables	932	3,078
Provision for doubtful debt	(6)	(5)
Receivable before impairment	926	3,073
less estimated impairments	–	–
Total receivables as at 31 March	926	3,073

Receivables represents the amount due from taxpayers and businesses where invoices or other demands for payment have been issued but not paid for at 31 March 2023. Debts are written off only when the debtor is dissolved, bankrupt or in liquidation and the debt is deemed unrecoverable through any further means.

Individual application receipts are only processed once the relevant fee has been accounted for. The total collectable is spread over a high volume of different customers with associated low-value fees. Accordingly, the likelihood of non-collection of fees and credit risk exposure have both been determined as insignificant in terms of overall risk.

3.2 Non current receivables

There are no amounts falling due after more than one year.

3.3 Credit losses

	Note	2022-23 £'000	2021-22 £'000
Other debts written off		(43)	(52)
Bad debt written off		(2)	4
Total		(45)	(48)

4. Payables and deferred revenue

4.1 Current payables

		2022-23 £'000	2021-22 £'000
Payables		–	–
Deferred revenue		172,126	148,402
Total payables and deferred revenue at 31 March		172,126	148,402

Payables are the amounts established as due at the balance sheet date, but where payment is made subsequently. Deferred revenue includes income for fees paid in the current year that relate to future financial periods.

4.2 Non-current payables

There are no amounts falling due after more than one year.

5. Balance on the Consolidated Fund Account

	Note	2022-23 £'000	2021-22 £'000
Balance on Consolidated Fund as at 1 April		7,580	4,872
Net revenue for the Consolidated Fund	SOCNE	354,529	318,881
Less amount paid to the Consolidated Fund		(355,063)	(316,173)
Balance on Consolidated Fund Account as at 31 March		7,046	7,580

6. Related party disclosures

In accordance with IAS 24 *Related Party Disclosures*, as interpreted by the FReM, the following information is provided on related party transactions.

None of the Board Members, or members of the key management staff or other related parties, have undertaken any material transactions with HM Land Registry during the year.

The Remuneration Report provides information on key management compensation.

for Levelling Up, Housing and Communities (DLUHC) from the Department for Business and Trade (DBT).

7. Events after the reporting period

In accordance with the requirements of IAS 10 *Events after the Reporting Period*, post-year-end 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. The accounts do not reflect events after this date.

On 1 June 2023 under a Machinery of Government change HM Land Registry transferred to the Department

The appendices are not subject to audit.

Appendix A

Volumes and workloads 2022-23 and 2021-22

Application intake by type and method of receipt

	2022-23			2021-22		
	Total applications/ products received	Applications/ products received through online services	% of applications/ products received through online services	Total applications/ products received	Applications/ products received through online services	% of applications/ products received through online services
Bulk register updates (BRUs)	144,339	–	–	1,380,627	–	–
Total applications excluding BRUs	46,390,051	45,151,603	97.33	38,057,007	36,655,082	96.32
Total applications/products	46,534,390	45,151,603	97.03	39,437,634	36,655,082	92.94
Substantive applications excluding BRUs	4,939,983	4,569,453	92.50	4,985,794	4,570,809	91.68
Preliminary services products	21,778,124	21,678,124	99.54	21,967,047	21,870,855	99.56
Enquiry services applications	19,671,944	18,904,026	96.10	11,104,166	10,213,418	91.98
Total	46,390,051	45,151,603	97.33	38,057,007	36,655,082	96.32
Substantive applications excluding BRUs						
First registrations	74,615	0	0.00	81,007	0	0
Dispositional first leases	189,431	184,097	97.18	187,424	180,702	96.41
Transfers of part of registered land	209,867	198,386	94.53	215,016	204,663	95.19
Dealings of whole with registered land	4,466,070	4,186,970	93.75	4,502,347	4,185,444	92.96
Total	4,939,983	4,569,453	92.50	4,985,794	4,570,809	91.68
Preliminary services products						
Official copies ¹	18,184,784	18,096,852	99.52	18,305,941	18,227,450	99.57
Official searches	2,823,218	2,821,850	99.95	2,898,708	2,897,065	99.94
Official searches of the index map ¹	770,122	759,422	98.61	762,398	746,340	97.89
Total	21,778,124	21,678,124	99.54	21,967,047	21,870,855	99.56
Enquiry services applications						
Register views	5,596,955	5,596,955	100.00	5,833,865	5,833,865	100.00
Title plan views	1,064,521	1,064,521	100.00	1,168,672	1,168,672	100.00
Document views	40,330	40,330	100.00	42,210	42,210	100.00
Correspondence	163,059	109,281	67.02	194,194	155,261	79.95
Telephone enquiries	714,140	–	–	851,812	–	–
MapSearch downloads	1,085,470	1,085,470	100.00	1,104,151	1,104,151	100.00
SFLAPI	11,007,469	11,007,469	100.00	1,909,259	1,909,259	100.00
Total	19,671,944	18,904,026	96.10	11,104,163	10,213,418	91.98

For accompanying text see overleaf.

The table above sets out the transactional activities for the year, along with comparatives for the previous year. In this financial year we serviced more than 35 million applications, fulfilling the requirements of the 2002 Land Registration Act. These form the core of our activities and the revenues associated with them. The table also details our progress towards electronic delivery, in relation to the various types of application we receive. Excluding bulk register updates, the proportion of applications received electronically was over 96%.

Bulk register updates are groups of applications lodged at HM Land Registry affecting a large volume of registered titles, such as a bank changing the address for service on all of its registered charges. The levels of receipt of such applications are volatile in their nature and are therefore separated from other application types in order to avoid distortion of the data.

Note: An official copy application may result in more than one register and/or title plan being supplied.

A search of the index map application may give rise to more than one title number being revealed. For this reason the number of registers/title plans or the number of title numbers revealed are used as a metric rather than the number of applications themselves. These are termed products.

Appendix B

Land Charges and Agricultural Credits volumes and workloads 2022-23 and 2021-22

The Land Charges Department

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. The department also maintains the Index of Proprietors' Names (IOPN). This index can be searched against only on production of the appropriate authority and is used to establish whether any property assets are held against individuals or companies.

Some elements of customer accounts are also managed in the Land Charges Department.

Type of application	Number of applications or names in 2022-23	Restated: Number of applications or names in 2021-22
New registrations, rectifications and renewals	9,887	10,628
Cancellations	4,341	3,643
Official searches		
– Full searches	111,069	122,069
– Searches limited to insolvency	1,694,378	1,777,050
Office copies	19,524	17,822
Total	1,839,199	1,931,212

The Agricultural Credits Department

The Agricultural Credits Department 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.

Type of application	2022-23	2021-22
New registrations	774	405
Cancellations and rectifications	759	705
Searches	2,708	1,724
Total	4,241	2,834

Appendix C

Sustainability historical data

Carbon data (tonnes)

Greenhouse gas emissions	2022-23	2021-22	2020-21	2019-20	2018-19	2017-18	2016-17
Non-financial indicators (tCO2e)							
Total gross emissions for scopes 1 and 2	2,587	3,186	3,828	3,900	4,885	5,142	6,818
Electricity: green/renewable	0	850	646	525	1,824	1,688	1,710
Total net emissions for scopes 1 and 2 (having removed renewable elements)	2,587	2,336	3,182	3,375	3,061	3,454	5,108
Gross emissions scope 3 travel	320	230	30	645	460	528	510
Total gross reported emissions	2,907	3,416	3,859	4,545	5,345	7,361	7,328
Non-financial (mWh)							
Electricity: purchased (grid, combined heat and power, and non-renewable)	5,815	4,436	2,901	8,757	11,994	12,478	12,808
Electricity: renewable	0	3,681	1,326	1,896	–	–	–
Gas	8,012	7,984	6,909	6,657	6,528	6,659	5,774
Other energy sources	–	–	–	–	–	–	–
Total energy	13,827	16,101	11,137	17,310	18,522	19,137	18,582
Financial indicators (£'000)							
Expenditure on energy	1,600	1,626	1,779	2,102	1,943	1,788	1,485
Expenditure on accredited offsets (for example Government Carbon Offsetting Fund)	–	–	–	–	–	–	–
Expenditure on official business travel	915	333	24	1,222	1,305	1,193	1,231

Waste arising (tonnes)

Waste	2022-23	2021-22	2020-21	2019-20	2018-19	2017-18	2016-17
Non-financial indicators							
Hazardous waste	0	0	0	–	–	6	3
Non-hazardous waste							
Landfill waste	0	0	4	20	40	29	13
Reused/recycled waste	299	247	194	651	966	986	1,028
Energy from waste	113	104	101	123	163	26	5
Total waste arising	412	354	299	794	1,169	1,047	1,049
Financial indicators (£'000)							
Hazardous waste	–	–	–	–	–	–	–
Non-hazardous waste	–	–	–	–	–	–	–
Landfill waste	–	–	–	–	–	–	–
Reused/recycled waste	–	–	–	–	–	–	–
Incinerated waste	–	–	–	–	–	–	–
Total waste costs	129	84	99	138	75	147	129

Water reduction (cubic metres)

Water	2022-23	2021-22	2020-21	2019-20	2018-19	2017-18	2016-17
Non-financial indicators (cubic metres)							
Consumption							
Supplied	26,122	20,978	18,492	41,829	41,548	41,130	34,967
Abstracted	–	–	–	–	–	–	–
Total consumption	26,122	20,978	18,492	41,829	41,548	41,130	34,967
Financial indicators (£'000)							
Total supply costs	211	100	134	201	164	139	152

Appendix D

Indemnity Fund

In 2022-23, we paid £3,468,167 for 627 claims, compared with £6,605,287 for 598 claims in 2021-22. The largest payment this year was £401,900 for a forged charge. Payment values this year are down from last year, but the count of claims paid is slightly up.

The maximum recorded value of the claims paid was £8,013,792 but these were settled for £3,468,167, saving £4,545,625. During the year a further 196 claims valued at £4,939,678 were settled for no value. Of these, 12 were for fraud and were valued at £1,631,260. This year, 853 new claims were received totalling £24,279,715, including 20 fraud claims valued at £14,755,099.

We recovered £271,957 under our statutory rights of recourse, compared with £934,738 last year. Recourse figures can vary considerably from year to year, reflecting the unpredictable interplay of legal and factual elements which will determine the viability of achieving any recovery.

Nature of claim	Number of claims	Substantive loss (£)	Costs (£)	Percentage of total
Extent of registered titles	55	60,412	83,283	4.14
Errors in/omissions from register entries	59	283,379	212,089	14.29
Sundry plans errors	6	18,780	3,532	0.64
Fraud and forgery	23	1,878,651	746,165	75.68
Official searches (plans)	12	9,953	6,754	0.48
Bankruptcy errors	0	0	0	0.00
Official searches (legal)	1	0	432	0.01
Official copies	1	0	1,500	0.04
Errors in searches of the index map	4	1,327	4,439	0.17
Errors in filed extracts	271	3,307	62,132	1.89
Lost documents/administrative errors	195	51,322	40,710	2.65
Land Charges errors	0	0	0	0.00
Total	627	2,307,131	1,161,036	100
Gross payment			£3,468,167	
Less sums recovered under HM Land Registry's statutory right of recourse.			£271,957	
Net indemnity			£3,196,210	

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