

## HM Land Registry

### Chief Land Registrar and Chief Executive of Land Registry: Peter Collis CB

**9.18** Her Majesty's Land Registry, a separate Government department since 1862, was established as an Executive Agency of the Secretary of State in July 1990 and as a Trading Fund in April 1993. Land Registry is wholly self-financing and therefore makes no call on public funds under normal operating procedures.

**9.19** Land Registry operates through 24 offices located throughout England and Wales; a London-based head office, the Land Charges and Agricultural Credits Departments and an Information Systems Group (based in Plymouth).

**9.20** Land Registry's main function is to maintain and develop a register of title to freehold and leasehold land throughout England and Wales. On behalf of the Crown, Land Registry guarantees title to registered estates and interests in land.

**9.21** The Land Register is a record of all land ownership that has been registered in England and Wales. Each register of title has its own number and contains a description of the property, the name and address of the registered proprietor and other details such as mortgages and rights that may affect the property adversely. The register also includes a title plan, showing the location and extent of each registered title.

**9.22** Disputed applications to Land Registry are determined by the Adjudicator to HM Land Registry, an independent office created by the Land Registration Act 2002.

**9.23** The Land Register is open to the public and for a fee anyone can inspect the register, find out the name and address of the current owner of any registered property or obtain a copy of any registered title.

### Land Registry objectives

**9.24** Land Registry's mission is to provide the world's best service for guaranteeing ownership of land and facilitating property transactions. Its vision is to make property transactions easier for all.

**9.25** Its ten-year strategic plan describes how Land Registry will accomplish its mission through the achievement of ministerially agreed strategic objectives. It is a rolling plan, updated each year and supported by an annual business plan. Both plans can be viewed on Land Registry's website at [www.landregistry.gov.uk/strategy](http://www.landregistry.gov.uk/strategy)

The current objectives are:

#### Customer service

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

#### Land registration

- delivering timely and effective secondary legislation in relation to land registration
- creating a comprehensive land register for England and Wales.

#### Electronic service delivery

- introducing an electronic conveyancing system through which most property transactions will be affected
- making all land registration data electronically accessible to everyone.

#### Other business development

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

### Land Registry performance for 2005/06

**9.26** Under the terms of our Framework Document, the Secretary of State presents our Annual Report and Accounts to Parliament before the summer recess. The *Annual Report and Accounts for 2004/05* was published in September 2005 and contains details of our key performance indicators and other wider business measures.

**9.27** Table 1 below gives details of our key performance targets for 2005/06 with the latest forecast outturn. The actual outturn will be published in our Annual Report and Accounts for 2005/06.

#### Efficiency (unit costs)

**9.28** We are constantly working to improve the efficiency of our services to customers. With Treasury agreement, we aim to reduce unit costs in real terms to £21.17 by the end of 2006/07. Table 2 shows our achieved and planned unit costs in cash terms.

**9.29** Our business is demand-led and the volume of transactions can be affected by a number of factors including domestic and commercial conveyancing activity, the growth in owner occupation and the buoyancy of the secured credits market. Our unit output (actual and planned) is shown in table 3.

#### Quality public services

**9.30** The Land Registration Act 2002 and the associated Land Registration Rules 2003 provide the legislative framework for land registration in England and Wales, and paves the way for electronic conveyancing.

**9.31** In order to meet the public's desire for a quicker, more transparent home-buying and selling process, we are working on a re-engineered and fully electronic conveyancing system.

**9.32** For further details of this and of other electronic services, see the *Land Registry Annual Report and Accounts* and visit our web site at [www.landregistry.gov.uk](http://www.landregistry.gov.uk)

**9.33** We are committed to delivering high quality and responsive land registration services and to improving those services to meet our customers' needs. Our statement of service standards is published in our *Annual Report and Accounts* and as a separate document. We are one of a very small number of organisations to have been awarded the Charter Mark on five consecutive occasions.

**9.34** We have an independent complaints reviewer, Mrs Jodi Berg, who conducts impartial investigations of complaints from customers who are dissatisfied with the service they have received from us and have not been satisfied by our internal complaints procedures. The independent complaints reviewer's annual report is available from: New Premier House, 150 Southampton Row, London WC1B 5AL Tel: 020 7278 6251.

#### Staffing and appointments

**9.35** Staff are our major asset (see table 4 for staff numbers) and their unique skills and expertise in the field of land registration continue to be key to our success. We:

- recruit on the basis of fair and open competition
- are committed to diversity and equal opportunity
- are recognised as an Investor in People.

**9.36** For further information on our staffing policies and initiatives which include our own 'Qualification in Land Registration Law and Practice', delivered in partnership with the College of Law, please see our annual report and accounts.

#### Environment

**9.37** All our local offices now have ISO 14001 accreditation and an environmental management system is in place.

#### Contact details

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[www.landregistry.gov.uk](http://www.landregistry.gov.uk)

**Table 1:** Key performance targets 2005/06

	Target 2005/06	Forecast
<b>Financial</b>		
To deliver a return on average capital employed, payable as a dividend to the consolidated fund	3.5 per cent	3.5 per cent
<b>Efficiency</b>		
Cost per unit in real terms	£21.75	£21.18
Cost per unit in cash terms <sup>10</sup>	£29.78	£29.07
<b>“Service First” standards</b>		
<b>Speed</b>		
Percentage of official copy and search applications processed within two working days	98	On target
Percentage of all registrations processed within 18 working days	80	On target
<b>Accuracy</b>		
Percentage of registrations processed free of any error.	98.5	On target
<b>Overall satisfaction</b>		
Percentage of customers who, overall, are very satisfied/satisfied with the full range of services provided by Land Registry.	Better than 95	On target
<b>Strategic development areas</b>		
Make scanned deeds referred to on the register available electronically through Land Register Online	By 31 March 2006	Achieved
<b>Land registration</b>		
Register for the first time an additional 5 per cent of the area of freehold land in England and Wales		On target
<b>Electronic service delivery</b>		
Provide a further data centre for business continuity purposes	By 31 March 2006	Achieved
<b>Other business development</b>		
Complete electronic document authentication prototyping	By 31 March 2006	Achieved
For further explanation of the Land Registry’s key performance indicators see our <i>Annual Report and Accounts for 2005/06</i> .		

<sup>10</sup> Based on GDP deflator issued by HM Treasury on 29 March 2006.

**Table 2:** Unit costs in cash terms

	2000/01 actual	2001/02 actual	2002/03 actual	2003/04 actual	2004/05 milestone	2005/06 milestone	2006/07 milestone	2007/08 *
	£28.57	£26.67	£24.48	£27.06	£28.79	£29.78	£29.69	*

Note 1: The cost of completing each unit of work is calculated by dividing Land Registry's operational expenditure in any period by the number of units of work completed during that period.

\* The target(s) for 2007-08 are to be agreed with HM Treasury

**Table 3:** Workload (thousands of units)

	2000/01 actual	2001/02 actual	2002/03 actual	2003/04 actual	2004/05 actual	2005/06 plans	2006/07 plans	2007/08 plans
Work received	9400	10,682	12,747	12,648	13,472	12,300	13,100	13,800
Output	9194	10,756	12,783	12,695	13,555	12,300	13,100	13,800

**Table 4:** Staff resource

	2000/01 actual	2001/02 actual	2002/03 actual	2003/04 actual	2004/05 actual	2005/06 plans	2006/07 plans	2007/08 plans
Civil Service Full Time Equivalent	7767	7690	7950	8060	8048	7878	7713	7554

## The National Archives

### Chief Executive: Natalie Ceeney

**9.38** The National Archives (TNA) was formed in April 2003 by a merger of the Public Record Office and the Historical Manuscripts Commission. The Chief Executive is both Keeper of Public Records and sole Historical Manuscripts Commissioner. TNA is a Government department and Executive Agency under the Secretary of State for Constitutional Affairs.

**9.39** TNA operates the UK Public Records Acts of 1958 and 1967 and exercises the powers of the Historical Manuscripts Commission in relation to other archives. The records that TNA preserves and makes publicly available span over a thousand years of English and British history. Now that the FOI Act 2000 has been implemented, it is the content of a record rather than its age which determines whether it is open or not.

**9.40** TNA also proactively collects information about official and private archives kept by over 1,200 institutions throughout the UK and also material relating to British history held overseas. It makes this information available to readers in its Kew reference room and to online users throughout the world.

### Strategic goals

TNA is working to achieve the following high-level objectives in the period 2005-08.

#### Records management and selection

- to oversee management of records in the UK Government to support its business
- to select and acquire public records of enduring historical value for public access
- to support the efforts of other public authorities to manage their records.

#### Preservation

- to preserve permanently historical public records and to promote similar arrangements for other archives so that they can be consulted by present and future generations.

#### Access

- to provide online and onsite access to public records and to disseminate information about archives held elsewhere
- to promote the public records and other archives as a national information and educational resource.

#### Advice

- to give authoritative advice and guidance to custodians of records and papers on matters of professional archival and records management practice
- to play a major role in developing the latest national and international standards and guidance as the basis for our advice.

### Performance against key performance indicators 2005/06

#### Records management

**9.41** The effectiveness of records management systems in central government will be subject to risk assessments. TNA is now developing a programme to highlight the business risks associated with inadequate information management.

**9.42** A first complete version of requirements for the survival of digital records was circulated to experts in Government departments and other institutions in December 2005.

#### Access

**9.43** *To achieve five public service standard targets<sup>11</sup>*

- These cover a wide range of activities, including the release of newly opened records and their catalogues, answering written correspondence, delivery of records to users in the reading rooms, handling of copy orders, answering the telephone, and keeping appointments with visitors. Building on its success in retaining the Charter Mark award for a further three years in November 2004, TNA was meeting all five targets as of December 2005.

<sup>11</sup> These are published in detail in TNA's Corporate and Business Plans for 2005/06, p.18

**9.44** *To carry out three onsite satisfaction surveys and to achieve assessments of 'good' or 'excellent' from 90 per cent of respondents*

- By the end of December 2005 two surveys had been carried out, resulting in an average satisfaction rating of 95.7 per cent. Two further surveys took place in March 2006 with results being assessed.

**9.45** *To grow the website user base by a 15 per cent increase in numbers of users visiting the website more than once*

- A survey carried out in 2005 indicates that 69 per cent of online users were repeat visitors – an increase of 24.8 per cent on the equivalent figure in 2004.

**9.46** *To develop direct digital access to popular records so that 165,000 record images are delivered to customers*

- It is estimated that approximately 240,000 record images will be delivered to users through the 'documents online' service on the TNA website by 31 March 2006.

#### **Seamless flow**

**9.47** Government departments and agencies are now creating 'born digital' records in increasingly large quantities. In order to secure those which are of as much historical value as paper archives, TNA has to move speedily to preserve them. The 'seamless flow' programme is intended to automate as many of the processes as possible. TNA has launched its seamless flow web pages, started its online pilot delivery system and agreed an overall custody policy with departments.

#### **Online service developments**

**9.48** TNA is redesigning and rewriting outdated sections of the website. It has also taken professional advice on marketing on Google and Yahoo so that TNA appears as close to the top of search listings as possible. It is taking forward a project that will enable our users to search all its online resources from a single search box. Its most recent digitisation projects include 30 public information films from 1946-51 and Registers of Seamen 1853-1923, which are now available to the public online.

#### **FOI implementation**

**9.49** TNA handled almost 5000 requests under FOI in 2005 – more than any other Government department, with the exception of the Ministry of Defence. Of those requests that related to information held by TNA, 85 per cent were granted in full and 5.6 per cent were granted in part. FOI is now fully embedded in TNA's business processes.

#### **Management of resources**

**9.50** Following the most recent staff attitude survey, work is continuing to implement the actions, which were identified to address key issues both within TNA departments and for the organisation as a whole. The staff survey action plan is updated quarterly and published so staff can see where progress is being made. Formal and informal efforts are being made to obtain regular staff feedback at a time of considerable change in the organisation.

**9.51** TNA is committed to equality of opportunity for all and has policies in place to guard against discrimination and ensure there are no unfair barriers to employment or advancement. This strategy is currently under review and will be published in 2006.

**9.52** TNA recruits staff on the basis of fair and open competition and selection on merit, complying with the recruitment code laid down by the Office of the Civil Service Commissioners.

**9.53** Apart from the Chief Executive, there are four senior civil service staff – at the time of writing three of these posts were subject to recruitment by open competition. Of the total TNA staff as at December 2005 46.3 per cent were women, 5.9 per cent classified themselves as disabled under the Disability Discrimination Act, and 19.4 per cent were from ethnic minorities.

#### **Health and safety**

**9.54** TNA employs a health and safety adviser. The role of the adviser is to undertake risk assessments within the building, and in particular where alterations have been undertaken within a department. The health and safety committee meets quarterly and is chaired by the head of estates and security.

### **Capital investment**

**9.55** TNA's capital investment in 2005/06 will be £3 million. This investment continues to support the Government's electronic records management and electronic service delivery priorities, while promoting social inclusion by broadening the range of TNA users.

### **Expenditure**

**9.56** TNA's expenditure covers the cost of a number of activities. It has a lead role in supporting other Government departments in electronic records management. In 2005/06 a challenging programme was implemented for electronic service delivery to provide online access to TNA holdings. Ongoing work continues, with the maintenance of the archives repository at Kew, our low usage records storage facility in Cheshire, and of the public reading rooms at Kew and the Family Records Centre in Islington. Microfilming documents ensures their preservation and enhances access to them. TNA also produce copies of documents, on paper and electronically, for sale to the public, offsetting their costs by charging fees.

### **Administration costs**

**9.57** Net administration costs will total £41.4 million in 2005/06 and remain level in 2006/07 at £41.4 million. Details of the resource budget, administration costs, capital budget, staff numbers, and capital assets are given in the following tables.

### **Prompt payment**

**9.58** TNA complies with the CBI prompt payment code and BS 7890. Its policy is to pay bills in accordance with contractual conditions or within 30 days. No complaints were received with regard to late payment in the period from November 2004 to December 2005. Performance is monitored continuously. In 2005/06, 99.3 per cent of invoices were paid within 30 days. The projection for 2006/07 is 99.5 per cent.

### **Contact details:**

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**Table 1:** The National Archives: Public Record Office and Historical Manuscripts Collection

<b>Total Public Spending</b>	<b>£000</b>							
	2000/01 Outturn	2001/02 Outturn	2002/03 Outturn	2003/04 Outturn	2004/05 Outturn	2005/06 Estimated Outturn	2006/07 Plans	2007/08 Plans
	27,169	29,874	32,873	36,382	36,108	41,417	41,394	42,394
<b>Total resource budget</b>	<b>27,169</b>	<b>29,874</b>	<b>32,873</b>	<b>36,382</b>	<b>36,108</b>	<b>41,417</b>	<b>41,394</b>	<b>42,394</b>
<i>of which:</i>								
Resource DEL	27,169	29,874	32,873	36,382	36,108	41,417	41,394	42,394
<b>Capital spending:</b>								
	1222	1338	2244	3318	1908	3000	3315	3315
<b>Total capital budget</b>	<b>1222</b>	<b>1338</b>	<b>2244</b>	<b>3318</b>	<b>1908</b>	<b>3000</b>	<b>3315</b>	<b>3315</b>
<i>of which:</i>								
Capital DEL	1222	1338	2244	3318	1908	3000	3315	3315
<b>Total public spending<sup>12</sup></b>	<b>25,575</b>	<b>27,173</b>	<b>31,411</b>	<b>35,416</b>	<b>33,283</b>	<b>40,324</b>	<b>40,616</b>	<b>41,616</b>

<sup>12</sup>Total public spending calculated as the total of the resource budget plus capital budget. Less depreciation

**Table 2:** The National Archives: Public Record Office and Historical Manuscripts Collection

<b>Resource budget: DEL and AME (voted and non-voted)</b>								<b>£000</b>
	2000/01 Outturn	2001/02 Outturn	2002/03 Outturn	2003/04 Outturn	2004/05 Outturn	2005/06 Estimated Outturn	2006/07 Plans	2007/08 Plans
<b>Resource DEL Voted:</b>								
The cost of running the Public Records System								
RfR1 A Public Record Office	26,307	28,651	32,329	35,418	34,964	40,275	40,252	41,252
RfR1 B Historical Manuscript Commission	1095	1223	1122	1151	1144	1142	1142	1142
<b>Total voted</b>	<b>27,402</b>	<b>29,874</b>	<b>33,451</b>	<b>36,569</b>	<b>36,108</b>	<b>41,417</b>	<b>41,394</b>	<b>42,394</b>
Non-voted	-233		-578	-187				
<b>Total resource DEL</b>	<b>27,169</b>	<b>29,874</b>	<b>32,873</b>	<b>36,382</b>	<b>36,108</b>	<b>41,417</b>	<b>41,394</b>	<b>42,394</b>
<b>Total resources budget</b>	<b>27,169</b>	<b>29,874</b>	<b>32,873</b>	<b>36,382</b>	<b>36,108</b>	<b>1417</b>	<b>41,394</b>	<b>42,394</b>
<i>of which:</i>								
Voted	27,402	29,874	33,451	36,569	36,108	41,417	41,394	42,394
Other non-voted	-233		-578	-187				
<i>and of which:</i>								
Central government own spending	27,169	29,874	32,873	36,382	36,108	41,417	41,394	42,394
<b>Resource DEL in Budgets</b>	<b>27,402</b>	<b>29,874</b>	<b>33,451</b>	<b>36,569</b>	<b>36,108</b>	<b>41,417</b>	<b>41,394</b>	<b>42,394</b>
<b>Total resource consumption in Estimates</b>	<b>27,402</b>	<b>29,874</b>	<b>33,451</b>	<b>36,569</b>	<b>36,108</b>	<b>41,417</b>	<b>41,394</b>	<b>42,394</b>

**Table 3:** The National Archives: Public Record Office and Historical Manuscripts Collection

<b>Capital budget: DEL and AME (voted and non-voted)</b>								<b>£000</b>
	2000/01 Outturn	2001/02 Outturn	2002/03 Outturn	2003/04 Outturn	2004/05 Outturn	2005/06 Estimated Outturn	2006/07 Plans	2007/08 Plans
<b>Capital DEL Voted:</b>								
Capital investment in the Public Records System								
RfR1 A Public Record Office	1210	1324	2230	3303	1893	2992	3300	3300
RfR1 B Historical Manuscript Commission	12	14	14	15	15	15	15	15
<b>Total voted:</b>	<b>1222</b>	<b>1338</b>	<b>2244</b>	<b>3318</b>	<b>1908</b>	<b>3007</b>	<b>3315</b>	<b>3315</b>
<b>Total capital DEL</b>	<b>1222</b>	<b>1338</b>	<b>2244</b>	<b>3318</b>	<b>1908</b>	<b>3007</b>	<b>3315</b>	<b>3315</b>
<b>Total capital budget</b>	<b>1222</b>	<b>1338</b>	<b>2244</b>	<b>3318</b>	<b>1908</b>	<b>3007</b>	<b>3315</b>	<b>3315</b>
<i>of which</i>								
Voted	1222	1338	2244	3318	1908	3007	3315	3315
Other non-voted								
<i>and of which:</i>								
Central government own spending	1222	1338	2244	3318	1908	3007	3315	3315
<b>Capital DEL</b>	<b>1222</b>	<b>1338</b>	<b>2244</b>	<b>3318</b>	<b>1908</b>	<b>3007</b>	<b>3315</b>	<b>3315</b>
<b>Total net capital in Estimate</b>	<b>1222</b>	<b>1338</b>	<b>2244</b>	<b>3318</b>	<b>1908</b>	<b>3007</b>	<b>3315</b>	<b>3315</b>

**Table 4:** The National Archives: Public Record Office and Historical Manuscripts Collection

<b>Capital employed</b>	<b>£000</b>							
	2000/01 Outturn	2001/02 Outturn	2002/03 Outturn	2003/04 Outturn	2004/05 Outturn	2005/06 Estimated Outturn	2006/07 Plans	2007/08 Plans
<b>Assets on balance sheet at end of year:</b>								
<b>Fixed assets</b>								
Intangible <sup>13</sup>	–	–	87	164	254	270	300	350
Tangible	86,792	92,714	93,148	94,911	105,232	106,962	108,662	110,312
<i>of which:</i>								
Land and buildings	83,527	84,501	84,534	85,161	95,897	96,900	98,440	99,935
Equipment	1652	6463	6089	6031	6072	5862	5955	6046
IT including databases	1613	1750	2525	3719	3263	4200	4267	4332
Investments	–	–	–	–	–	–	–	–
Current assets	2523	3148	4632	5103	3800	4200	4200	4200
Creditors (<1 year)	2026	2688	3639	3414	3908	3600	3600	3600
Creditors (>1 year)	–	–	–	–	–	–	–	–
Provisions	170	235	401	250	169	300	300	300
Capital employed within main department	87,119	92,939	93,827	96,514	105,209	107,532	109,262	110,962
NDPB net assets	–	–	–	–	–	–	–	–
<b>Total capital employed in dept'l group</b>	<b>87,119</b>	<b>92,939</b>	<b>93,827</b>	<b>96,514</b>	<b>105,209</b>	<b>107,532</b>	<b>109,262</b>	<b>110,962</b>

<sup>13</sup> Intangible assets were included in tangible assets up to 2001/02

**Table 5:** The National Archives: Public Record Office and Historical Manuscripts Collection

<b>Administration costs</b>	<b>£000</b>							
	2000/01 Outturn	2001/02 Outturn	2002/03 Outturn	2003/04 Outturn	2004/05 Outturn	2005/06 Estimated Outturn	2006/07 Plans	2007/08 Plans
<b>Gross administration costs:</b>								
Other	18,061	21,376	22,273	25,552	21,718	27,857	–	–
Paybill	12,013	13,021	14,783	15,772	18,064	17,765	–	–
<b>Total gross administration costs</b>	<b>30,074</b>	<b>34,397</b>	<b>37,056</b>	<b>41,324</b>	<b>39,782</b>	<b>45,622</b>	<b>42,999</b>	<b>43,999</b>
Related administration cost receipts	–2672	–4523	–3605	–4755	–3674	–4205	–1605	–1605
<b>Total net administration costs</b>	<b>27,402</b>	<b>29,874</b>	<b>33,451</b>	<b>36,569</b>	<b>36,108</b>	<b>41,417</b>	<b>41,394</b>	<b>42,934</b>
<b>Analysis by activity</b>								
The net administrative cost of running the Public Records System	27,402	29,874	33,451	36,569	36,108	41,417	41,394	42,394
<b>Total net administration costs</b>	<b>27,402</b>	<b>29,874</b>	<b>33,451</b>	<b>36,569</b>	<b>36,108</b>	<b>41,417</b>	<b>41,394</b>	<b>42,394</b>
<b>Controls and limits</b>								
The net administrative cost of running the Public Records System	27,402	29,874	33,451	36,569	36,108	41,417	41,394	42,394
<b>Total net limits for gross controlled areas</b>	<b>27,402</b>	<b>29,874</b>	<b>33,451</b>	<b>36,569</b>	<b>36,108</b>	<b>41,417</b>	<b>41,394</b>	<b>42,394</b>

**Table 6:** The National Archives: Public Record Office and Historical Manuscripts Collection

<b>Staff numbers</b>								
	2000/01 Outturn	2001/02 Outturn	2002/03 Outturn	2003/04 Outturn	2004/05 Outturn	2005/06 Estimated Outturn	2006/07 Plans	2007/08 Plans
Civil Service full-time equivalents	443	478	493	510	502	535	515	515
Overtime	10	12	14	14	14	14	14	14
Casual	9	12	12	29	34	15	15	15
<b>Total</b>	<b>462</b>	<b>502</b>	<b>519</b>	<b>553</b>	<b>550</b>	<b>564</b>	<b>544</b>	<b>544</b>

## Public Guardianship Office

**Chief Executive: Richard Brook**

**9.59** The Public Guardianship Office (PGO) is an executive agency of DCA, and the administrative office of the Court of Protection. The PGO was established in 2001. Its aim is to offer help when a person is unable to look after their financial affairs as a result of mental incapacity.

**9.60** Mental incapacity can strike anyone at any stage of his or her life. When this happens, life for both the person affected and their relatives or carers can change totally. Suddenly they become more vulnerable, often excluded from society and at greater risk of abuse.

**9.61** Some people plan ahead for a time when they may lose mental capacity by appointing an Enduring Power of Attorney (EPA). This is a legal process which allows a person (the donor) to decide who (the attorney) should deal with their finances should they become mentally unable to do so and to empower them accordingly. An EPA should be registered with the Court of Protection at the time when the donor is, or is becoming, mentally incapable. The PGO supports the court in the registration process.

**9.62** If a person becomes mentally incapable and an EPA is not in place, the Court of Protection will appoint a receiver to manage that person's finances. Again, the PGO provides administrative support in the appointment and supervision of receivers.

### PGO objectives

**9.63** The aim of the PGO is to promote and protect the financial wellbeing of people with mental incapacity by providing a seamless service responsive to their needs.

**9.64** The PGO has four strategic objectives:

- to provide a forward looking, accessible service which consults on, understands and meets PGO clients' diverse needs

- to develop new ways of working with PGO receivers and in partnership with public and other agencies, which are focussed on clients' total needs

- to ensure the PGO has the capability, skills and flexibility to meet the changing needs of its clients

- to provide best value for the PGO's clients and the taxpayer.

### PGO performance for 2005/06

**9.65** The PGO has a range of key performance indicators (KPIs). At the end of January 2006 performance against certain targets was as follows:

- the number of effective visits has increased from 74 per cent in 2004/05 to 83.6 per cent
- the number of accounts reviewed within 20 days remained at 100 per cent
- the number of letters, faxes and emails responded to within five days had increased from 56 per cent in 2004/05 to 63.9 per cent; the number responded to in ten days had increased from 77 per cent in 2004/05 to 80.8 per cent. However the number responded to in 15 days had dropped from 97 per cent in 2004/05 to 92.8 per cent to end January 2006 against a target of 98 per cent
- the number of court orders issued within ten days had increased from 83 per cent in 2004/05 to 88 per cent, although this was still short of the target of 95 per cent.

**9.66** The full range of targets and corresponding details can be found in the PGO's Annual Report and Accounts, which will be published before the end of July.

### Delivering better public services

**9.67** The PGO plays a key role in supporting DCA's priority to protect the vulnerable, especially those who are socially excluded. PGO's work is also aligned to DCA's strategic objective to ensure that those who are vulnerable have access to excellent services which enable them to exercise their rights in law and understand, exercise and fulfil their responsibilities.

**9.68** As well as its on-going work to support the Court of Protection in registering EPAs and in the appointment and supervision of receivers, the PGO has undertaken a range of other initiatives which seek to improve the experiences of clients and those who support them. These include holding regional surgeries where receivers can find out more about the services offered by the PGO, speak with caseworkers and meet organisations which may be able to help them in their duties such as the Pension Service, Alzheimer's Society and Age Concern. During the year, the PGO held nine regional surgeries across the country. The events received very positive feedback.

**9.69** The PGO continues to raise awareness of its services. This has involved placing leaflets in doctors' surgeries nationwide as well as making information available to staff in organisations with whom we share customers, such as Age Concern and the Pension Service. The PGO also set up an outreach team which has made almost 50 presentations about PGO services to groups such as vulnerable adult protection officers and the Alzheimer's Society. Progress has also been made in promoting services to people from minority communities. The PGO held a major conference in October 2005 in Milton Keynes which brought together representatives from a range of minority groups. As well as publicising its services, the PGO was able to find out about the cultural issues which affect mental health and finances in minority communities.

**9.70** The Mental Capacity Act 2005 became law in April 2005 and is due to be implemented by April 2007. The PGO has been working closely with DCA on developing the policies and procedures which will support the provisions of the Act.

### **Management of resources**

**9.71** As of the end of March 2006, the PGO had 358 permanent staff. Of these, 47.2 per cent were women, 3.9 per cent classed themselves as having a disability, and 37 per cent classed themselves as being from an ethnic minority community. During the year, the PGO successfully introduced electronic records management to handle its policy and administrative records. The PGO's accounts for 2005/06 will be published in the annual report and accounts.

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## Legal Services Commission

**Acting Chief Executive: Brian Harvey**

**9.72** The Legal Services Commission (LSC) is responsible for the provision of legal aid in England and Wales. The LSC contracts out to high quality service providers whose clients may have a variety of problems in areas such as welfare benefits, employment or debt, or those who are accused or investigated in relation to a crime. Through information, advice and legal representation, legal aid helps around two million people each year to get access to justice.

**9.73** The LSC was established under the Access to Justice Act 1999. The LSC is a non-departmental public body sponsored by the DCA. The Secretary of State for Constitutional Affairs is accountable to Parliament for its activities and performance. With a head office in London, the LSC employs around 1700 staff in 15 offices across England and Wales. The LSC also operates eight public defender service offices. A board of independent commissioners oversees its work. The LSC's annual report is available at [www.legalservices.gov.uk](http://www.legalservices.gov.uk)

### Objectives for 2005/06

**9.74** The LSC's four corporate priorities for the period 2005/06 to 2007/08 are:

- to ensure legal aid clients have access to quality services which meet their needs
- to work with service providers who provide quality, value for money and client focussed services, in whom we have sufficient trust to deliver
- to deliver a sustainable scheme within the resources available and demonstrate real value to Government in terms of effective financial control, improving value for money and positive outcomes for clients
- to transform the organisation helping it to deliver these objectives and excellence in all it does.

### Performance for 2005/06

**9.75 Performance against corporate targets will be fully reported in the LSC Annual Report 2005/06 to be published in July 2006.**

#### Corporate priority 1

**9.76** The LSC's key performance target for the year was to deliver 650,000 civil acts of assistance to legal aid clients by April 2006. This contributes towards DCA's PSA targets. The LSC is on track to achieve this target.

**9.77** The LSC worked to improve success rates for asylum cases to 40 per cent. The success rates for the most recently started cases have been improving.

**9.78** Throughout 2005/06, the LSC maintained 100 per cent coverage of duty solicitor schemes, which provides criminal defence to people who are investigated or accused of crime in England and Wales.

#### Corporate priority 2

**9.79** The LSC made significant progress in improving the quality of legal aid service providers. One of the LSC's corporate targets is to contract only with those service providers who deliver value for money and positive outcomes for clients. Any assessed as 'unacceptable' or 'less than effective' were given the opportunity to improve and if they could not do so within six months, their legal aid contracts were terminated. The removal of service providers who overcharge has allowed the LSC to focus funding in priority areas and the removal of those who continually fail peer review quality controls ensures that clients do not receive substandard services.

**9.80** The LSC also aims to ensure financial management on an individual contract basis with service providers. The LSC has been working to bring payments to service providers in line with the work done. The effective reconciliation of civil legal help and crime contracts was a major performance target during 2005/06 and is evidence of ever-tighter control of the legal aid fund.

### Corporate priority 3

**9.81** The legal aid reform programme continued in 2005/06 towards the LSC's goal of achieving a high quality, value for money, sustainable legal aid scheme. Key developments in the year included focussing expenditure on the highest priority areas by making changes to the scope of legal aid; moving towards paying for outcomes (success for clients) rather than inputs by implementing tailored fixed fees and controlling costs for the most expensive criminal cases by contracting for individual cases.

### Corporate priority 4

**9.82** The LSC achieved its target to maintain performance of 85 per cent against its customer service score. The LSC surveyed over 6500 providers of legal aid services across the country and received a 20 per cent response rate. The results showed that over 80 per cent found LSC staff professional and knowledgeable and 90 per cent rated staff as very helpful. There were also positive results for leadership in the staff survey.

**9.83** The commission exceeded its target to increase the number of service providers who submit their monthly payment claims online to 1500 by April 2006. This is a significant step towards developing the LSC's preferred supplier strategy; a key component of which is to reduce bureaucracy and work with service providers who are trusted to deliver.

## Delivering better public services

### Carter Review

**9.84** In 2005 the DCA published the conclusions of its Fundamental Legal Aid Review in *A Fairer Deal for Legal Aid*. One significant outcome was the commissioning of Lord Carter's *Review of Legal Aid Procurement*. Lord Carter was asked to provide recommendations for reform of the way in which legal services are procured by the state, with the aim of ensuring a sustainable system in the long-term. The final proposals are expected to be published summer 2006.

### Preferred supplier strategy

**9.85** In the future the LSC wants to deliver all publicly-funded legal services through 'preferred suppliers' – providers that can be trusted to deliver high quality and value for money services. Following a successful pilot, the LSC launched a consultation in March 2006 to help finalise its preferred supplier scheme prior to national roll-out.

### Community Legal Service (CLS) Strategy

**9.86** Alongside the preferred supplier approach, the LSC has also been working on a new strategy for the CLS. The draft strategy, *Making Legal Rights a Reality*, was released for consultation in July 2005. The LSC published a final strategy in March 2006.

**9.87** At the heart of the CLS strategy is the acknowledgement that people do not necessarily face 'legal problems' but every day problems in their life to which the law may offer a solution. The LSC is establishing community legal and advice centres to serve some of the most deprived communities in England and Wales, and networks to serve rural communities. A key aim is to provide a seamless service from basic advice to specialist representation.

### CLS Direct

**9.88** In July 2004 the LSC launched CLS Direct, a telephone advice line, website and series of free legal information leaflets. CLS Direct is aimed at helping people who find it difficult to access traditional legal services such as the elderly, those who live in rural areas or find it hard to travel. The service is proving to be very successful, with increasing numbers of users accessing CLS Direct and over 90 per cent of users saying expressing that they were 'very satisfied' or 'quite satisfied' with the service. Further information can be found at [www.clsdirect.org.uk](http://www.clsdirect.org.uk)

**Criminal Defence Service (CDS) Direct**

**9.89** In October 2005 the LSC launched the CDS Direct pilot, which will last 6-12 months. CDS Direct aims to provide telephone advice, in certain situations, to people detained at police stations.

**9.90** The pilot has the potential to deliver a number of benefits for solicitors, the police, the LSC and, most importantly, clients. These benefits include:

- improved speed of contact with detained clients
- a reduction in the overall time that clients are held in detention
- increased value for money for taxpayers
- a reduction in unnecessary call-outs for solicitors.

**9.91** The pilot will be fully evaluated prior to roll-out.

**Management of resources**

**9.92** The LSC's budget in 2005/06 was £92 million for administration and just over £2 billion for the Community Legal Service Fund and Criminal Defence Service. The year end expenditure will be reported in the LSC annual report.

**9.93** Legal aid is a major area of public expenditure. During the year, a number of policies and initiatives continued to deliver costs savings and efficiencies in legal aid, aimed at delivering value for money and positive outcomes for legal aid users. The LSC also reviewed its administration expenditure and reduced the budget compared to 2004/05.

**9.94** The structure of the LSC is evolving as the organisation responds to changing business needs. It is transforming the way it engages with legal aid users and stakeholders and how it does business with legal aid service providers. At the same time, the LSC is undertaking an organisational restructuring process. This is in line with the spirit of the Gershon and Lyons reviews and aims to help the LSC deliver the legal aid reform programme.

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## Commission for Judicial Appointments

**Her Majesty's First Commissioner for Judicial Appointments:  
Professor Sir Colin Campbell**

**Secretary to the Commissioners:  
William Arnold**

**9.95** The Commission for Judicial Appointments ran from 2001 until March 2006. There were eight Commissioners, including the First Commissioner. They were independent office holders, whose remit covered the appointment of judges (except the Law Lords and the Heads of Division) and appointments made by the Lord Chancellor to tribunals. It did not cover the appointment of lay magistrates or General Commissioners of Income Tax. The commissioners' functions were to establish whether appointments were made fairly and in accordance with the principle of selection on merit and to investigate complaints arising from the application of the appointments procedures. The complaint investigation function did not, however, include an avenue of appeal for unsuccessful applicants.

**9.96** When the commissioners were appointed in 2001 their remit also covered the Queen's Counsel appointments process. This was ended by the Judicial Appointments (Amendment) (No 2) Order, which was agreed in October 2005. There is now a revised Queen's Counsel selection process, run by an independent panel, that includes provision for the investigation of complaints from dissatisfied applicants.

**9.97** The Commission for Judicial Appointments ceased to operate in April 2006, in anticipation of the implementation of the Constitutional Reform Act 2005 on 3 April 2006.

### Performance for 2005/06

**9.98** During 2005/06 the commissioners completed reviews of the 2005 High Court competition, the circuit judge 2005/06 competition, a competition for appointment as a specialist circuit judge, the recorder 2004/05 competition (Midland circuit), the sift stage of the district judge 2005/06 competition (which considered the use of evidence from judicial

appraisal), the deputy district judge (magistrates' court) 2004/05 competition (which was informed by academic research carried out for the Commission looking at Judicial Diversity and the Appointment of Deputy District Judges) and a competition to appoint Medical Members of the Mental Health Review Tribunal. The commissioners accepted 21 complaints for investigation during 2005/06, including one in which the investigation has been suspended. The Commissioners completed 13 investigations during 2005/06. The investigation of 16 complaints was uncompleted and transferred to the Judicial Appointments and Conduct Ombudsman.

**9.99** The Commissioners have contributed to debate about how the JAC, the judiciary and the Government might work together in order to achieve a high quality and diverse judiciary, thereby increasing public confidence in the administration of justice. They published two academic reviews during 2005/06. One considered the position of ethnic minorities in the legal profession and judicial appointment process. The other looked at research, policies and practices with regards to judicial diversity in the UK and other jurisdictions. The commissioners also convened an international policy summit looking at factors affecting judicial diversity, at which the Lord Chancellor gave a keynote speech.

**9.100** The commissioners published their 2005 Annual Report in October 2005 and their 2006 Annual Report in March 2006. Copies of all reports are available on [www.cja.gov.uk](http://www.cja.gov.uk)

**9.101** The commissioners were supported in their work by a six-person secretariat. Their activities were funded by DCA. Expenditure for 2005/06 was around £625,000.

## HM Inspectorate of Court Administration

### HM Chief Inspector: Eddie Bloomfield

**9.102** Her Majesty's Inspectorate of Court Administration (HMICA) is an independent statutory inspectorate set up by the Courts Act 2003. Its remit is to:

- inspect and report to the Lord Chancellor on the system that supports the business of the Crown, county and magistrates' courts and the services provided for those courts
- inspect and report on the performance of CAFCASS. HMICA reports to the Secretary of State for Education and Skills on CAFCASS related inspection matters.

**9.103** The purpose of HMICA is to report back to ministers on the way courts are delivering services and, in accordance with the Office of Public Service Reform's principles of inspection, to contribute to the improvement of the courts, with a focus on the needs of 21 service users.

**9.104** HMICA is not enabled to inspect persons making judicial decisions or exercising any judicial discretion.

**9.105** HMICA currently employs 37.5 members of staff, based in offices in London, Bristol and Leeds and including four inspectors based at home. In addition there are eight standby inspectors who are employed on fixed-term contracts and work for a minimum of 20 days a year.

**9.106** The Chief Inspector is a statutory postholder and HMICA is funded by DCA. HMICA's budget allocation for 2005/06 was £2.548 million.

**9.107** The Chief Inspector reports directly to the Lord Chancellor on inspection issues and provides an annual report which is presented to Parliament. The HMICA Annual Report for 2005/06 will be published by the end of July 2006 and will be available on the HMICA website at [www.hmica.gov.uk](http://www.hmica.gov.uk)

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## Judicial Studies Board

**Chairman: Lord Justice Keene**

**Executive Directors: Judith Killick and Maggy Pigott**

**Director of Studies: Judge Victor Hall**

**9.108** The Judicial Studies Board (JSB) was set up in 1979 to ensure that judicial officers were equipped with the skills and knowledge they need to carry out their duties in a way which preserves judicial independence and promotes confidence in the justice system. The JSB's annual report for 2005/06 will be published in June 2006 and available at [www.jsboard.co.uk](http://www.jsboard.co.uk)

**9.109** Under constitutional reform the Lord Chief Justice will be responsible for provision and sponsorship of judicial training with resources provided by the Secretary of State.

**9.110** The JSB has eight strategic priorities for the three-year cycle 2005-08.

- to assume direct responsibility for the training of the magistracy
- to improve standards and extend the integration of diversity issues into the design, delivery and evaluation of training delivered by or on behalf of the JSB
- to improve access for the judiciary to education through the development and delivery of an effective distance learning strategy
- to improve our ability to respond to major change initiatives
- to deliver the JSB's Information and Communication Technology (ICT) strategy
- to respond to the changing needs of the tribunals sector and support the new unified tribunals system

- to respond to changes in the constitutional and administrative framework

- to consider the professional development of justices' clerks and legal advisers in the magistrates' courts.

### Performance for 2005/06

**9.111** During 2005/06 the JSB completed its programme of work, as set out in its management plan. That plan and the JSB's three-year strategy for 2005-08 are available on the JSB website.

**9.112** The JSB has launched a major review of all aspects of the provision of judicial education in England and Wales. At the same time, it continues to provide induction and continuation training designed to strengthen judicial skills and knowledge.

**9.113** The JSB is working with HMCS to put in place a minimum training provision for lay magistrates and is developing a scheme for monitoring and evaluation of training provided for magistrates.

### Delivering better public services

**9.114** The JSB's Equal Treatment Advisory Committee continues to support a system of justice that is, and is seen to be, fair, by helping judicial office holders perform their functions in a manner that is fair and free from discrimination. It helped to produce training materials for judges in all jurisdictions, magistrates and tribunal chairmen and members.

### Management of resources

**9.115** The JSB's expenditure was £8.15 million. A number of financial savings were made during the year, achieved, for example by using in-house trainers for parts of the magisterial training programme. The JSB strengthened its finance and planning team by recruiting a work stream analyst and project manager, to review the JSB's work, project and risk management systems.

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