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Simon Hayes  
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6 July 2020

Dear Andrea,

Thank you for your letter of 25<sup>th</sup> June attaching the Annual Report into the work of the ICR during 2019/20.

As we have discussed, I see the role of the Independent Complaints Reviewer as crucial to our overall approach of ensuring high quality customer service, and I welcome the way in which you hold HM Land Registry to account in this area. I am grateful for the investigations of the small but important number of individual complaints which we have been unable to resolve ourselves, and for the clear way in which you set out your conclusions. Through your work, you shine a light on our processes, protocols and published guidance that help us to improve what we do and how we do it.

I have taken careful note of the comments in your report about the need to improve further the quality and consistency of our complaint handling and recording. I believe we have made progress in a number of respects, but your assessments both in your individual reports over the year and in your Annual Report, show there is more to be done. This will remain a priority for us.

I also note your comments about how we communicate service standards and completion times to our customers. We are planning an enhancement to our portal platform which will give our business customers a more accurate picture of completion times of individual applications. More broadly, we intend to review the information and advice we give in this area to all of our customers which I hope will address the points you have made.

I look forward to another year of constructive collaboration.

Yours sincerely

A handwritten signature in black ink that reads "Simon Hayes".

Simon Hayes  
Chief Executive and Chief Land Registrar