



To: **Iain Banfield**, Senior Responsible Owner for the **Local Land Charges Programme**

From: **Simon Hayes**, Chief Executive and Chief Land Registrar, HM Land Registry; and
Nick Smallwood, Chief Executive Officer of the Infrastructure and Projects Authority

19 December 2024

Dear Iain,

APPOINTMENT AS SENIOR RESPONSIBLE OWNER FOR THE LOCAL LAND CHARGES PROGRAMME

We are writing to confirm your appointment as Senior Responsible Owner (SRO) of the Local Land Charges (LLC) Programme with effect from **June 2022**. This letter sets out your responsibilities and the support you can expect from your department and the Infrastructure and Projects Authority.

As SRO, you are directly accountable to the Chief Executive and Chief Land Registrar as Accounting Officer for HM Land Registry (HMLR) and Secretary of State at the Ministry for Housing, Communities & Local Government (MHCLG). These responsibilities form part of your role as Chief Finance Officer for HMLR for which you are also accountable.

Your programme forms part of HMLR's Transformation and Technology Group, under the oversight of the LLC Programme Board, which is included in the Government Major Projects Portfolio (GMPP).

You have personal responsibility for the delivery of LLC Programme and will be held accountable for the delivery of its objectives, with policy intent and outcomes expected. This encompasses securing and protecting its vision, ensuring that it is governed responsibly, reported on honestly, escalated appropriately and for influencing the context, culture, and operating environment of the programme. You are also responsible for ensuring the ongoing viability of the programme and recommending its pause or termination if appropriate. Where issues arise which, you are unable to resolve, you are responsible for escalating these to HMLR's Senior Executive Committees and supporting sub-committees.

You remain accountable to Ministers, as set out in the Civil Service Code, and should deliver the project in accordance with the objectives and policy intent as set by Ministers.

In addition to your internal accountabilities, SROs for GMPP projects and programmes are personally accountable to Parliamentary Select Committees. This means that you will be held personally accountable to and could be called by Select Committees to account for and explain the decisions and actions you have taken to deliver the programme.

It is important to be clear that your accountability relates only to implementation, within the agreed terms in this letter; it will remain for the Minister to account for the relevant policy decisions and development.

More information on this is set out in [Giving Evidence to Select Committees - Guidance for Civil Servants](#), sometimes known as the Osmotherly Rules. Information on the roles and responsibilities of the SRO are detailed in the Infrastructure and Project Authority's guidance on [the role of the senior responsible owner](#). You should also make yourself familiar with the [Government Functional Standard for Project Delivery](#), the requirements of the Government Project Delivery Framework, and the guidance and requirements for project delivery set by HM Land Registry.

Time commitment and tenure

This is a part time role which requires, on average, 20% of your time over the course of each year to enable effective delivery of the role and execute your responsibilities in full. You are required to undertake this role until achievement of transfer of all Local Authorities' LLC register and LLC Programme closure, planned for 2028. Progress towards this will be reflected in your personal objectives. Any changes to the agreed time commitment or tenure of the role, as set out above, will require both departmental and Infrastructure & Projects Authority consent.

Objectives and performance criteria

The policy intent delivered by this programme is to deliver a national LLC register and digital service that covers England and Wales, by migrating local authority records to the new service, in order to provide a consistent service for customers by standardising search formats, prices and turnaround time.

Any proposed changes to scope which impacts on this intent or the realisation of benefits must be authorised in line with HMLR's governance framework and may be subject to further levels of approval.

The vision of the programme is:

Improving home buying through a digital Local Land Charges service, with spatial data at its core

Its objectives are to:

- Deliver a digital national Local Land Charges Register and service that covers all of England and Wales
- To standardise all Local Land Charge data
- Reduce the average cost of an Official Local Land Charge Search
- Reduce the time to receive a Local Land Charge search to less than a minute
- Support economic growth through improved access to and use of Local Land Charge data
- To act as a pathfinder for future geospatial data programmes

Your personal objectives and performance criteria which relate to the programme are to ensure:

- appropriate funding is secured, to accomplish the policy intent;
- that key risks are managed and mitigated, escalating blockers as appropriate;
- relevant capacity and capability are built and maintained to run the new service and migrate local authority data, meeting the robust data quality standards;
- commitment is gained from local authorities and key stakeholders, and the team works collaboratively with them to ensure the ongoing future success of the service; and
- the new transformed service is aligned to the HMLR Strategy and wider government agendas to deliver ongoing benefits including instant access to LLC information, a consistent and digital first customer experience and unlocking wider economic benefits by making the data available to support the property market;
- deliver objectives to agreed timescale and budget.

You are expected to run your project in accordance with the [Government Functional Standard for Project Delivery](#), the other [Functional Standards](#) as applicable to this **programme** and the requirements of the Government Project Delivery Framework.

Extent and limit of accountability

Finance and Controls

HM Treasury spending controls will apply on the basis set out within the department's delegated authority letter. Where the programme exceeds the delegated authority set by HM Treasury, the Treasury Approval Point process will apply, and the details of each approval process must be agreed with your HM Treasury spending team.

You should note that where expenditure is considered novel, contentious, repercussive, or likely to result in costs to other parts of the public sector, HM Treasury approval will be required, regardless of whether the programme expenditure exceeds the delegated authority set by HM Treasury. If in doubt about whether approval is required you should raise this with the relevant HM Treasury spending team.

The overall estimated budget, resourcing requirements and tolerances for your project/programme will be agreed as part of the approval process. You will be expected to deliver within these tolerances and report quarterly on these as part of GMPP reporting.

You should operate at all times within the rules set out in [Managing Public Money](#). In addition, you must be mindful of, and act in accordance with, the specific HM Treasury delegated limits and Cabinet Office controls relevant to the programme. Information on these controls can be found here: [Cabinet Office controls](#).

Delegated authority

You are authorised to:

- approve expenditure in line with the agreed programme budget and your normal delegated limits;
- agree project scheduling of milestones, provided programme completion is within the total time, cost and benefits levels set out in the Programme's business case; and
- recommend to the Accounting Officer and to HMLR's Senior Executive Committees or its supporting committees to either pause or terminate the programme where necessary and in a timely manner.

These authority limits are subject to change and other conditions or tolerances may be set as part of the business case approval and ongoing monitoring processes which you should then operate within.

Where issues arise which take you outside of these authority limits which you are unable to resolve, you are responsible for escalating these issues to the Accounting Officer and to HMLR's Senior Executive Committees.

Appointments

You should maintain the appointment of a dedicated programme director to support you in the management of this programme and make other appointments as required for the control and delivery of your programme within your delegated authority.

Governance and assurance

You should pay attention to ensuring effective governance for your programme, including the establishment of a programme board with appropriate membership and clear terms of reference.

As primary owner, you must ensure that the programme secures business case approval from HMLR's Senior Executive Committees, the Land Registry Board, Cabinet Office, and HM Treasury. You should also ensure that the programme remains aligned to the strategic outcomes, costs, timescales, and benefits in line with the approved business case as well as monitoring the context within which the programme is being delivered to ensure it remains valid.

Where a change impacts the scope, costs, benefits, or planned delivery milestones agreed as part of an agreed business case, you are responsible for following the agreed change request approval process and setting a new, approved, business case baseline.

You should ensure that an accounting officer assessment is completed alongside the approval of the Outline Business Case and that this is published on GOV.UK as part of the government's transparency requirements on major projects. You are responsible for bringing to the attention of the accounting officer any material changes in the programme which could require a new accounting officer assessment to be completed and published. [Guidance on completing accounting officer assessments](#) for major projects is available from HM Treasury.

Although you are directly accountable for this programme, you are also expected to support delivery of the department's overall strategic objectives. This means that you are expected to work collaboratively with other SROs and project directors in adjacent projects and programmes to manage dependencies, resources, schedules, and funding to support delivery of the overall change the department needs to achieve its strategic objectives.

You should ensure that appropriate and proportionate assurance is in place and agree on the level and frequency of assurance reviews through the maintenance of an integrated assurance and approvals plan. You should develop this plan and its maintenance in collaboration with the Departmental Assurance Coordinator and the Infrastructure and Projects Authority.

Programme status, reporting and transparency requirements

The programme status at the date of your appointment is reflected in the most recent quarterly return on the programme to the Infrastructure and Projects Authority and is the agreed position as you assume formal ownership of the programme.

You are responsible for ensuring the honest and timely reporting on the position of the programme to the Infrastructure and Projects Authority while it remains on the GMPP and for providing reports and information to the Land Registries performance and governance structures. Information on the programme will be published annually by the Infrastructure and Projects Authority.

As part of the government's commitment to transparency on major infrastructure projects, you are responsible for publishing on GOV.UK:

- A summary of the accounting officer assessment completed in line with the approval of the Outline Business Case and summaries of any subsequent assessments should they be required;
- A summary of the HM Treasury approved Full Business Case; and
- A close out report after the programme has completed.

Development and support

As SRO of a GMPP programme, you are required to complete SRO Fundamentals training in the short term, followed by the Major Projects Leadership Academy, and you have agreed to enrol on a cohort in the future. The Head of Profession in HMLR can provide further information on the application process.

To widen experience and understanding of the role, SROs are also expected to become accredited assurance reviewers and to lead or participate in such reviews for other government departments, the wider public sector, and other areas of HMLR as appropriate. Becoming an assurance reviewer and completing a review will form part of your time at the Major Projects Leadership Academy. To maintain your accreditation, you will be required to participate in a review at least once every 12 months.

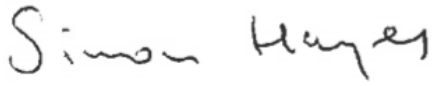
The department will assist you in securing the necessary resources to support the programme, and will set clear guidance, requirements and standards, which align to the [Government Functional Standard on Project Delivery](#), to enable good governance and effective delivery. You will be part of the department's cohort of major project leaders who will be expected to support each other, share good practice and lessons learned and to collectively develop solutions. You should liaise with the department's Head of Profession for project delivery to discuss the maintenance and development of your delivery and leadership skills.

The Infrastructure and Projects Authority will be available to you for support, advice, and assurance throughout the programme's time on the GMPP.

Following approval of the business case, the HMLR Senior Executive Committees will provide ongoing oversight and support and will take steps to help resolve and escalate risks, issues or constraints that are acting as a blocker to successful delivery.

We would like to take this opportunity to wish you every success in your role as SRO.

Yours sincerely,



SIMON HAYES

Chief Executive and Chief Land Registrar, HM
Land Registry

NICK SMALLWOOD

Chief Executive Officer, Infrastructure and
Projects Authority

CONFIRMATION OF ACCEPTANCE OF APPOINTMENT

I confirm that I accept the appointment of Senior Responsible Owner for the **LLC Programme**, including my personal accountability for implementation, as set out in the letter above.



Iain Banfield

06/01/2025