



An tÚdarás Clárúcháin Maoine
The Property Registration Authority

Strategic Plan

2016 - 2018



Mission

The Authority's mission is to safeguard property rights and facilitate property transactions by maintaining and extending a comprehensive system of registration of title in Ireland and promoting its use.

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Property Registration Authority

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Foreword by The Chairperson of the Property Registration Authority

I am pleased to introduce the Strategic Plan of the Property Registration Authority (The Authority) for the period 2016 – 2018.

..... The primary statutory function of the Authority, which was established in November 2006, is to manage and control the Registry of Deeds and Land Registry.

This Strategic Plan continues to build on the achievements of previous Strategic Plans and outlines how the Authority will focus on meeting its legislative responsibilities and on implementing Government policies and initiatives over the next three years. The Authority's key objectives and how we as an organisation intend to deliver on these objectives are detailed in the five high level goals outlined in this plan.

The acceleration and completion of the Irish Land Register continues to be a primary statutory remit for the PRA. The extension of Compulsory First Registration to all counties of the State in June 2011 has seen an increase in First Registration applications. The additional initiatives required in order to achieve full completion of the Register are set out in Goal 1 of the plan. The Authority also recognises the strategic importance of eRegistration which is fundamental to any future system of eConveyancing and I am pleased to say that there are ongoing developments planned for this area. Meeting the needs of our customers and delivering our goals in a reformed public sector will continue to be one of our key objectives, whilst at the same time we, as an organisation, must ensure that the highest standards of corporate governance are maintained.

The Strategic Plan also sets out how the Authority will pursue the realisation of the anticipated benefits to be derived from the merging of the Property Registration Authority, the Valuation Office and Ordnance Survey Ireland as decided by Government on 31st October 2012. To this end, significant progress has been made towards the establishment of Tailte Éireann, the title given to the new organisation. Various working groups are actively working towards the merger and it is hoped that Tailte Éireann will be established by legislation in the near future.

I would like to thank all those involved for their considerable contribution in the preparation of this Strategic Plan and

I look forward to working closely with the Authority members,
the Management and the staff of the Authority, and with all our
stakeholders.

John T. Coleman

Chairperson

Property Registration Authority

Introduction by the Interim Chief Executive of the Property Registration Authority

I am pleased to introduce this Strategy Statement to cover the years 2016 to 2018, which will build on the advances achieved under our previous Strategy Statements and set new and challenging targets for the next three years.

..... The completion of the Register remains a high priority and while there has been progress, our goal is to accelerate at a rate that will allow the PRA be full participants in any move towards eConveyancing. New and innovative ways to complete the Register will be necessary including legislative, process enhancement and change management solutions.

The move towards the Merger of the PRA, Valuation Office and the Ordnance Survey into Tailte Éireann continues and awaits the finalisation of legislation prior to its passage through the Oireachtas. In the meantime work will continue on the planning for and design of the necessary infrastructure to support the process of merger.

Again I would like to acknowledge the talent, drive and commitment of staff who, ultimately, will be responsible for delivering on this Statement of Strategy. That commitment, together with our close working relationship with our stakeholders both within and outside of the Public Service, will be crucial to its success.

Frank Treacy

Interim Chief Executive

Property Registration Authority

Property registration in perspective

Property Registration Authority – background

..... The Property Registration Authority ('the Authority') was established in late 2006 to maintain and develop the land registration infrastructure on behalf of the State. The principal statutory functions of the Authority, whose members are appointed by the Minister for Justice and Equality, is to provide a State guaranteed register of title to land and security of title, and in so doing, to assist in the protection of property rights within the State.

A developed market economy needs a reliable, efficient and effective land registration system. Such a system is fundamental to doing business, as its existence encourages investment and supports economic growth.

While two separate systems for recording property transactions in Ireland continues to exist (the State-guaranteed system of title registration 'the Register' in the Land Registry and the system for recording deeds concerning land in the Registry of Deeds), the enactment of the Registration of Deeds and Titles Act, 2006, brought both systems under the management and control of the Authority.

The key responsibilities of the Authority are:

1. To provide and maintain a system of registration of Titles and Deeds in accordance with the relevant legislation,
2. To promote and extend the registration of ownership to land,
3. To deal with applications under Part 3 of the Landlord and Tenant (Ground Rents) (No. 2) Act, 1978,
4. To keep the Minister for Justice and Equality informed of progress in relation to the registration of ownership of land and to assist the Minister in the development of policy in relation to such registration,
5. To provide reliable and comprehensive information and certification services,
6. To maintain financial viability.

Completion of the Land Register (the Register)

Central to the Authority's principal role, is its statutory remit to complete the Register, thereby leading to a single system of title registration of all land in the Land Registry. This primary strategic goal aims to create a complete register of land ownership within the State where the veracity of the Register is guaranteed by the State and in so doing, making the transfer and mortgaging of land easier and facilitating Government policies on land administration, including electronic registration, electronic conveyancing ('eConveyancing') and the emerging Irish Spatial Data Infrastructure (ISDI).

The Authority has now reached a position where over 93% of the total land mass of the State, comprising approximately 88% of titles, is registered in the Land Registry. As the Register extends to encompass the entire country, reliance on the system of recording deeds, in respect of the remaining titles, operated by the Registry of Deeds, will gradually reduce and that register will, ultimately, be of interest primarily to historians and genealogists.

Value of the Register

The Authority continues to identify the benefits of facilitating even greater accessibility to and exploitation of the information held within the Register and is working towards positioning its property ownership data as a critical component in the move to improve decision making at all levels of Government and in supporting evidence-based policy making.

While the creation of such integration and synergies is not always directly within the statutory remit and control of the Authority, its focus is now moving towards realising the full potential of the spatially-enabled Register.

The Authority's public sector outreach programme to raise awareness of the value of Land Registry spatial data derived from the Register is ongoing, with its Spatial Information Unit continuing to develop processes to facilitate the delivery of spatial data to both public and private sector organisations. The demand for Land Registry spatial and related data continues to increase.

Ongoing national and international Initiatives

The Authority is a 'Legally Mandated Organisation' (LMO) in Ireland for Annex 1 Cadastral Parcels Theme of the INSPIRE Directive of the European Parliament which has established an 'Infrastructure for Spatial Information in the European Community' and as such is obliged to provide discovery, view and ultimately download services through INSPIRE and ISDI geoportals.

Ireland's ISDI/INSPIRE compliant portal for Geographic Information (GeoPortal.ie) was launched in June 2013. This portal was developed by the Department of Environment, Community and Local Government (DECLG) and Ordnance Survey Ireland as part of the (ISDI) project, in order to facilitate the online sharing of spatial data according to the requirements of the Irish eGovernment Strategy and the EU INSPIRE directive. The Authority played a pivotal role in the development and testing of GeoPortal.ie prior to its launch and continues in its support by providing freehold and leasehold cadastral parcel data on a bi-annual basis for uploading to GeoPortal.ie, together with land parcel data for viewing through the MyPlan geo-portal.

The Authority participates in a range of international activities which are necessary or expedient for the performance of its functions.

It participates in the networks established with the Land Registration bodies in Northern Ireland, Scotland, England and Wales with a view to exchanging good practices and addressing common challenges.

It is also a member of the European Land Information System (EULIS) which provides on-line access for professional users to Land Registration data in other jurisdictions. It also continues to play an active role in the European Land Registry Association (ELRA) and the UNECE Working Party on Land Administration (WPLA). Furthermore the Authority has observer status in EuroGeographics.

Future Developments

The Government's Public Service Reform plan includes proposals for the rationalisation of a number of State bodies. In October 2012, following an in-depth review, one of the measures approved by the Government was the merger of the Property Registration Authority,

the Valuation Office and Ordnance Survey Ireland. Considerable progress has been made towards this merger with legislation for the establishment of the merged organisation (to be titled Tailte Éireann) being drafted and cross-organisational staff groups are working currently towards the achievement of this merger.

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Mission, values and operating environment

Mission

The Authority's mission is to safeguard property rights and facilitate property transactions by maintaining and extending a comprehensive system of registration of title in Ireland and promoting its use.

Values

Service to our Customers

The Authority is committed to providing its customers with an excellent service which is readily accessible through a variety of channels.

Public Interest

The Authority is committed to carrying out its functions in the public interest in an open and transparent manner.

Commitment to Staff

The Authority values the dedication of its staff and is committed to supporting them in delivering a high quality service to its customers and in developing fulfilling careers within the organisation.

Governance and value for money

The Authority is committed to compliance with high standards of governance and probity, and to conducting its business in a cost-effective manner.

Consultation

The Authority is committed to consultation with its stakeholders in the ongoing development and delivery of its services.

Dynamism

The Authority is committed to embracing and managing change, including the development and application of technological advances and working practices, aimed at improving the Authority's efficiency and the customer experience.

Operating environment

The key factors which will impact on the Authority's output capacity over the lifetime of this Strategic Plan include:

1. Ongoing changes in the economic climate, including the recovery of the property market which will directly affect the intake of work,
2. The staffing levels and staff demographic, including the ongoing loss of knowledge capital,
3. Budgetary allocations which will impact upon resource availability, including replenishment and ongoing development of key ICT infrastructure,
4. Government Policy specifically:
 - Establishment of Tailte Eireann through the merger of the Authority with the Valuation Office and OSi as announced by Government on 31st of October 2012
 - Public Service Reform
 - Continued transition to Shared Services
 - Legislative Change
 - Government ICT Strategy
5. EU - level initiatives, specifically those relating to Open Data Policies, Data Sharing, such as Infrastructure for Spatial Information in Europe (INSPIRE) and the re-use of Public Sector Information (PSI),
6. Customer demands requiring innovation in the delivery of services including:
 - Demands for extension in the range of information services
 - Increased demand for new channels of delivery including the expansion of electronic services
 - Speed of delivery and quality of services provided.

Goals

The Authority has adopted the following key objectives:

1. Completion of the Irish Land Register,
- 2. Maintenance of a reliable and accurate system of land registration,
3. Meeting the Needs of the customer,
4. Delivering the Goals in a reformed public service,
5. Optimise use and value of the Register.

Critical success factors

The strategies outlined in this Strategic Plan represent an ambitious, integrated and far-reaching programme of work to be achieved over its lifetime, particularly in relation to the completion of the Irish Land Register. A number of critical success factors will have a major bearing on the Authority's ability to deliver on this Plan. These include:

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1. Appropriate staffing levels with the requisite skills set,
2. Appropriate levels of financial resources,
3. Availability of alternative mechanisms for bringing titles onto the Register (e.g. Authority led Registration),
4. Certain legislative changes, where necessary in order to achieve the goals as defined in this Strategy,
5. Positive engagement by the Stakeholders,
6. Latitude to incentivise First Registrations.

Strategic Plan 2016-2018 at a glance

Strategic Plan 2016-2018 at a glance

Goal	Strategy	Performance Indicators	Impact
Completion of the Irish Land Register	<ul style="list-style-type: none"> Improve capacity to process CFR Establishment of Working Group Ensure appropriate staff levels Incentivise both compulsory and voluntary First Registrations 	<ul style="list-style-type: none"> Percentage of national land mass which is registered Reduction in numbers of Applications to the Register of Deeds Effective consultation process with stakeholders in place Numbers of burdens and appurtenant rights registered 	Completion of the Register facilitates a more efficient and cost effective conveyancing process
Maintenance of a reliable and accurate system of land registration	<ul style="list-style-type: none"> Promote the greater use of standard deeds and forms Continue to implement measures to achieve an improvement in the standard of applications Continuously review work processes Analyse the outcomes of the process assurance and quality assurance reports Review learning and development Respond promptly to customers who identify potential errors in registration Review the effectiveness of the ICT systems Ensure the reliability of the ICT systems that support the registration process Maintain reference to the most up to date OSi spatial data Ensure effective processing of applications to acquire freehold title under Part 3 of the Landlord and Tenant (Ground Rents) (No.2) Act 1978 Review and update Practice Directions and guidelines on an ongoing basis 	<ul style="list-style-type: none"> Publication of up-to-date Practice Directions Identifiable and measurable improvements in the quality of registration Effectiveness of process assurance systems Effectiveness of correction systems where errors are identified internally or externally Regular feedback to staff Delivery of appropriate learning and training programmes Reduction in the number of cases which require correction Flexibility in the deployment of resources Casework teams with appropriate knowledge and skills Delivery of enhanced eRegistration services and processes to enable delivery of application and registration data electronically Effective and timely deployment of updated OSi data Number of applications to acquire freehold title and title based on adverse possession which have been completed 	An accurate and reliable register, conferring the benefits of State Guarantee on title holders provides certainty and security to transactions in relation to property

Strategic Plan 2016-2018 at a glance

Goal	Strategy	Performance Indicators	Impact
Meeting the needs of the customer	<ul style="list-style-type: none"> Work in partnership with customers Engage with stakeholders in formal consultation processes Contribute to all relevant reports, surveys and benchmarks Analyse statistical data, reports and surveys to evaluate the level to which internal verification processes are met Regularly carry out a review of Customer Charters Extend the range of electronic services to non-professional customers Extend the provision of correspondence by electronic means Prepare, implement and review annual business plans Continue to implement measures to secure an improvement in the standard of applications submitted for registration Maintain standards and procedures to facilitate quality, productivity, efficiency and value for money Extend eRegistration Monitor performance under the Official Languages Act 2003 Continue to raise awareness of the benefit to the citizen to be derived from registration of title Extend the range of information services available 	<ul style="list-style-type: none"> Regular and effective participation by stakeholders The level of customer satisfaction Level of achievement of customer charter targets and divisional business plans Verification of performance under relevant Performance Verification processes The variety and number of applications which can be registered through eRegistration Increased participation in eRegistration Delivery of services in the Irish language in line with the agreed scheme The issue of regular information bulletins to the public Extension in the range of information available Consistent year on year reduction in the % of cases which need to be queried or rejected Increased use of Landdirect by the citizen and professional user Recognition of the value of the Authority's spatial data through its wider adoption 	All customers will benefit from the provision of effective and efficient services which are easily accessible

Strategic Plan 2016-2018 at a glance

Goal	Strategy	Performance Indicators	Impact
Delivering the goals in a reformed Public Service	<ul style="list-style-type: none"> Implement a Human Resource Strategy leading to an engaged and effective workforce Continue to facilitate staff in lifelong learning Effectively manage all resources, human, financial and otherwise Optimise the use of technology Maintain a strategic focus on the Information and Communications function (ICT) development Ensure continued trust and confidence in the Authority Continue to participate in and support shared services initiatives Explore with other State Agencies how best to maximise the potential of the Authority's database of land information Participate in developing open data initiatives 	<ul style="list-style-type: none"> Delivery of projected outputs and turnaround times Implementation of an agreed Workforce Plan Diminished absenteeism and improving productivity Effective staff engagement initiatives Enhanced industrial and employee relations Implementation of an organisation appropriate learning and development strategy Development and implementation of an ICT strategy Continuous improvement to on-line access to data Delivery of data to State Agencies in the most cost effective manner Satisfactory reports from the Internal Audit Function, Audit Committee and the C&AG Timely and relevant management reports Adherence to the relevant provisions of applicable codes of conduct/ practice Effectiveness of the management budgetary committee 	Embracing the ideals of Public Service Reform and renewal, the Authority will deliver its mandate whilst achieving value for money

Strategic Plan 2016-2018 at a glance

Goal	Strategy	Performance Indicators	Impact
Optimise use and value of the Register	<ul style="list-style-type: none"> Build capacity through developing and implementing a communication strategy Proactively identify and demonstrate opportunities that the Register can provide to State agencies Facilitate the further spatial enablement of land register Identify barriers and enablers to achieve collaboration to improve decision making at all levels of governance Support effective decision making relating to land ownership Formulate an external data sharing and management best practice toolbox approach Facilitate public sector reforms through enabling data accessibility and sharing Ensure readiness for the challenges and opportunities of the future operation in general, and specifically the merger Work closely with all parties with regard to the realisation of the merger of the three organisations 	<ul style="list-style-type: none"> Quantify the potential public value which could accrue from integration with property ownership information Increase awareness of the value of and exploitation of the register Increase engagement with the relevant stakeholders and State agencies through further development of service provision of the Spatial Information Unit Formalizing of existing cross sectoral data sharing Introduction of new and innovative service delivery mechanisms and end products/applications Work towards meeting the future challenges and opportunities with respect to Tailte Éireann 	The extended use of the feature-rich database provided by the electronic register increases the relevance of the data and enhances the public value to be derived from this information

Completion of the Irish Land Register

Accelerate the completion of the Irish Land Register.

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Commentary:

At the time of the publication of this Strategic Plan, 93% of the total land mass of the State was registered, leaving approximately 7% yet to be registered. The level of unregistered land varies from county to county with 21 counties having in excess of 90% registered. Please see Figures 1 and 2 at Appendix A, illustrating the current level of registration.

The Irish Land Register may be said to be “complete” when every property footprint in the State is recorded on the Register.

Presently, the Authority largely relies upon legislative triggers for Compulsory First Registration (CFR) in order to arrest the growth of unregistered titles and to increase the land mass in respect of which title is registered. CFR is currently triggered by sales of Freehold property and the creation of Leases with a term in excess of 21 years. The volume of lodgements, expected to be of the order of 12,000 in 2015, is a reflection of market activity and if the market were to remain at current levels it would take approximately 30 to 35 years to complete the Register. Reliance on the current triggers has resulted in a steady increase in the registration of titles. The extension of CFR to all of the State in June 2011 has seen applications for First Registration rise from 5,306 lodged in 2011 to the anticipated lodgement of 12,000 for 2015 resulting in approximately 35,000 new titles added to the Register. However, the rate of that increase is not considered by the Authority to be swift enough to ensure that the Authority is at a full state of readiness to participate in and benefit from future developments in the area of e-conveyancing¹. Therefore, in order to accelerate the completion of the Register, further initiatives such as consideration of Authority-led registration will be required in order to supplement registration triggered by market activity. Authority-led registration has the merit of providing increased levels of certainty regarding the time-line for completion

¹For further information on e-Conveyancing please see Page 58 Construction 2020 and Action 73 [http://www.taoiseach.gov.ie/eng/Publications/Publications_2014/Construction_Strategy_-_14_May_2014.pdf
Law Society eVision https://www.lawsociety.ie/Documents/Media/eVision.pdf
Law Reform Commission report on eConveyancing http://www.lawreform.ie/_fileupload/Reports/reConveyancing.pdf

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of the Irish Land Register. It is estimated that there are significant numbers of unregistered titles owned by State Authorities and the Property Registration Authority are currently working with the Office of Public Works to agree a schedule of registration as required under Public Sector Reform. In the past, the Authority has actively engaged with Statutory Authorities (who are obliged under the Registration of Title Act 1964 to register all property acquired since July 1967) with a view to facilitating such bodies registering the titles to their land on a voluntary basis thereby assisting them fulfil obligations as part of Public Service Reform.

Additional initiatives of this nature will be required in order to achieve completion of the Irish Land Register.

Strategies:

The Authority will:

1. Improve its capacity to process CFR Applications by:
 - a. Ensuring that appropriate staff levels are maintained and that such staff have the required skills;
 - b. Continuously reviewing business processes and implementing a continuous improvement program.
2. Establish a Working Group with the following terms of reference:
 - a. To consider methods of incentivisation for the lodgement of Voluntary Applications for First Registration;
 - b. To consider the viability and implications of finalising the completion of the Register by Authority-led First Registrations not grounded on Application;
 - c. To consider and recommend legislative changes required in order to achieve the recommendations of the Working Group;
 - d. To consider whether there will be a continuing role for the Registry of Deeds once completion of the Irish Land Register has been achieved;
 - e. To identify resources required to deliver the goal and how specific funding for the project might be obtained;
 - f. To submit a report and recommendations within a prescribed timeframe.

g. Ensuring appropriate staffing levels with the requisite skills. This may necessitate external recruitment potentially of both a permanent and temporary nature. The Authority may require the latitude and finances in order to carry out such recruitment and training drives as it deems appropriate which may need to be dealt by way of a specific application for sanction and budget line from the Department of Public Expenditure and Reform.

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3. Incentivise both compulsorily and voluntary First Registrations and in that circumstance, the Authority will require the collaboration of other State Organisations.

Performance Indicators:

1. Percentage of national land mass which is registered,
2. Reduction in numbers of Applications to the Registry of Deeds,
3. Effective consultation process with stakeholders in place,
4. Numbers of burdens and appurtenant rights registered.

Maintenance of a reliable and accurate system of land registration

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Ensure the reliability and accuracy of the Register through effective registration practices and rigorous quality and process assurance systems and structures.

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Commentary:

One of the cornerstones of any successful market economy is to have in place a system of land registration which is reliable. The Authority maintains the registers of title to land that provide a State guaranteed title to parties dealing with property. It is critical, therefore, that systems are in place to ensure the accuracy and reliability of registration data. As part of that process, the Authority has implemented a program of ongoing reviews aimed at examining how applications containing registration data can be improved to minimise the potential for errors in the registration.

This includes the electronic receipt of the registration data from customers and thereby improving the standard of the application data used in the registration process. To that end, the Authority is committed to the incremental roll out of Electronic Registration (eRegistration). Key targets achieved in the program to date are as follows:

- Since 2009 the Authority has provided two eRegistration services, eDischarges and eCharging Orders, which have delivered substantial efficiencies and increased transparency to all participating parties.
- Following a pilot program in 2013, Phase Two of eRegistration went live in October of that year. The system initially allowed for the electronic generation of deeds of transfer.
- In 2014, a new version of www.landdirect.ie was launched. The system was developed in-house through the use of open source software.

The eRegistration system allows for secure exchange of documents, electronic payment of fees and electronic notifications. It is planned that the system will be extended to Charges and Mortgages in 2015. The continued development of eRegistration services by the Authority in consultation with its main stakeholders is fundamental to any future system of eConveyancing in Ireland.

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At the same time, the Authority continues to review and refine its existing process and quality assurance policies and practices. The Authority considers that ensuring our customers can rely on the product being delivered and that the procedures and processes in place reflect what is contained in our Acts, Rules and Practice Directions are critical features of the registration process. Delivering quality and process assurance includes the evaluation of the risk, ranging from minor to significant, to the Registries arising from incorrect registrations. However, currently approximately 12% of applications lodged are rejected for fundamental flaws in the application with a further 25% queried for other issues. This adds a significant overhead to the processing of casework. Further mechanisms to reduce these numbers significantly must be put in place with stakeholders to ensure that effort is focused on applications that are in order for registration.

Strategies:

The Authority will:

1. Promote the greater use of standard deeds and forms,
2. Continue to implement measures to achieve an improvement in the standard of applications and data submitted for registration,
3. Continuously review work processes to optimize the completion of registrations in an accurate and reliable manner,
4. Analyse the outcomes of the process assurance and quality assurance reports and put in place systems to remedy any shortcomings identified through this analysis,
5. Review learning and development programmes in line with the analysis and findings of the process assurance reports and feedback from the quality assurance teams,
6. Respond promptly to customers who identify potential errors in registration,
7. Review the effectiveness of the ICT systems and work processes in the delivery of effective and reliable registrations,
8. Ensure the reliability of the ICT systems that support the registration process,

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9. Maintain reference to the most up to date OSi spatial data,
10. Ensure effective processing of applications to acquire freehold title under Part 3 of the Landlord and Tenant (Ground Rents) (No.2) Act 1978, as well as applications for title relying on adverse possession,
11. Review and update Practice Directions and guidelines on an ongoing basis.

Performance Indicators:

1. Publication of up-to-date Practice Directions and other guides for staff and customers,
2. Identifiable and measurable improvements in the quality of registration,
3. Effectiveness of process assurance systems,
4. Effectiveness of correction systems where errors are identified internally or externally,
5. Regular feedback to staff on information derived from quality assurance and process assurance reviews,
6. Delivery of appropriate learning and training programmes,
7. Reduction in the number of cases which require correction,
8. Flexibility in the deployment of resources to ensure best effect and impact,
9. Casework teams in place with appropriate knowledge and skills,
10. Delivery of enhanced eRegistration services and processes to enable delivery of application and registration data electronically,
11. Effective and timely deployment of updated OSi data,
12. Number of applications to acquire freehold title and title based on adverse possession which have been completed.

Meeting the needs of the customer

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The maintenance of an excellent service and the continued extension of the services available to customers of the Land Registry and Registry of Deeds.

Commentary:

The Authority is fully committed to the best level of service possible. The Customer Charters set out the level of services which the Authority endeavours to provide to its customers. The overall goal of the Charters is to provide excellent services which are easily accessible by a variety of means. Furthermore, the Charters establish and quantify measurable delivery targets for a range of application types.

Whilst the recently completed customer survey indicated a high level of satisfaction amongst customers with the quality of service provided by the Authority, the survey also identified some of the operational and other electronic services as being in need of improvement or modification. The Authority will continue to ensure that this feedback will form an integral part in the updating of the Customer Charters and in the ongoing programme of improving the delivery of a quality customer service.

In addition, the Authority will continue to promote an awareness of the benefit of registration of title. Registration of a title on the Register is the basis for publicly recording and verifying ownership of the property. Registration of ownership in the Land Registry conveys upon the owner a state guaranteed system of title registration.

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Strategies:

The Authority will:

1. Work in partnership with customers to establish their expectations through—
 - a. Customer Focus Group,
 - b. Engaging with other Public Service bodies with a view to the delivery of Integrated Public Services,
 - c. Discussions with representative bodies and conducting customer needs surveys,
 - d. Briefing and educational sessions,
2. Engage with stakeholders in formal consultation processes,
3. Contribute to all relevant reports, surveys and benchmarks,
4. Analyse statistical data, reports and surveys to evaluate the level to which internal verification processes are met,
5. Regularly carry out a detailed review and up-dating of the current Customer Charters,
6. Extend the range of electronic services to non-professional customers,
7. Extend the provision of correspondence by electronic means,
8. Prepare, implement and review annual business plans with a strong focus on outputs, turnaround times and the needs of our customers,
9. Continue to implement measures to secure an improvement in the standard of applications submitted for registration,
10. Maintain standards and procedures to facilitate quality, productivity, efficiency and value for money,
11. Extend eRegistration to other appropriate types of applications,
12. Monitor the delivery of services under the scheme agreed under the Official Languages Act 2003,
13. Continue to raise awareness of the benefit to the citizen to be derived from registration of title,

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14. Extend the range of information services available to professional and non-professional customers.

Performance Indicators:

1. Regular and effective participation by stakeholders in the Authority Customer Focus Group meetings,
2. The level of customer satisfaction as disclosed by ongoing feedback and customer surveys,
3. Level of achievement of customer charter targets and divisional business plans,
4. Verification of performance under relevant Performance Verification processes,
5. The variety and number of applications which can be registered through eRegistration,
6. Increased participation in the use of eRegistration services,
7. Delivery of services in the Irish language in line with the agreed scheme,
8. The issue of regular information bulletins to the public and participation at appropriate events,
9. Extension in the range of information available,
10. Consistent year on year reduction in the % of cases which need to be queried,
11. Consistent year on year reduction in the % of cases which need to be rejected,
12. Increased use of Landdirect by the citizen and professional user,
13. Recognition of the value of the Authority's spatial data through its wider adoption as the authoritative source for property ownership.

Delivering the goals in a reformed public service

4

Deliver upon the Authority's business goals through the efficient and effective use of resources, the embracing of public service reform and civil service renewal and adherence to the highest standards of good corporate governance.

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Commentary:

The Authority as part of the wider Irish Public Service has fully engaged with the programme of economic recovery. Recent years has seen a strong focus on cost reduction as is evidenced by the fact that the Authority's cost base and in particular its workforce has reduced significantly since 2008. The Public Service Agreement 2010 – 2014 (Croke Park Agreement), the Public Service Stability Agreement 2013-2016 (Haddington Road Agreement) in tandem with the Public Service Reform Plan 2011-2014 have enabled the Authority to manage with more limited resources through integration, changes in work processes and the sharing of services with other Government Departments.

There is now a change in emphasis. Public Service Reform 2014 – 2016 espouses four key themes:

- strengthened focus on the delivery of improved outcomes for service users through alternative models of service delivery;
- freeing up resources by making existing processes more cost effective and efficient, and using the savings to invest in new or improved services;
- make maximum use of digitalisation and open data to deliver services and information in innovative ways;
- delivering greater openness, transparency and accountability to strengthen trust in government and public services, and enhance public governance.

Throughout the course of this Strategic Plan therefore, the Authority will achieve its goals by fully embracing the ideals of Public Service Reform, with a renewed emphasis on efficient and effective use of resources to deliver an improved outcome for stakeholders whilst adhering to high standards of governance.

Furthermore the Civil Service Renewal Plan 2014 represents a fundamental new vision and direction for the civil service. The Authority is fully committed to engaging with this process of change in key areas. These include maximising the performance and

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potential of employees, improving responsiveness through culture, structural and process change and continuously learning and improving by being open to external ideas, challenge and debate.

To this end, the Authority recognises its staff as its key resource. The Authority, therefore remains fully committed to the continuing professional and personal development of staff and the encouragement of an ethos of lifelong learning.

Strategies:

The Authority will:

1. Implement a Human Resource Strategy leading to an engaged and effective workforce operating in a positive industrial relations environment,
2. Continue to facilitate staff in engaging in ongoing professional development and lifelong learning,
3. Effectively manage all resources, human, financial and otherwise in order to respond to and satisfy the fluctuating demands and expectations of stakeholders,
4. Optimise the use of technology, thereby reducing the cost of delivering services internally and externally and also generating efficiencies for all stakeholders,
5. Maintain a strategic focus on the Information and Communications function (ICT) development with a renewed emphasis on new modes of delivery,
6. Ensure continued trust and confidence in the Authority through appropriate and transparent governance arrangements,
7. Continue to participate in and support shared services initiatives with other State Agencies, Government Departments and other organisations,
8. Building upon progress already achieved, explore with other State Agencies how best to maximise the potential of the Authority's database of land information,
9. Participate appropriately in developing open data initiatives.

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Performance Indicators:

1. Delivery of projected outputs and turnaround time of applications to customers in line with Customer Charter and stakeholder expectations,
2. Implementation of an agreed Workforce Plan which effectively underpins the management and deployment of staffing and available financial resources in line with delegated sanction provisions from the Department of Public Expenditure and Reform,
3. Diminished absenteeism and continuously improving productivity,
4. Effective staff engagement initiatives,
5. Enhanced industrial and employee relations,
6. Implementation of an organisation appropriate learning and development strategy which maximises the performance and potential of the workforce,
7. Development and implementation of an ICT strategy that is appropriate to an organisation operating within a reformed Public Service,
8. Continuous improvement to on-line access to data and electronic sharing of data,
9. Most effective use of staff resources consequent on the continued investment in eRegistration and on-line services,
10. Delivery of data to State Agencies in the most cost effective manner,
11. Satisfactory reports from the Internal Audit Function, Audit Committee and the Comptroller and Auditor General,
12. Timely and relevant management reports are produced which enable informed decision-making,
13. Adherence to the relevant provisions of applicable codes of conduct/practice,
14. Effectiveness of the management budgetary committee in achieving overall value for money.

Optimise use and value of the Register

5

Maximizing the Authority's statutory role as the authority responsible for land registration and land ownership information in Ireland through partnerships, collaboration and integration across all levels of governance and cross sector.

Commentary:

The Land Registry and the Registry of Deeds together constitute the authoritative source of property ownership information in Ireland with information available in these registries forming the basis of property transactions in this jurisdiction.

The Authority is aware of the benefits in facilitating even greater accessibility to and exploitation of the information held within the Register and continues to work towards positioning its property ownership data as a critical component in the move to improve decision making at all levels of Government and in the support of evidence-based policy making and is proactive in this regard.

Specifically, the Authority will pursue the realisation of the anticipated benefits to be derived from a corporate data model and data management with the merging of the Property Registration Authority, the Valuation Office and Ordnance Survey Ireland as decided by Government on 31st October 2012. To this end, the Authority is actively working towards the merger through participation in various working groups.

Progress towards the achievement of Strategic Goal 1 will yield greater certainty, resilience and completeness in property ownership information. Technology will enable the Register to become even more accessible and utilized by individuals and businesses alike. This, in turn, will add value and integrity to other land-related datasets across the Public Sector. The Authority, with its expertise in examining and recording ownership rights, responsibilities and restrictions, will lead and support innovative collaboration and coordination in this regard.

The information stored on the Register is proving valuable to many State Bodies in carrying out their statutory functions. For example, the Authority can now provide advanced spatial information for the National Roads Authority's national motorway programme, input for a number of the Environmental Protection Agency's regulatory projects, information to the DELG in relation to implementing various EU Directives and has facilitated the construction of Property

5

Interest Registers for Local Authorities. Its work with the Office of Public Works to establish a state property register, together with its facilitation of local authorities and the Health Service Executive in ensuring all of their property interests are correctly registered, while also assisting the National Asset Management Agency (NAMA) in managing its property portfolio is pivotal to asset management within the State. This database contains a vast amount of statistical information relating to property which potentially provides an opportunity for delivery of other property related information for uses beyond title registration.

The Authority is also in a position to play an active role in emerging initiatives, which would not have been possible previously. The Authority's expertise and experience in the creation and management of land related Registers providing a key resource in the achievement of the Land Options Register is identified as part of the Governments Construction 2020 programme.

Strategies:

The Authority will:

1. Build capacity through developing and implementing a communication strategy aimed at citizen (general awareness), business (focused opportunities) and within and across land/property sector (authoritative dataset),
2. Proactively identify and demonstrate opportunities that the role and contribution of the Register can provide to State agencies and cross sector synergies towards realising an enhanced public value,
3. Facilitate the further spatial enablement of land register by providing opportunities for the attachment or association of third party information to the Register's property ownership records,
4. Identify barriers and enablers (both legislative and technical) necessary to achieve such collaboration to improve decision making at all levels of governance,
5. Support effective decision making relating to land ownership through the provision of timely services, minimizing costs and barriers to land transactions,

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6. Formulate an external data sharing and management best practice toolbox approach – informed by recent requests (PSI requests, State property assets etc.),
7. Facilitate public sector reforms through enabling data accessibility and sharing in line with eGovernment policies, National Spatial Data and Open Data strategies and Data Sharing legislation,
8. Ensure readiness for the challenges and opportunities of the future operation in general, and specifically of the merged organisation in light of the Government decision,
9. Work closely with the Department of Justice as our parent Department, together with the Valuation Office and Ordnance Survey Ireland with regard to the realisation of the Merger of the three organisations.

Performance Indicators:

1. Quantify, through a review of relevant land/property related datasets across public sector, the potential public value which could accrue from integration with property ownership information,
2. Increase awareness of the value of and exploitation of the register, across the general public, business and government sectors, through a focussed communication strategy,
3. Increase engagement with the relevant stakeholders and State agencies through further development of service provision of the Spatial Information Unit,
4. Formalizing of existing cross sectoral data sharing initiatives and embed open data strategies where appropriate,
5. Introduction of new and innovative service delivery mechanisms and end products/applications,
6. Work towards meeting the future challenges and opportunities with respect to the establishment of Tailte Eireann (the Authority, VO & OSi merged organisation).

Appendices



appendix

% Geographic spread of land mass registered

A

Figure 1: % Geographic spread of National Land Mass Registered on Irish Land Register

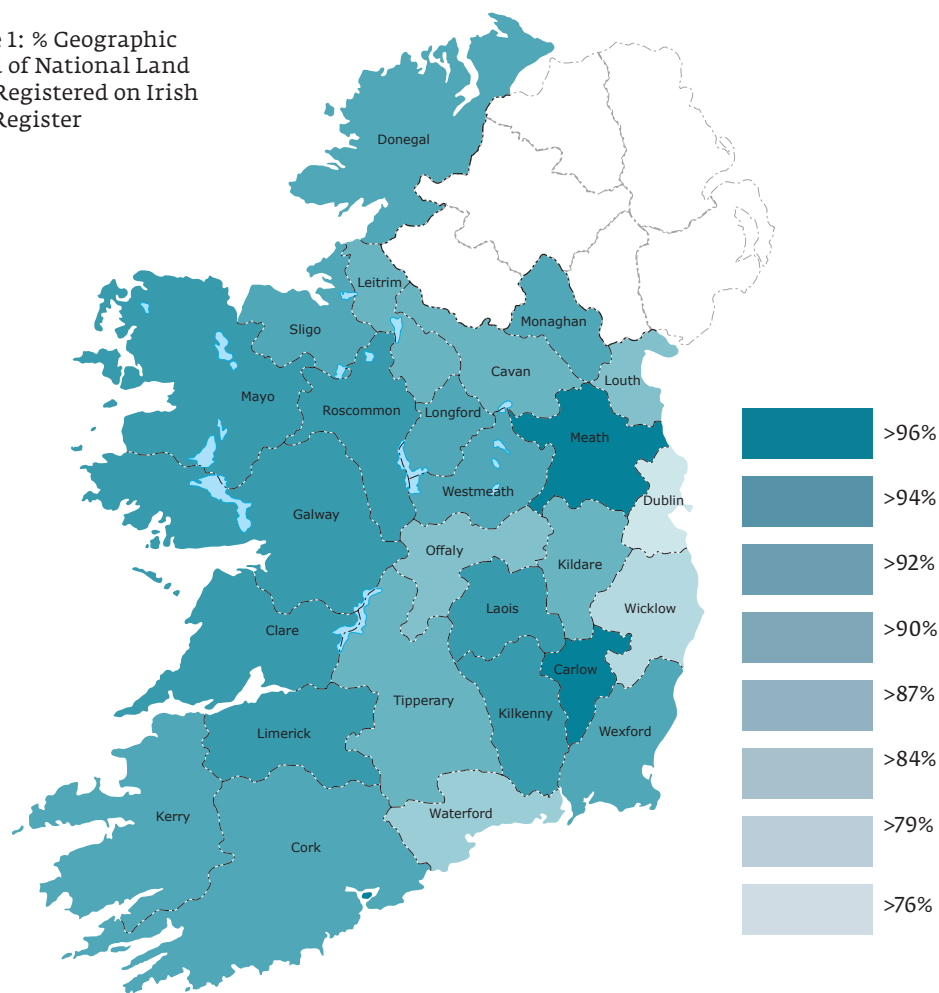
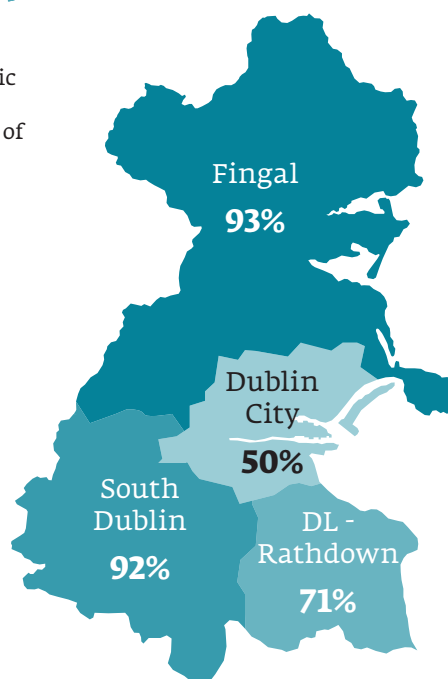


Figure 2: % Geographic Spread of Land Mass Registered in County of Dublin



appendix

Governance framework

B Good governance, based on sound systems of management and financial control, is an integral element of the Authority's strategy. The Authority will continue to enhance its governance structures through ongoing review and development of management and financial controls. This will also involve active management of risk and the continued operation of an internal audit function.

A key element of the Governance Framework in the Authority 2016-2018 will be the adaption of recently published Corporate Governance Framework for Government Departments which aims to establish a common governance framework for the Civil Service. The specific elements of the Governance Framework which operates within the Authority include:

Audit Committee

An Audit Committee consisting of two members' external to the Authority, together with two Authority members, is in place since 2007. The Audit Committee reviews and assesses the work of the Internal Audit Function. The Committee also reviews the Authority's approach to Risk Management and presents an annual report to the Authority and to the Accounting Officer.

Internal Audit Function

The Internal Audit Function, with the use of an external delivery model, conduct internal audits, on a risk based basis, across the range of activities of the Authority including financial, operational and governance. All reports are submitted directly to the Accounting Officer and to the Audit Committee.

Risk Management

A Risk Register in accordance with the Department of Finance guidelines is maintained on an ongoing basis. The maintenance of the register is designed to ensure that risks are identified and assessed and necessary mitigating actions are, where resources allow, put in place. The Risk Register is compiled by the senior management team and presented to the Authority members on a quarterly basis.

appendix

B

Data Protection

The Authority registers as a Data Controller with the Office of the Data Protection Commissioner on an annual basis as required by law. The Data Protection policy of the Authority consists of a set of guidelines for staff based on the 8 Data Protection Rules to ensure that the Data Protection Acts 1988 and 2003 are complied with. The policy is reviewed and updated on an ongoing basis.

Protected Disclosures

The Protected Disclosures Act 2014 became operational on 15 July 2014. In line with the legislation, The Authority has implemented a detailed Protected Disclosure policy that has been communicated to staff at all levels.

Procurement

All procurement activity in the Authority is guided by the Public Procurement Guidelines and policies published by the Department of Finance. There is a framework of procurement procedures in place including segregation of duties, regular management reporting and a system for the authorisation of expenditure. Formal sanction is sought from the Department of Finance for all expenditure above an agreed threshold.

Procurement practice and policy is now guided, on an increasing basis, by central government procurement initiatives, as directed by the Office of Government Procurement.

Management Budgetary Committee

A Management Budgetary Committee is in place. It is chaired by the Financial Controller and comprises the Heads of Division from all areas responsible for authorising expenditure. It meets on a monthly basis and is responsible for ensuring expenditure remains within allocated budget and for adherence to all relevant procurement guidelines. The Committee is also responsible for seeking to achieve value for money in respect of all expenditure incurred.

appendix

B

Ethics in Public Office Act, 1995 and Standards in Public Office Act 2001

Procedures are in place to ensure that the members of the Authority and the staff of the Authority, holding designated positions, comply with the provisions of the Ethics in Public Office Act, 1995 and the Standards in Public Office Act, 2001. In addition, in accordance with the Code of Business Conduct for the members of authorities, the members of the Property Registration Authority register their interests in other undertakings with the Secretary on their appointment.

Freedom of Information

The FOI Act 2014 applies to the Property Registration Authority as and from 14th April 2015 (Section 1(3)(b)), applying to records created after 21st April, 2008.

The FOI Act 2014 creates the right:

- To access records held by FOI bodies
- To request correction of personal information relating to you held by FOI bodies where it is inaccurate, incomplete or misleading
- For an individual to obtain reasons for a decision made by FOI bodies where the decision affects them.

These rights are subject to certain exemptions which are set out in the Freedom of Information Act 2014.

Financial Reporting

A comprehensive system of Financial Reporting is also in place:

- The Chief Executive provides a financial overview to Authority members on a monthly basis,
- Formal reports on actual expenditure levels are submitted to the Department of Justice and Equality and the Department of Public Expenditure and Reform on a monthly basis,
- Returns of fee income received are submitted to the Exchequer on a weekly basis,
- The Annual Appropriation Account is prepared and submitted to the Comptroller and Auditor General by 31 March of each year
- Relevant and timely reports containing financial and non-financial information are provided to the senior management team.

Glossary

CFR: Compulsory First Registration. Registration of title in the Land Registry is compulsory in the case of all land bought under the Land Purchase Acts and all land acquired after 1 January 1967 by a statutory authority. In addition, CFR has been gradually extended and, now applies to property located in all counties. For additional information, please visit <http://www.prai.ie/land-registry-services>

Cadastral Parcels Theme: A cadastre is a map and associated information showing the boundaries, ownership and other details in relation to land parcels. Cadastral parcels are commonly used as a common unit in important aspects of the property market (conveyancing of property, mortgaging, easements etc.). Cadastral parcels are one of the spatial information “themes” prescribed in Annex 1 of the INSPIRE Directive of the European Parliament and Council. The purpose of the INSPIRE Directive is to lay down a general framework for a Spatial Data Infrastructure (SDI) for the purposes of European Union environmental and related policies.

Construction 2020: The Government policy to provide the basis for the renewal of the construction sector in order to provide the capacity to provide the housing and infrastructure needed as a Society by 2020.

Customer Charter: This is a statement setting out the level of service that customers of the Authority can expect. The charter is available online at www.prai.ie/property-registration-authority-customer-charter

eConveyancing: Electronic Conveyancing relates to the improvement of all aspects of the conveyancing lifecycle through the use of technology. It envisages paperless transactions through most or all stages of the conveyancing process, from pre-sale to post-completion. The element of eConveyancing involving direct participation by the Authority is known as eRegistration.

eRegistration: This is the term used internationally to describe processes and systems which enable changes to the Register by electronic means, rather than by paper transactions. It relates to the part of the overall eConveyancing process with which the Authority would interact. The Authority has a portal dedicated to its electronic registration services; www.eregistration.ie

glossary

ELRA: The European Land Registry Association is currently comprised of 23 organisations representing the land registries of some 20 Member States of the European Union. The primary purpose of ELRA is the development and understanding of the role of land registration in real property and capital markets. ELRA also works on behalf of Land Registries in Europe in cooperating with the EU institutions. Additional information is available at www.elra.eu

EULIS: The European Land Information Service provides subscribed land registry customers in one EU member state with reliable, direct and easy access to land and property information in other European countries. EULIS is operated by a consortium of member countries with expertise in the area of land registration, most of which are government organisations. The Authority is a member of and operates a live service through EULIS. For further information, please consult www.eulis.eu

EuroGeographics: EuroGeographics is the membership association and representative body of the European national mapping, land registry and cadastral agencies. The mission of EuroGeographics is to further the development of the European Spatial Data Infrastructure through collaboration in the area of geographical and land information. EuroGeographics works closely with the European Commission and Parliament to support and deliver their policy and service initiatives. <http://www.eurogeographics.org/>

GeoPortal.ie: This is a shared government resource that provides access to a network of spatial data from a wide variety of Irish public bodies and organisations for download and viewing. It has been created as part of the Irish Spatial Data Infrastructure (ISDI) project and is designed to facilitate the on-line sharing of spatial data according to the requirements of the Irish eGovernment Strategy and the EU INSPIRE Directive. www.geoportal.ie

ICT: This is the acronym used to describe the Information and Communications function within the Authority. This covers the development and support of information systems such as ITRIS, Digital Mapping, landdirect.ie, eRegistration and MIDAS together with the technical infrastructure on which they operate including disaster recovery. The communications element refers to the support of email and the Authority Wide Area Network connecting each of our buildings together with the internal networks. It also refers to support for the landline telephone system and mobile communications.

glossary

INSPIRE: The INSPIRE Directive (2007/2/EC) of the European Parliament seeks to establish an 'Infrastructure for Spatial Information in the European Community' (INSPIRE). The INSPIRE Directive entered into force on 15 May 2007 and sets out a range of requirements as regards standardisation and publication of geographical datasets and associated descriptions ('metadata') across the European Union. Annex A of the Directive, which deals with land parcels, will come into force during the life of this Plan and will be of particular relevance to the operations of the Authority.

ISDI: The Irish Spatial Data Infrastructure is a Government initiative, led by the Department of the Environment, Heritage and Local Government, to promote a co-ordinated approach to spatially referenced information (including maps) in Ireland. The project, which has been underway for some time, may bring about the conditions leading to the creation of an 'Integrated Land Information System' as a national resource which will facilitate the easy discovery and dissemination of spatially related information.

Landdirect: The Authority's online portal for the provision of services on an electronic basis. www.landdirect.ie

Landlord and Tenant (Ground Rents) (No. 2) Act, 1978: The Authority administers a scheme under which owners of leasehold property can purchase their Ground Rent and enlarge their interest into a freehold. The Landlord and Tenant (Ground Rents)(No 2) Act 1978 which came into operation on 1st July 1978 provided a new method for the purchase of ground rents on dwellinghouses. The approach adopted by the 1978 (No 2) Act is, that for a prescribed fee, the Authority undertake to do the legal work of completion of the purchase of the fee simple and the Authority was entrusted with the administration of the new scheme instead of the County Registrar.

MIDAS: The Management Information and Data Analysis System is the tool used by the Authority to measure and assess the performance of the Authority in its delivery of services to customers. This system records all registration activity, incorporating productivity data at all levels, including the individual micro level and the overall macro organisational level. It provides analysis of the intake, output and cases on hands of all applications lodged with the Authority and also performance analysis against targets contained in the Customer Charters.

glossary

Myplan.ie is an initiative of the Department of the Environment, Community and Local Government on behalf of all of the planning authorities across the country. The aim of Myplan.ie is to create a one stop shop for information about plans and also to provide other information which is relevant to planning decision-making (census, heritage sites, patterns of housing development etc) that will not only be of benefit to citizens but will also assist with coordination between local authorities and more generally with the delivery of public services. www.myplan.ie

Open Data: Open data is the idea that some data should be freely available to everyone to use and republish as they wish, without restrictions from copyright, patents or other mechanisms of control. For further information in respect of Irish Government policy on Open Data, please see: <http://www.per.gov.ie/en/open-data/>

OSi: Ordnance Survey Ireland. Section 4 of the Ordnance Survey Ireland Act, 2001 states that the general function of the OSi is to provide a national mapping service in the State. It operates in the public interest by creating and maintaining the definitive national mapping and related geographic records of the State. Further information is available at www.osi.ie

PMDS: The Performance Management and Development System is a competency based assessment system which operates across the Civil Service. The objective of PMDS is to optimise the performance of individuals through active management of their performance and development. Under this system, each employee's role and development needs are reviewed annually by his/her manager. The process is designed to help establish a shared understanding between the jobholder and the supervisor of the performance standard to be achieved and how it is to be achieved. The establishment of each jobholder's role profile in this way seeks to link an individual employee's objectives to the business plans of the unit in which he or she works and to the achievement of the objectives contained in the Statement of Strategy.

PSI: The Directive on the re-use of public sector information (PSI) provides a common legal framework for a European market for government-held data. Certain requirements, conditions and obligations relating to the re-use of Public Sector Information (PSI) are set out in the Re-Use of Public Sector Information Regulations, 2005 (S.I. No. 279 of 2005). These regulations transposed the

glossary

provisions of EU Directive 2003/98/EC of the European Parliament and Council into Irish law. For further information, please see www.psi.gov.ie

The Register of Deeds is a register recording the existence of deeds and conveyances affecting property. A deed recorded in the Registry of Deeds has priority over an unrecorded deed. Priority is fixed in order of the Serial Number allocated on the date of lodgement. www.prai.ie/registry-of-deeds-services#records

The Register of Titles is conclusive evidence of title to property and any right, privilege, appurtenance or burden appearing thereon. The Register is fully computerised and all registered land parcels are digitised. The Register consists of textual and spatial information (folios and maps). The registered land in each county is divided into folios, one for each individual ownership or title. Each folio is numbered sequentially within the county division. The title shown on the folio is guaranteed by the State which is bound to indemnify any person who suffers loss through a mistake made by the Land Registry. www.prai.ie/land-registry-services

Shared Services: It is the aim of Government Shared Services to consolidate administrative functions in areas such as Finance, IT and Human Resources (HR) which allows organisations and Governments to focus their resources on core activities leading to administrative efficiency and reduced cost.

Spatial enablement is a concept that adds location to existing information in order to unlock existing knowledge about social, economic and environmental matters. Spatial enablement requires information to be collected, updated, analysed, represented and communicated, together with information on land ownership and custodianship, in a consistent manner to underpin good governance of land.

VFM: Value for Money Audits. The Local Government Audit Service (LGAS) value for money audit work has focused on undertaking national studies of single issue topics and publishing reports thereon. The unit is also carrying out progress reports on the implementation, by local authorities, of recommendations contained in national studies issued by the unit.

Workforce Plan: The Workforce Plan is the basis upon which the Authority and other Government Departments and Offices manage

glossary

the deployment of staff and is the mechanism whereby opportunities for recruitment and promotion are identified.

UNECE WPLA: The United Nations Economic Commission for Europe's Working Party on Land Administration aims at supporting security of tenure, improving and creating more effective land registries and promoting sustainable land use policies. Its members are the national land administration authorities and related authorities from UNECE member states. see www.unece.org

Contacts

The Property Registration Authority was established on 4 November 2006 to manage and control the Land Registry and Registry of Deeds.

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Property Registration Authority

Land Registry

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