Land Registry

Equality Information Report

2013

www.landregistry.gov.uk

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Introduction

Land Registry is required under Section 149 of the Equality Act 2010 (the public sector equality duty), and the Equality Act 2010 (Specific Duties) Regulations 2011, to publish information to demonstrate our compliance with the general equality duty.

The general equality duty requires public authorities to:

- eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act
- advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it
- foster good relations between people who share a relevant protected characteristic and those who do not share it.

We recognise the benefits in collecting equality information in order to understand the impact our policies and practices may potentially have on people with protected characteristics. In addition to collecting equality information across the protected characteristics, we also collect data in relation to working patterns.

Land Registry is covered by the Specific Duties Regulations 2011 and must publish information at least annually, to demonstrate compliance with the general equality duty. This report provides information relating to our employees and, where possible, service users.

The report provides a benchmark which enables us to measure progress in the future and identify priority areas for further research and action. It shows how we carry out our statutory duty to promote and monitor equalities.

The report is divided into three main parts.

- Part one will focus on the information we use to enable us to identify equality issues across the organisation. It presents the full suite of equality monitoring data we have collated relating to our workforce and service users as well as diversity monitoring data obtained via our staff engagement survey.

- Part two will focus on the mechanisms we use to enable us to pay due regard to the aims of the public sector equality duty. It presents details of the key achievements we have made over the years in our aim to mainstream diversity across the business.

- Part three sets out the diversity improvements planned for 2014. This includes steps to further improve our workforce profile, improve engagement with under-represented groups and ensure our services meet the needs of our diverse customer base.

Headline results

This report outlines Land Registry's progress between 1 April 2012 to 31 March 2013 in creating a diverse workforce. As of 31 March 2013, 4,577 staff worked for Land Registry.

- Women account for 61 per cent of the workforce compared with 39 per cent of the Senior Civil Service (SCS). Land Registry's target for women in the SCS is 40 per cent by April 2014.
- 97 per cent of staff declared their details in relation to disability. 6.7 per cent of the workforce has declared themselves as disabled, compared with 5.6 per cent of the SCS. Land Registry's target for disabled staff in the SCS is 8.5 per cent by April 2014.
- 93 per cent of staff declared their details in relation to ethnicity. Based on known data, 4.1 per cent of the workforce has declared themselves as from a minority ethnic background. Our SCS currently has no employees from minority ethnic backgrounds. Land Registry's target for minority ethnic staff in the SCS is 8.5 per cent by April 2014.
- Part-time workers, both male and female, comprised 38 per cent of our workforce. The female to male ratio in relation to part time workers is just above 7:1.
- Analysis of our age profile shows that 48.6 per cent of our workforce is aged between 40 and 49.

For further information

If you require this document in an alternative format or more detailed information regarding raw equality data, please contact:

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Part one
Information we use to identify equality issues

This section will focus on information we use to enable us to identify equality issues across the organisation. It will present the full suite of equality monitoring data we have collated relating to our workforce and service users as well as diversity monitoring data obtained from our staff engagement survey.

It presents results of employment monitoring between 1 April 2012 and 31 March 2013 and includes analysis of our workforce by gender, ethnicity, disability, age and working pattern. It provides an overview of our current workforce and analyses the outcome of our HR processes.

Diversity monitoring data is collected on a voluntary basis from customers who have visited our Customer Information Centres. The report presents the data collated between 1 April 2012 and 31 March 2013.

Data

Employment data

The data used in this report has been taken from the Land Registry HR System and from diversity information provided voluntarily by job applicants and staff undertaking training. It relates specifically to employees on Land Registry's payroll in the year 1 April 2012 to 31 March 2013 and unless otherwise indicated, all profiles show the workforce as at 31 March 2013. Staff on loan and not paid directly by Land Registry are not included in the analysis, nor are agency staff/contractors.

Civil Service People Survey 2012

Staff completing this online survey were asked to provide diversity data but this was not mandatory and therefore only partial data could be provided. Anonymised data is made available to employing organisations for analysis.

Customer data

The data relating to visitors to our Customer Information Centres (CICs) is voluntary and anonymous.

Limitations of the data

Employment data

It should be noted that as at March 2013 there was still a significant level of unknown data in the area of development opportunities.

Gathering reliable diversity data on the Land Registry workforce remains an important issue if we are to analyse employment data and plan effectively. In recognising the importance of this, the HR Portal was developed to enable staff to complete their diversity details confidentially online.

Section 1: Composition of the workforce

As at 31 March 2013, 4,577 employees worked for Land Registry. There are 10 pay grades ranging from Registration Assistant (RA) through to Senior Civil Servant (SCS). Figure 1 shows staff distribution by grade. 3,882 (85 per cent) of the total workforce were in the grades RE2U (HEO equivalent) and below. Total employee numbers have fallen slightly compared with the previous year and the percentage in the lowest grades RA and RO (AA and AO) continues to reduce. In particular the RA grade now comprises fewer than 10 people, and this should be considered when interpreting grade data.

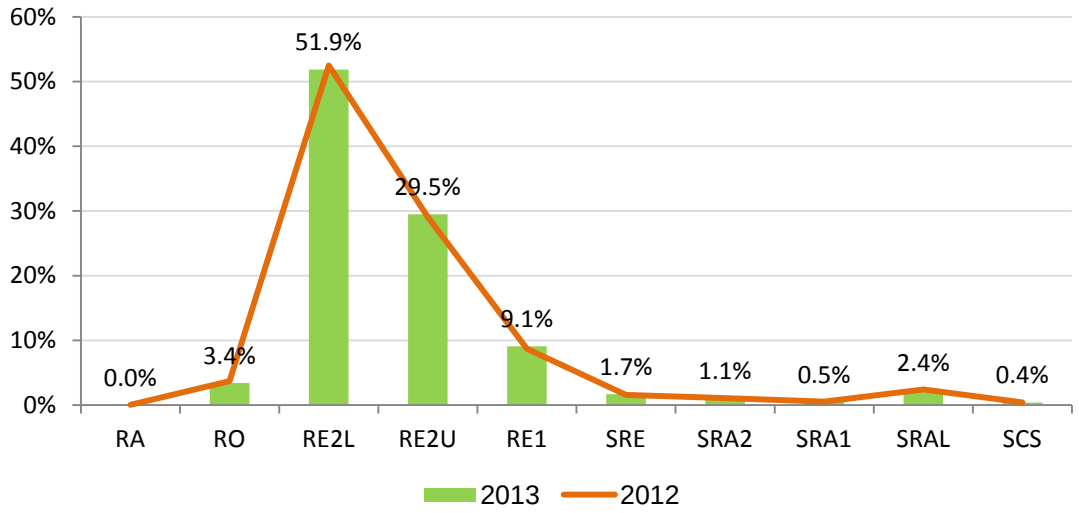

Figure 1: Percentage of Land Registry staff across grades as at 31 March 2013

1.1 Gender

Women account for 61 per cent of the workforce. In SCS grades, they account for 39 per cent compared with 37 per cent in the previous year. Our target for women in the SCS is 40 per cent by April 2014.

Figure 2 shows the gender distribution of staff in each pay grade. The majority of women are in junior grades, accounting for 64 per cent of employees in the RE2U grade and below, which is unchanged from the previous year. In contrast, in the RE1 grade and above women account for only 42 per cent, again unchanged from the previous year.

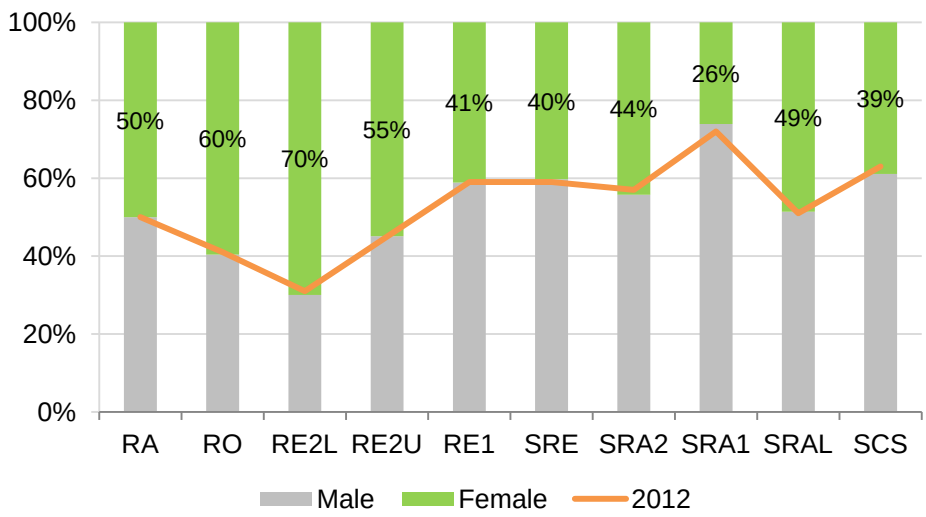

Figure 2: Gender distribution by grade

1.2 Ethnicity

93 per cent of our workforce in 2012/13 have declared their ethnicity, while 7 per cent have not declared or have declined to respond. Of all staff, 4 per cent have declared themselves as belonging in the minority ethnic background category, unchanged from the previous year.

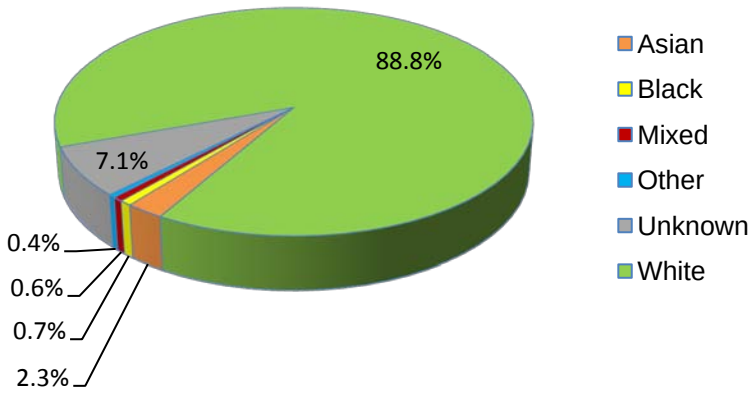

Figure 3: Workforce composition by ethnicity

At 31 March 2013 the distribution across grades was fairly even, with 4.1 per cent being from a minority ethnic background in the RE2U grade and below and 4.3 per cent in the RE1 grade and above (a similar pattern to the previous year). Figure 4 shows the breakdown of our workforce by grade in terms of ethnicity.

At 31 March 2013 there were no minority ethnic staff in the SCS grade. Land Registry's target for minority ethnic staff in the SCS is 8.5 per cent by April 2014.

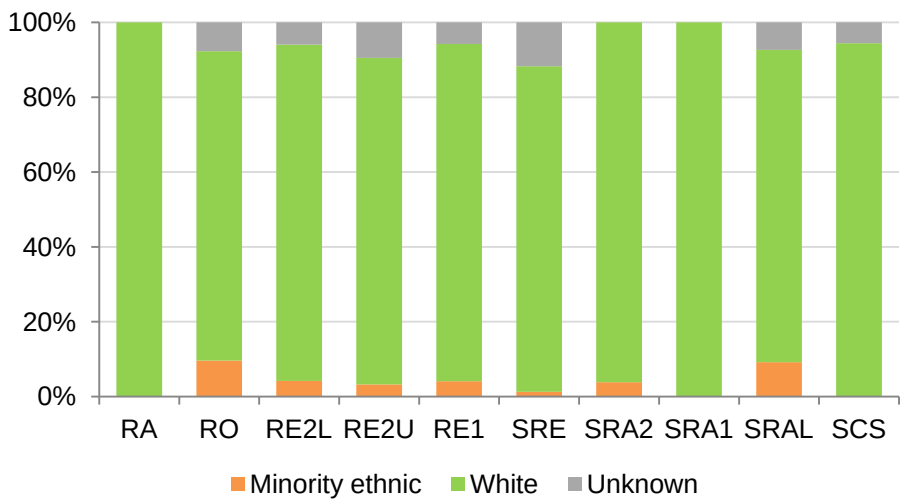

Figure 4: Grades by ethnicity

1.3 Disability

97 per cent of Land Registry staff have declared their disability status and 3 per cent have not declared or declined to respond with regard to their disability status. 6.7 per cent declared themselves as disabled, compared with 6.3 per cent in the previous year, and this compares with 5.6 per cent of the SCS. Land Registry's target for disabled staff in the SCS is 8.5 per cent by April 2014.

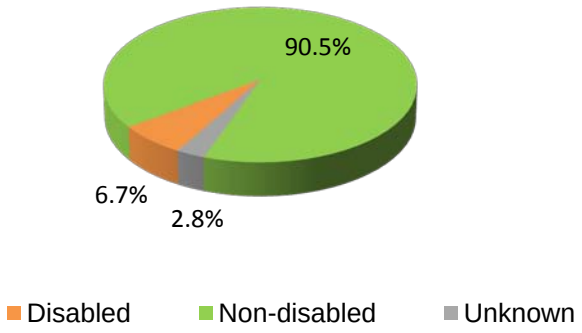

Figure 5: Workforce composition by disability status

When examining the grade profile of our disabled staff in the RE2U grade and below, 7 per cent of staff have declared themselves as disabled, while at the RE1 grade and above the proportion was 5 per cent.

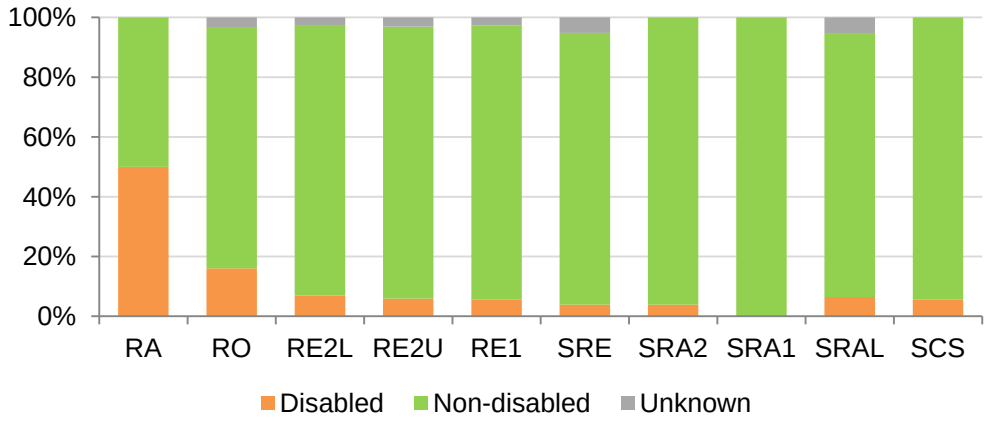

Figure 6: Grades by disability

1.4 Age

Analysis of our age profile shows that 48 per cent of our workforce is aged between 40 and 49, and 30 per cent between 50 and 59. Figure 7 shows the Land Registry age profile as at 31 March 2013.

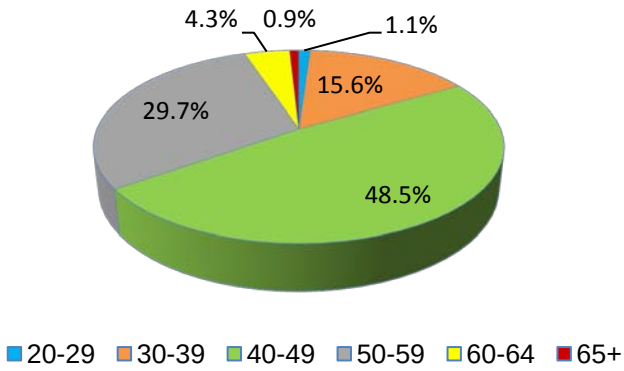

Figure 7: Workforce composition by Age

Figure 8 shows the breakdown of our workforce by grade and age demonstrating some differentiations in the profile of the workforce according to grade. 67 per cent of staff in RE2U grades and below are under the age of 50, whereas 54 per cent of the RE1 grade and above are under the age of 50. All members of the SCS are aged over 50.

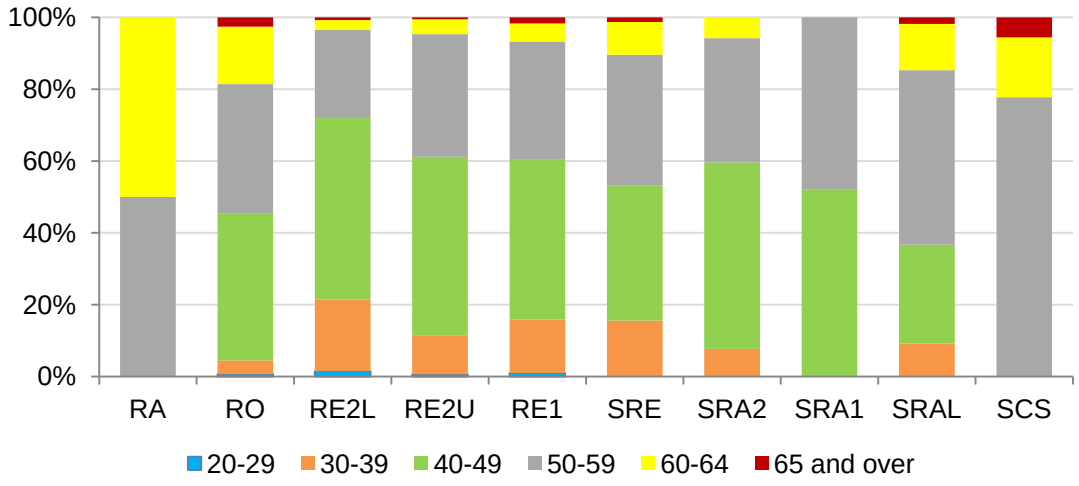

Figure 8: Grades by age

1.5 Working pattern

Part-time workers comprised 38 per cent of our workforce, increasing again from 36 per cent in 2011/12.

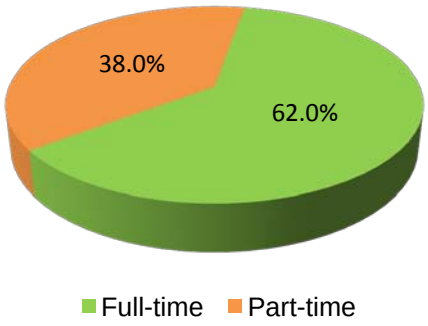

Figure 9: Workforce composition by working pattern

When examining grades, the percentage of the RE2U grade and below working less than full time increased to 42 per cent, compared with 39 per cent last year. This figure reduces for grades above RE1, where 18 per cent of staff work part-time (16 per cent last year). The female to male ratio in relation to part-time workers continues to be roughly 7:1, so it could also be argued that there is a correlation between working pattern and gender. This is analysed further in paragraph 4.5.

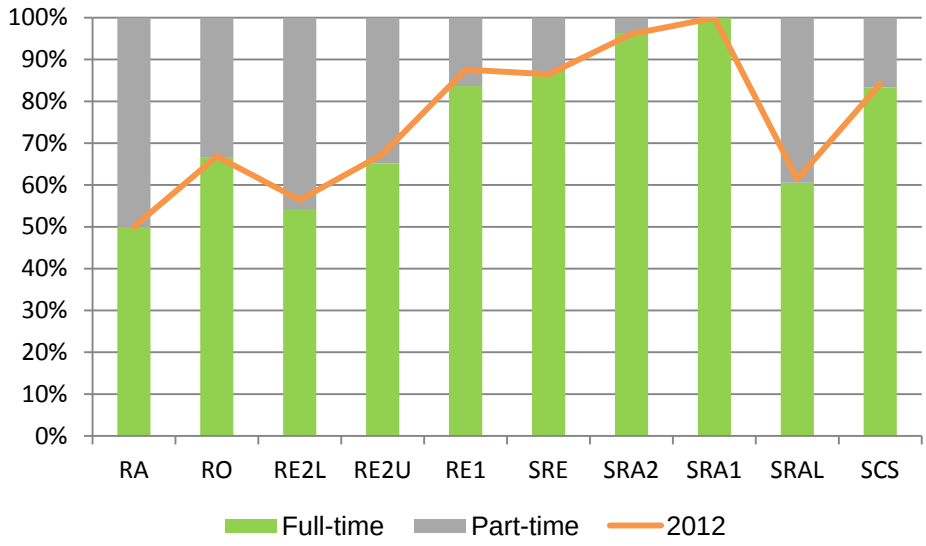

Figure 10: Grades by working pattern

1.6 Sexual orientation, and religion and belief

Land Registry collects data on sexual orientation, and religion and belief and following a campaign during the last year, declaration rates increased from around 20 per cent to 43 per cent. However this is still insufficient for meaningful analysis.

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Section 2: Employment targets

Employment targets were set by the Cabinet Office for each government department in 2005 as part of 'Delivering a Diverse Civil Service – A 10 Point Plan'. These targets were revised in 2008 by the Cabinet Office as part of 'Promoting Equality, Valuing Diversity – A Strategy for the Civil Service'.

Land Registry will continue to develop and review diversity targets for both SCS and all grades. We will also use this information to feed into our diversity strategy as part of the talent management work stream.

2.1 SCS targets

The table below shows our progress over the past five years in relation to SCS targets.

	At 31.03.09	At 31.03.10	At 31.03.11	At 31.03.12	At 31.03.13	LR Target 2014
Female SCS	31%	32%	36%	37%	39%	40%
Black and Ethnic Minority SCS	3%	0%	0%	0%	0%	8.5%
Disabled SCS	7%	4%	4.5%	5.3%	5.6%	8.5%

As well as externally set SCS targets, Land Registry sets its own internal targets for other grades. For the year 2013/14 we will continue with our existing targets for the immediate feeder grades of the SCS. However these will be reviewed on an ongoing basis in line with organisational changes.

2.2 Framework for targets below the SCS

The framework uses the following grade bands:

- Group A – RA and RO (equating approximately to AA and AO)
- Group B – RE2L and RE2U (EO and HEO)
- Group C – RE1 and SRE (SEO+)
- Group D – SRA2 and SRA1 (UG7 and 6)
- Group E – SRAL (UG7 legal)

		A	B	C	D	E
		RA/RO (AA/AO)	RE2L/U (EO/HEO)	RE1 / SRE (SEO+)	SRA2/1 (UG 6/7)	SRAL (UG Legal)
Women	At 31.03.12	59 %	64 %	41 %	38 %	49 %
	Target 2014			50 %	50 %	
	At 31.03.13	59%	65%	41%	39%	49%
Minority ethnic	At 31.03.12	8 %	4 %	4 %	4 %	10 %
	Target 2014		6 %	6 %	6 %	
	At 31.03.13	9%	4%	4%	3%	9%
Disabled	At 31.03.12	16 %	6 %	4 %	1 %	5 %
	Target 2014	10 %				
	At 31.03.13	16%	7%	5%	3%	6%

Representation of women below the SCS
There has been a one per cent increase in the percentage of women in Group D, but this is still below the 50 per cent target. There has been no increase in Group C. The targets will remain in place for 2014.

Representation of minority ethnic staff below the SCS
There has been a slight decrease in the percentage of minority ethnic staff in Groups D and E. Group C remains at the same level as 2012. Again, the targets will remain in place for 2014.

Representation of disabled staff below the SCS
2012/13 showed a small increase in the percentage of disabled staff in all groups with the exception of Group A. The target remains for disabled staff to account for at least 10 per cent of staff in all grades below the SCS.

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Section 3: Recruitment, progression and retention

3.1 External recruitment

A total of 36 externally advertised posts were filled during 2012/13. Existing staff were also able to apply.

- Gender: The success rates of male and female applicants were roughly the same, but only 38 per cent of applicants were female, which resulted in 39 per cent of appointments being female.
- Ethnicity: 13 per cent of applicants for the 36 posts were minority ethnic, of whom 12 per cent were successful, the same rate as for white applicants.
- Disability: Disabled applicants were 8 per cent of the total and one of the 36 posts was filled by a disabled applicant.
- Age: The highest number of applicants were from the 40-49 age group, but the highest success rate was in the 30-39 age group at 21 per cent, compared with a success rate across all the age groups of 12 per cent.

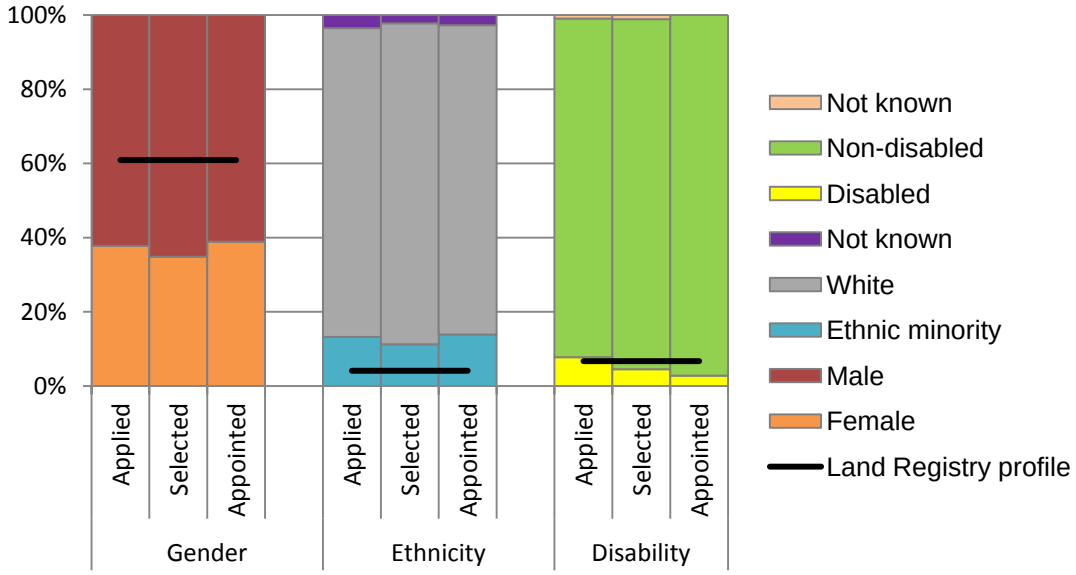

Figure 11: External recruitment by gender, ethnicity, and disability status

3.2 Development opportunities

Development opportunities in Land Registry consist of temporary promotion, management moves and internal secondments. They do not exceed two years in duration and will normally be advertised locally or across Land Registry. The same principles of openness, fairness and competence based selection are used, but the selection process may be shortened. Currently the HR Resourcing team only monitors development opportunities that are processed by the team. The majority of development opportunities are processed at local offices, which currently do not provide diversity data.

92 development opportunities were recorded in the year 2012/13 compared with 65 in 2011/12.

Figure 12: Development opportunities by gender, ethnicity, disability and work pattern

- Gender: The proportion of men and women gaining development opportunities was in line with the demographic profile.
- Ethnicity: 1.1 per cent of development opportunities were taken up by minority ethnic staff compared to their overall representation in the workforce of 4 per cent.
- Disability: The success level for disabled applicants was 5.4 per cent, close to their 6.7 per cent representation in the workforce.
- Working Pattern: 11 per cent of staff gaining development opportunities were working less than full-time, compared with only 4.6 per cent in the previous year and their 38 per cent representation in the workforce.

3.3 Promotion

Over the same period, 39 staff in Land Registry gained promotion.

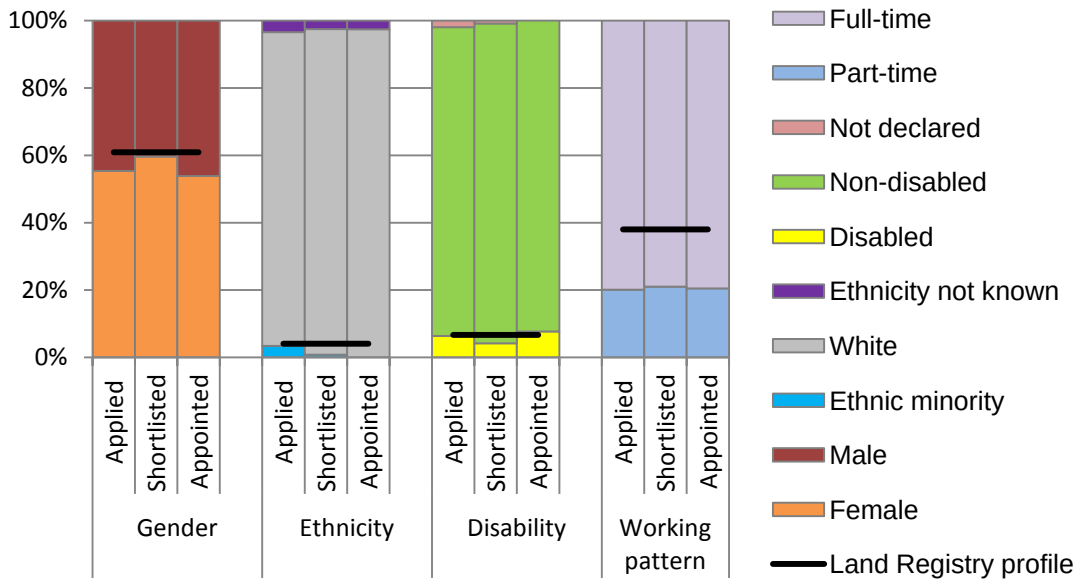

Figure 13: Internal promotions

- Gender: 54 per cent of those staff promoted were women, below their 61 per cent representation in the workforce but in line with the percentage of applicants who were women.
- Ethnicity: Only seven applications were received from minority ethnic staff out of a total of 204 (3.4 per cent). This is slightly lower than their 4.1 per cent representation of the workforce. None of the seven applicants were appointed and only one (14 per cent) was shortlisted.
- Eight per cent of appointments were disabled staff, in comparison with the 6.7 per cent of the workforce who declared themselves as disabled. The success rate for disabled applicants was 23 per cent compared with 19 per cent for non-disabled applicants.
- Working pattern: Only 20 per cent of those applying for promotion were part-time workers, compared with the Land Registry profile of 38 per cent. Looking at the relative numbers of full-time and part-time staff we would have expected more part-time staff to apply for promotion and this feeds through to fewer being successful at selection and appointment stages.

3.4 Maternity leave

Land Registry monitors the choices made by staff at the end of their maternity leave to identify whether there may be any barriers for mothers returning to work. Staff have been included as returning on reduced hours if they reduce their hours within two months of their maternity leave finishing.

None of the 64 staff whose maternity leave ended in 2012/13 chose to leave the organisation following maternity leave, compared with 4.5 per cent in 2011/12. 58 per cent of staff returned on reduced hours and 36 per cent returned on the same hours.

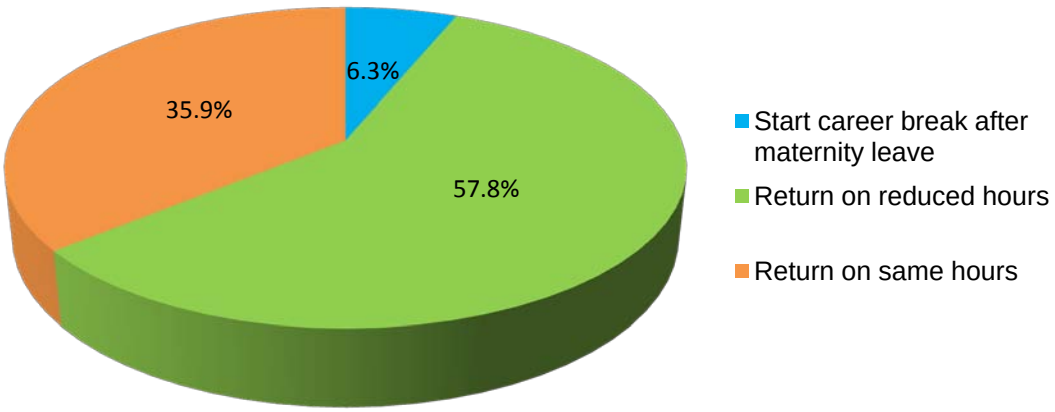

Figure 14: Return from maternity leave

3.5 Retention

158 staff left Land Registry in the twelve month period. 22 per cent (35) of these were as a result of voluntary redundancy. Excluding redundancy, staff turnover in Land Registry is still relatively stable with 123 staff leaving in the year 2012/13, compared with 120 in 2011/12.

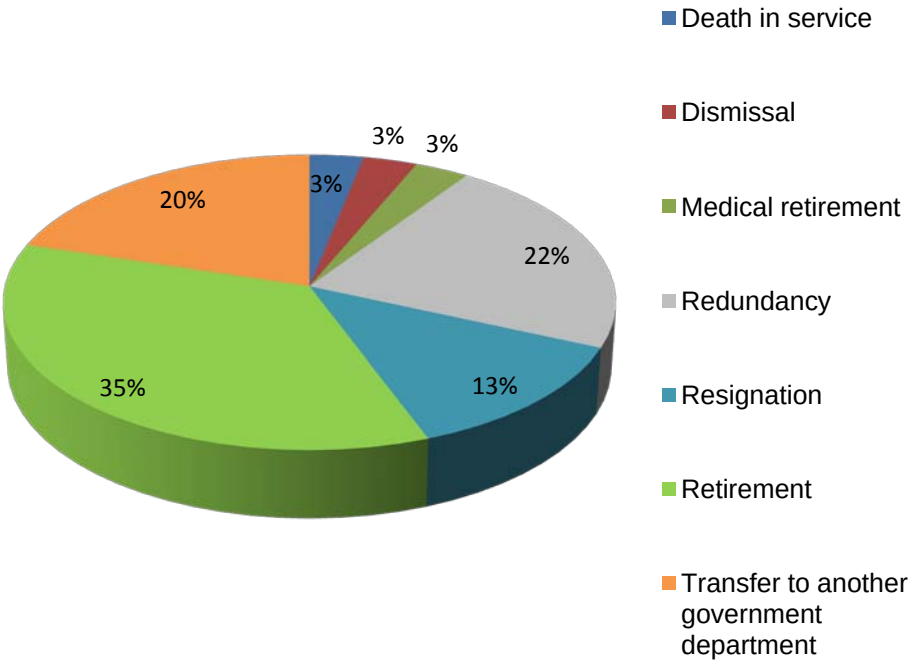

Figure 15: Staff leaving Land Registry - reasons

In terms of the leavers' diversity categories, as shown in Figure 16, there was a slightly higher percentage of leavers among male staff than the organisational profile would suggest (50.6 per cent compared with 39.1 per cent). There was also a higher percentage of disabled staff (10.1 per cent compared with 6.7 per cent) and part-time staff (45.6 per cent compared with 38 per cent) amongst the leavers than their representation in the workforce.

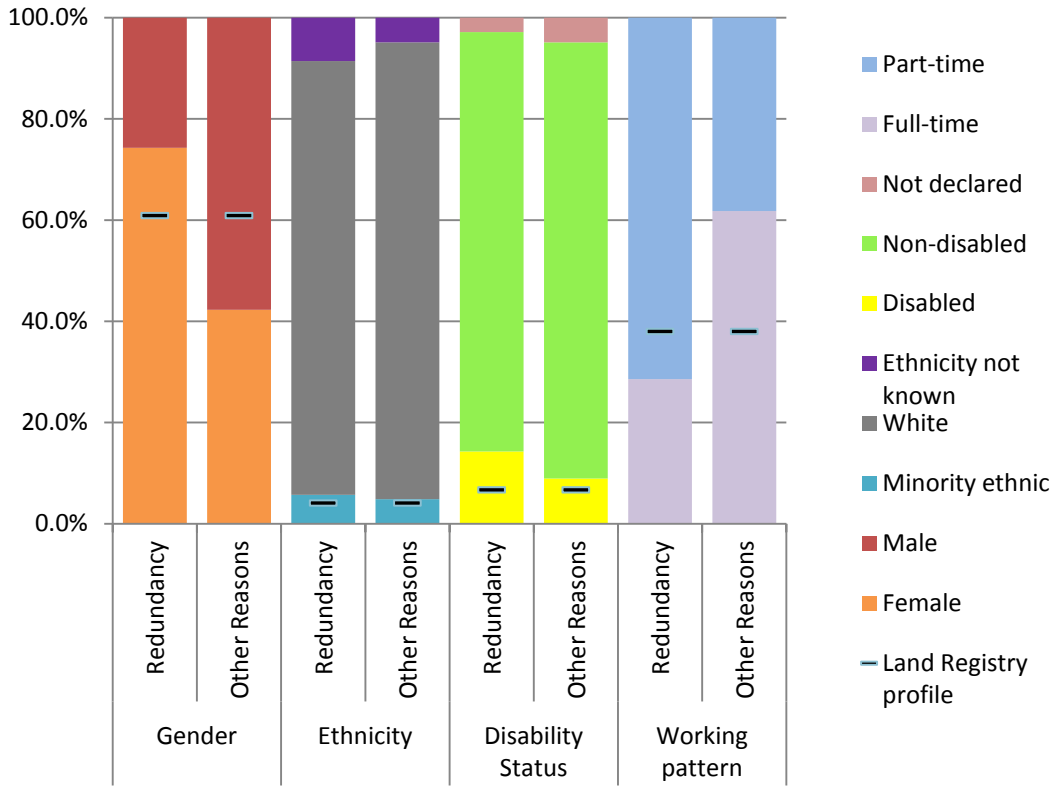

Figure 16: Staff leaving Land Registry by gender, ethnicity, disability and work pattern

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Section 4: Staff appraisals

For the year 2012/13, 16.1 per cent of staff received an 'exceeded requirements' appraisal marking, 42.7 per cent received a 'met and exceeded requirements in parts' marking, 40.9 per cent 'met requirements' and 0.3 per cent received a marking of 'not met requirements'.

4.1 Gender

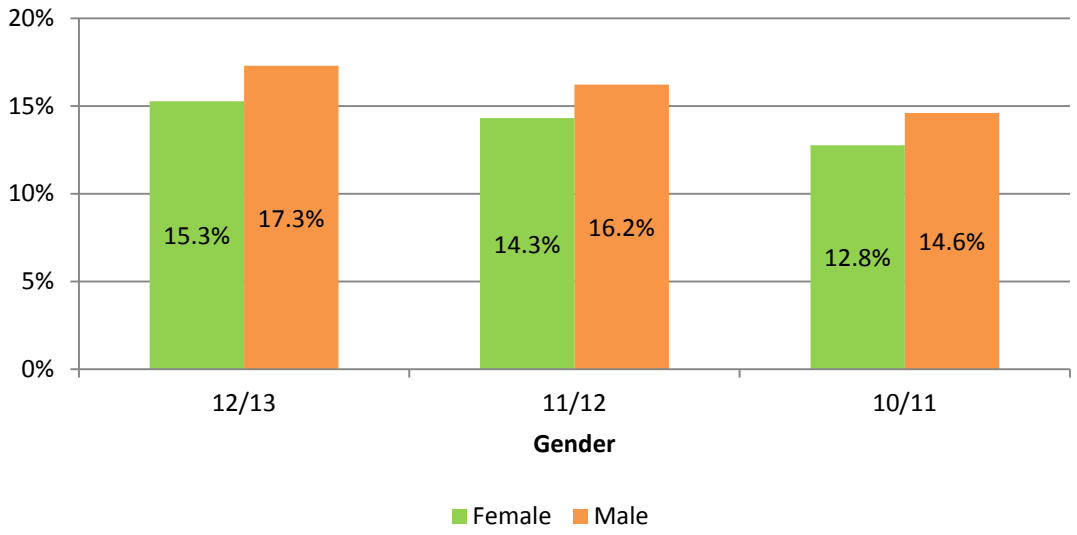

Figure 17: Top performance markings by gender since 2011

Overall 2 per cent more male than female staff were awarded the top performance marking, and the relative difference has remained the same as for 2011/12. At three local Land Registry offices and Information Systems a higher percentage of female staff than male staff were awarded a top performance marking. For the second highest performance marking, the percentage awarded was almost the same for male and female employees.

4.2 Ethnicity

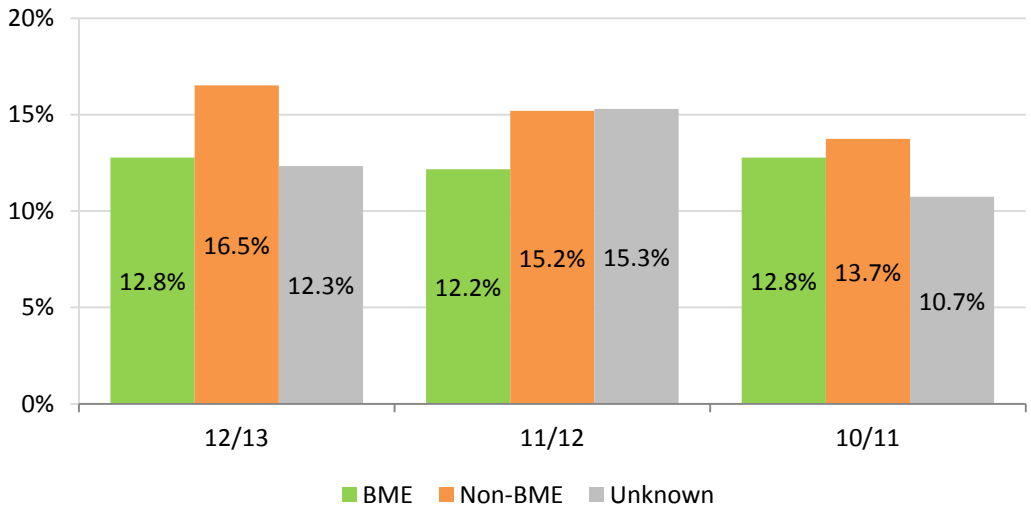

Figure 18: Top performance markings by ethnicity since 2011

In 2012/13 there was a slight increase in the gap between top performance markings awarded. 12.8 per cent of all minority ethnic staff received a top performance marking compared to 16.5 per cent of all white staff. However as stated above minority ethnic staff are just 4.1 per cent of the workforce, while 7.1 per cent have not declared their ethnicity, so to gain a true picture declaration rates need to be improved further.

4.3 Disability

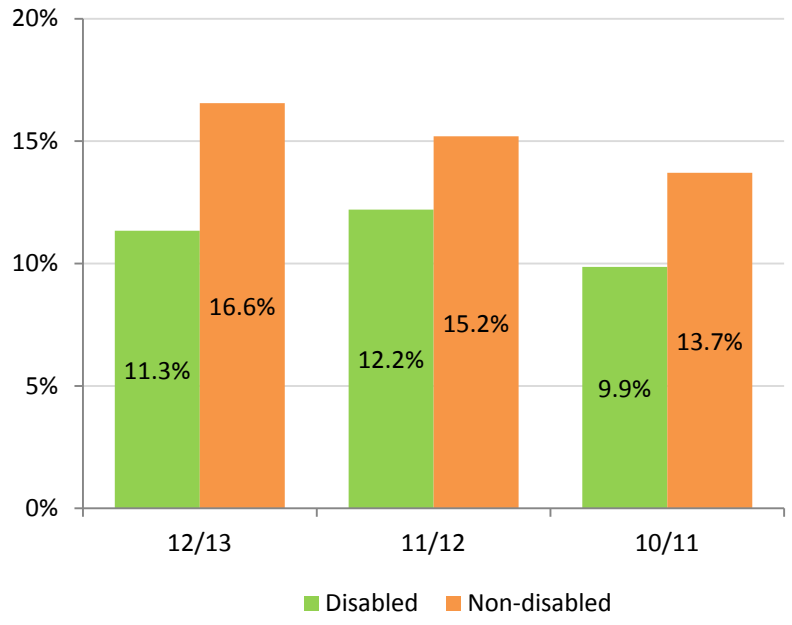

Figure 19: Top performance markings by disability since 2011

In terms of disability there has been a decrease in the percentage of disabled staff receiving a top performance marking, down 0.9 per cent from 12.2 per cent to 11.3 per cent. The gap between disabled staff and non-disabled staff has widened over the previous year. For the second highest performance marking, a lower percentage of disabled staff were awarded this than non-disabled, the difference being greater than for the top marking.

62 per cent of our disabled staff are in the lower grades, RE2L and below. At RE2L and below a lower percentage of disabled staff were awarded a top marking, in comparison with non-disabled staff. At RE2U and above the gap closes to less than 3%. Figure 20 shows the distribution of top performance markings by grade grouping.

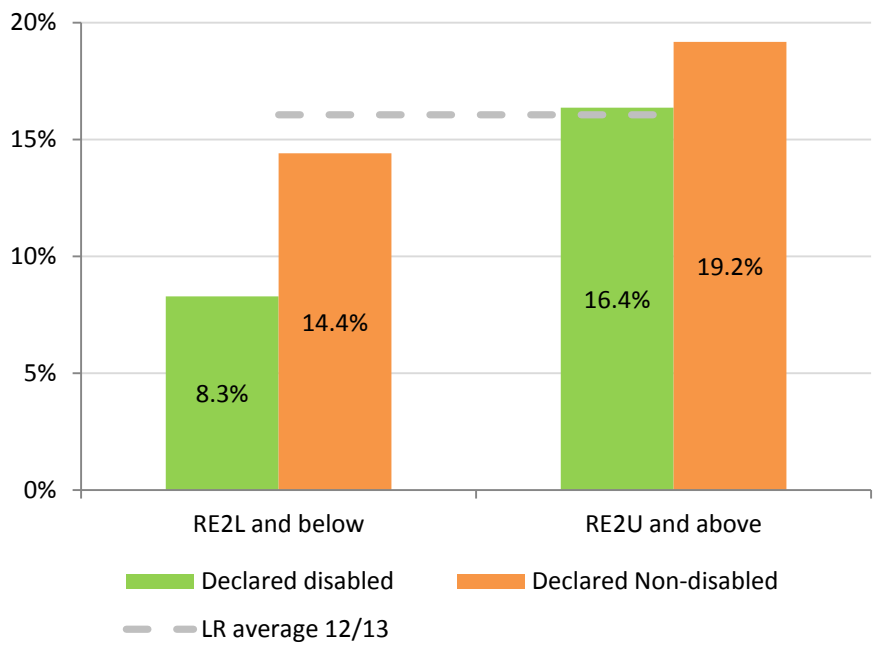

Figure 20: Top performance markings by grade grouping/disability

4.4 Age

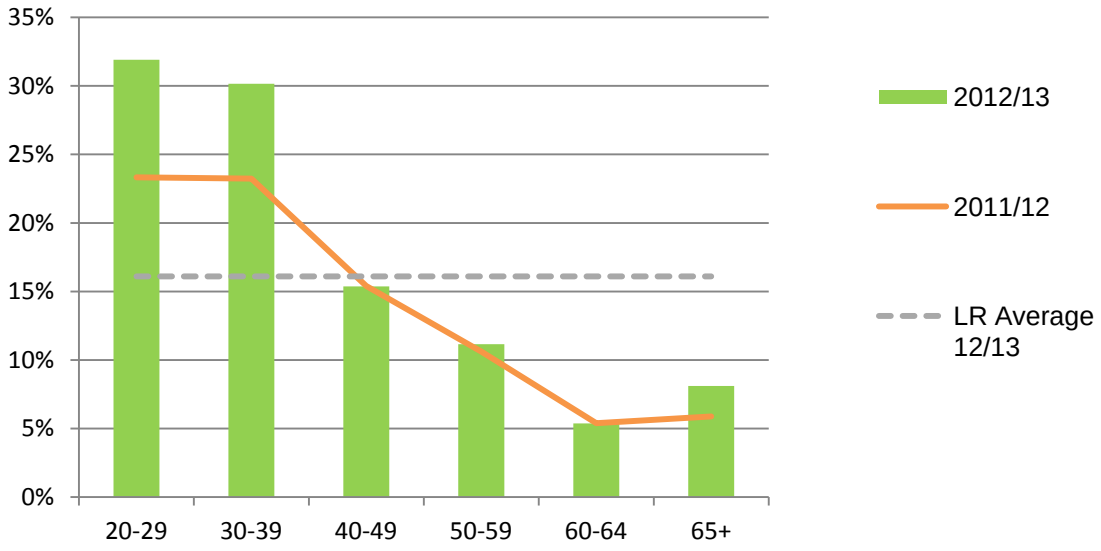

Figure 21: Top performance box markings by age

47 per cent of top performance markings were awarded to the 40-49 age group, which is the largest age category for Land Registry staff as a whole. However, staff aged over 50 were awarded a lower proportion of top performance markings.

4.5 Working pattern

When considering performance markings for staff working part time, based on the relative numbers of full-time and part-time staff, we would have expected more part-time staff to receive an 'exceeded requirements' marking. The percentage of part-time staff receiving an 'exceeded requirements' marking increased by 0.9 per cent from last year, compared with a 1.3 per cent increase for full-time staff. However it can be seen that this is a long-standing differential and action continues to try to identify and address the underlying causes.

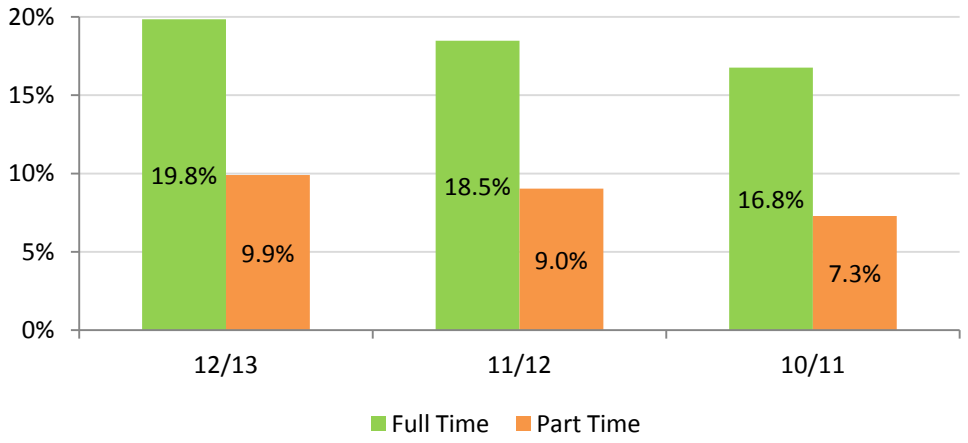

Figure 22: Top performance box markings by working pattern since 2011

The table below shows that female staff have been awarded a higher percentage of top performance markings in both full and part-time categories. It also shows that 45 per cent of female staff work full-time, whereas 88 per cent of men do and as they have much higher representation in the full-time category, males have done slightly better when looking at the total gender split. This demonstrates that the lower level of top performance markings awarded to female staff (see 4.1) is due to the predominance of female staff in the part-time category.

Gender	Full/ part-time	Exceeded requirements	Total	%
Female	F	253	1195	21.2
	P	150	1445	10.4
Female total		403	2640	15.3
Male	F	281	1497	18.8
	P	13	202	6.4
Male total		294	1699	17.3
Total		697	4339	16.1

4.6 Grade

Looking at the performance markings by grade, the percentage of top performance markings continues to vary according to grade, generally increasing consistently with grade with the exception of the SRA Lawyer grade (SRAL).

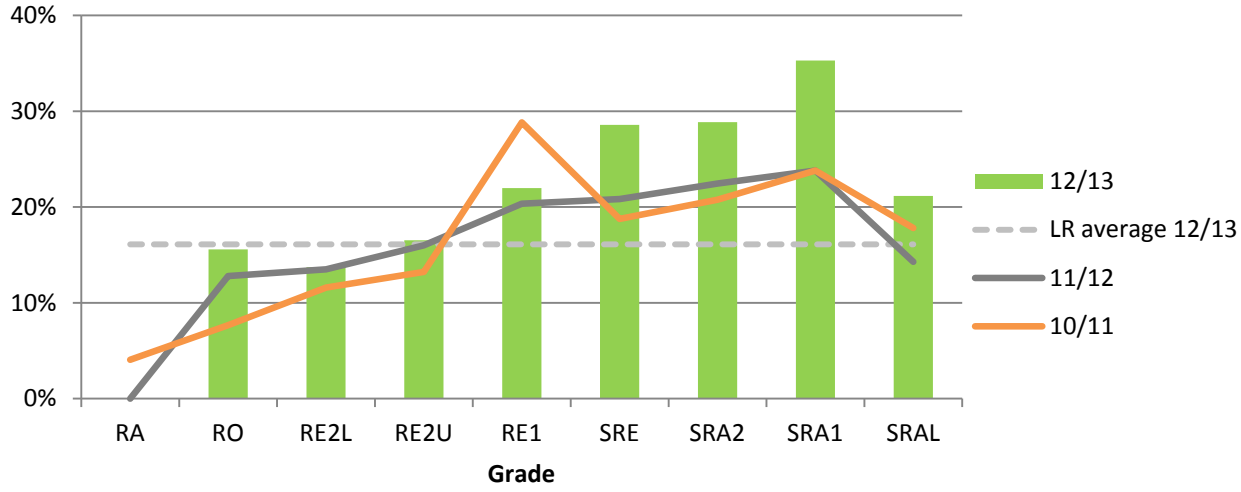

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Figure 23: Top performance markings by grade since 2011

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Section 5: Training and development

Land Registry is committed to developing its workforce and ensuring all staff have access to training and development. As Figure 24 shows, the diversity analysis demonstrates an equal distribution across all categories, including our part-time staff, in regard to receiving training.

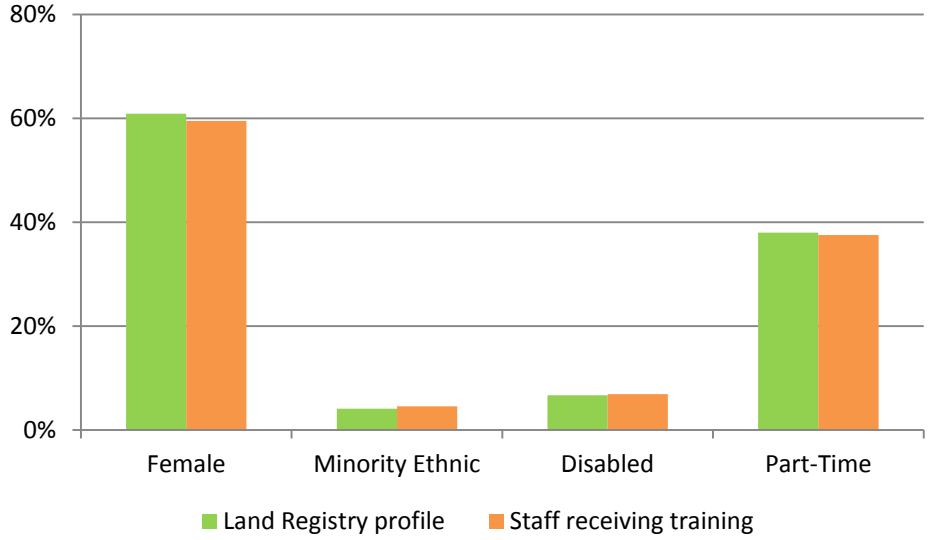

Figure 24: Training and development by gender, ethnicity, disability and work pattern

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Section 6: Grievance and disciplinary

6.1 Grievance

Three formal grievances were raised during 2012/13. These figures do not include informal grievances which are dealt with by management at a local level and not recorded centrally.

Because the numbers are so small, it is difficult to draw any conclusions. However, one grievance was raised by a member of staff who has declared a disability and one grievance was raised by a female staff member. No grievances were received from minority ethnic staff.

6.2 Disciplinary

Eighteen disciplinary cases were recorded centrally in Land Registry in the year 2012/13. Again the numbers are too small to draw any conclusions, but 44 per cent of disciplinaries involved female staff, and 17 per cent minority ethnic staff. No staff who declared a disability were involved in disciplinary action.

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Section 7: Civil Service People Survey

The Civil Service People Survey is a measure of staff engagement across the Civil Service. The survey is run annually, and our Engagement team will be working with managers and engagement champions across the business to focus on the things that matter to our people, and involve them in taking things forward.

At the end of the survey staff are asked to complete a diversity monitoring form. Due to the current declaration rates in relation to sexual orientation and religion and belief, the data collated via the staff survey gives an indication as to the workforce profile relating to these two protected characteristics.

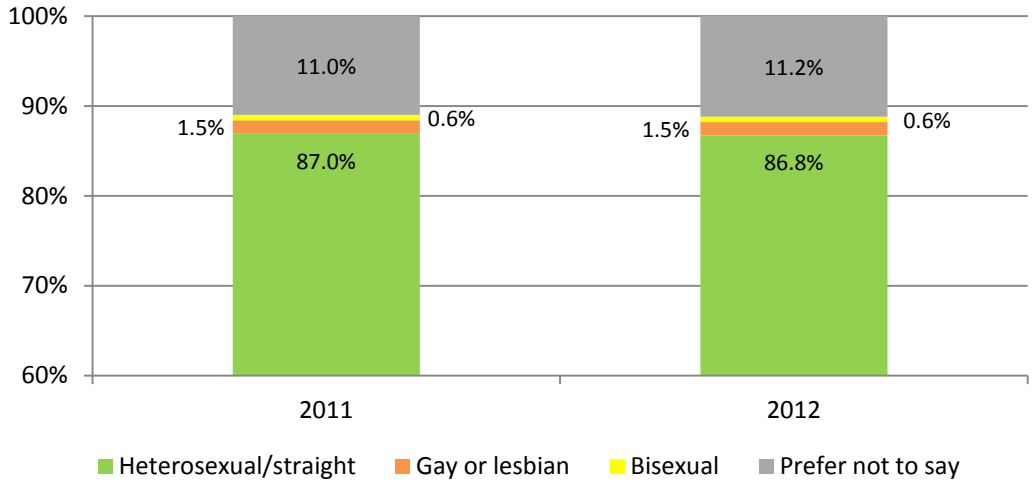

Figure 25: Breakdown of staff completing both the Civil Service People Survey and diversity monitoring section by sexual orientation.

	No religion	Christian	Buddhist	Hindu	Muslim	Sikh	Any other religion
2012	36.1%	60.0%	0.7%	1.0%	0.7%	0.3%	1.3%
2011	36.0%	60.4%	0.7%	0.7%	0.3%	0.0%	1.0%

As the diversity monitoring section is voluntary, not all members of staff who completed the survey itself completed the diversity monitoring section. Of those who did fill out the diversity monitoring section, not all staff completed all categories. From the data that was available, the following charts show the percentage of staff in each category that chose to complete the survey and their Engagement index score.

All categories of staff returned an increased response rate as well as an increased engagement index score over 2011, with the exception of the minority ethnic group whose engagement index score reduced 9 per cent, from 61 per cent to 52 per cent.

Figure 26: Percentage of staff completing the Civil Service People Survey and Engagement index score by gender

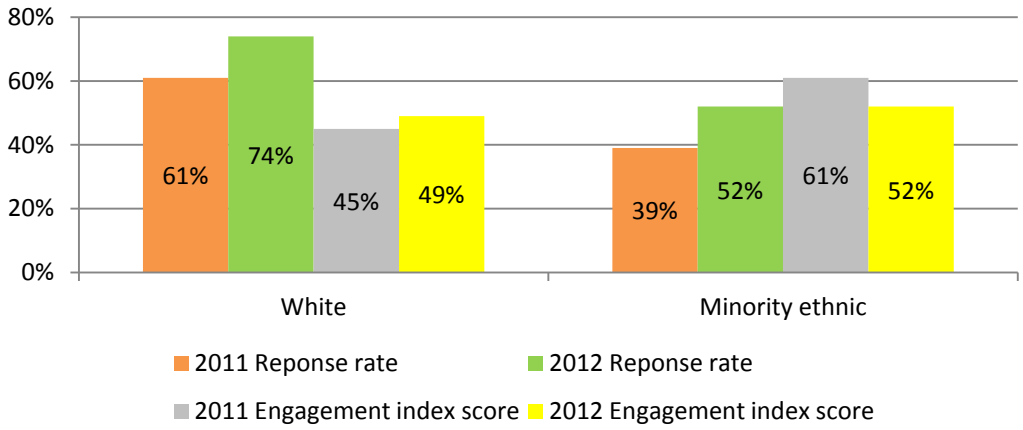

Figure 27: Percentage of staff completing the Civil Service People Survey and Engagement index score by ethnicity

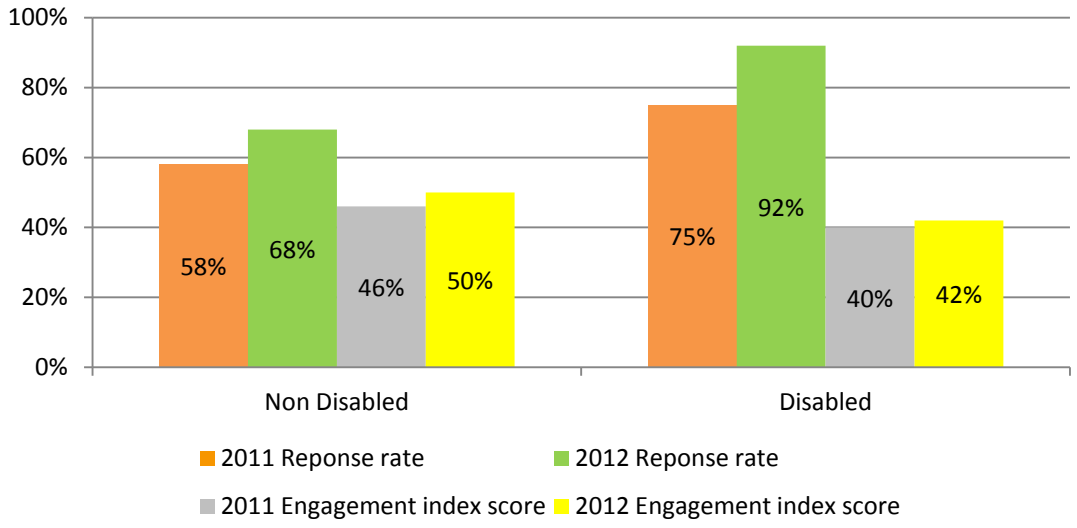

Figure 28: Percentage of staff completing the Civil Service People Survey and Engagement index score by disability

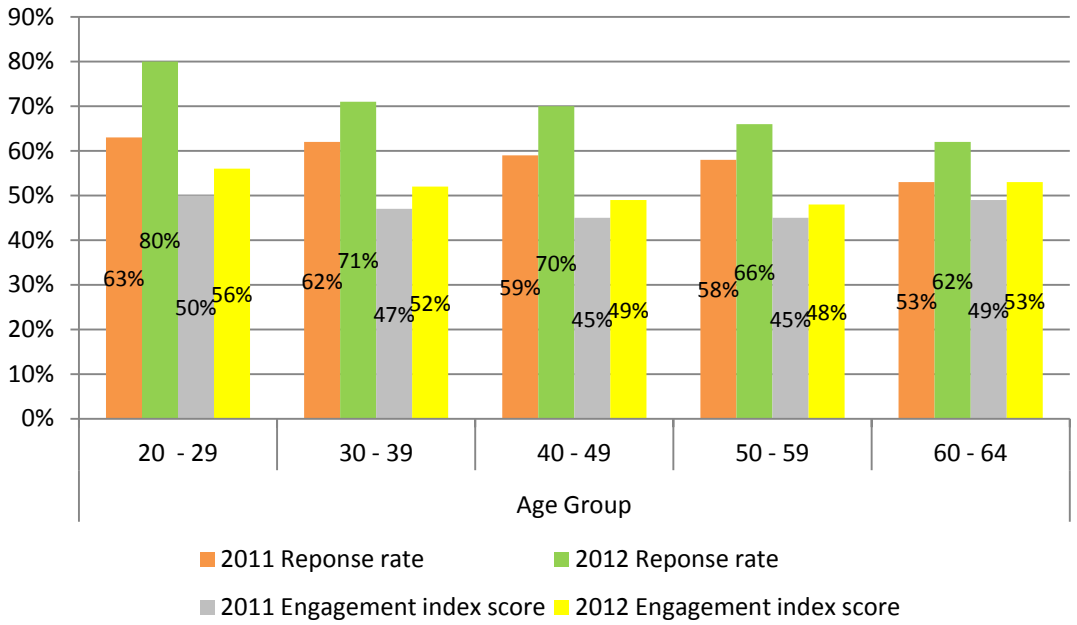

Figure 29: Percentage of staff completing the Civil Service People Survey and Engagement index score by age

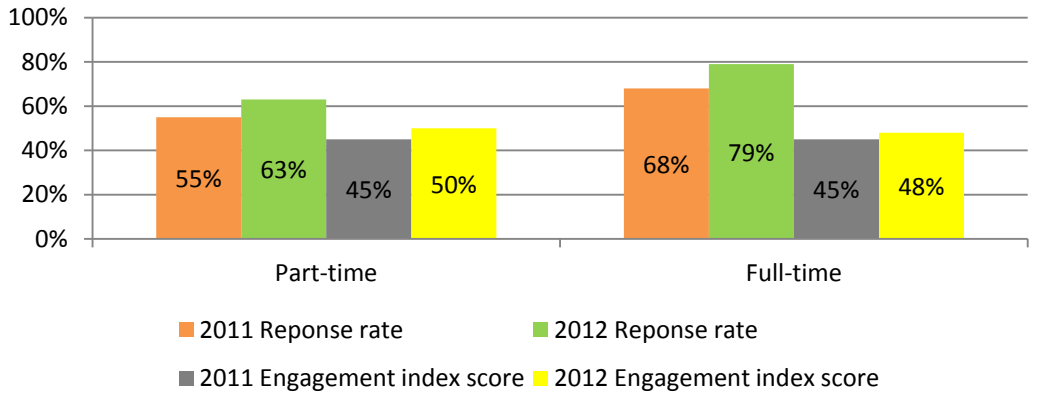

Figure 30: Percentage of staff completing the Civil Service People Survey and Engagement index score by working pattern

Due to the low declaration rates in relation to sexual orientation and religion and belief, we have not been able to calculate a survey return rate. The following charts show the engagement score for these categories.

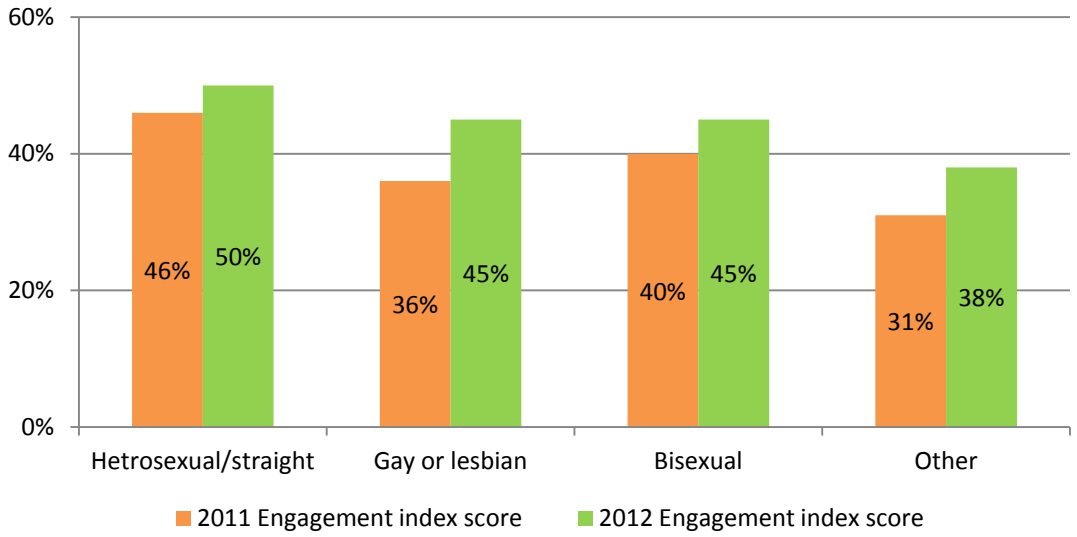

Figure 31: Civil Service People Survey, Engagement index score by sexual orientation

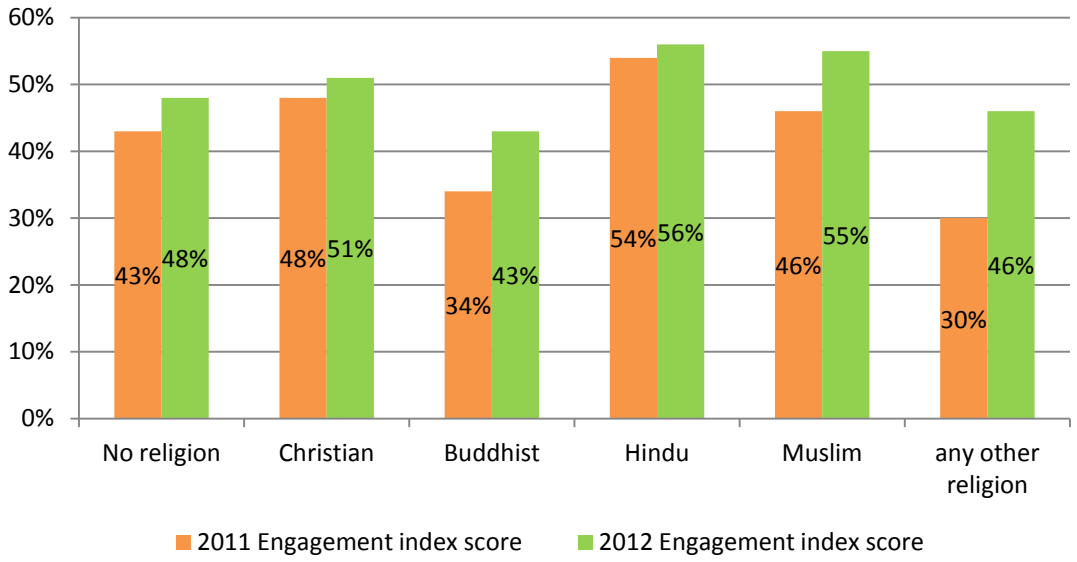

Figure 32: Civil Service People Survey, Engagement index score by religion and belief

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Section 8: Visitors to Customer Information Centres

Land Registry commenced monitoring the profile of visitors to local Customer Information Centres (CICs) in November 2010. Completion of the diversity monitoring form is voluntary.

Between 1 April 2012 and 31 March 2013, 22,050 customers visited our CICs. Only 3.4 per cent of those visitors completed the diversity monitoring form and therefore we have been unable to complete detailed analysis of this data. The following charts show the breakdown of those customers.

8.1 Gender

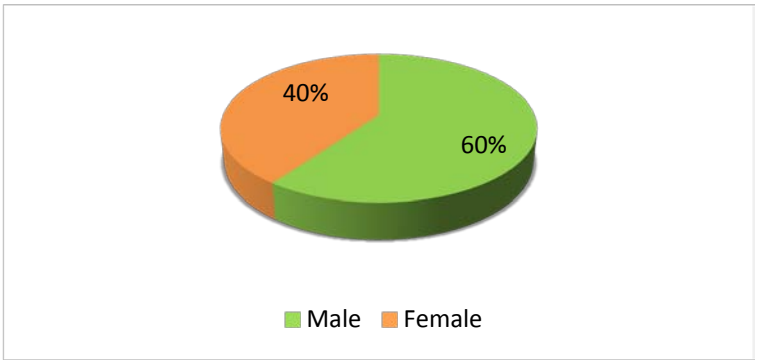

Figure 33: Distribution of visitors to CICs by gender

8.2 Ethnicity

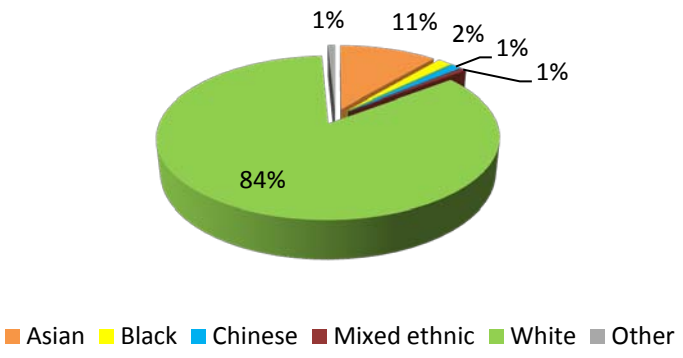

Figure 34: Distribution of visitors to CICs by ethnicity

8.3 Disability

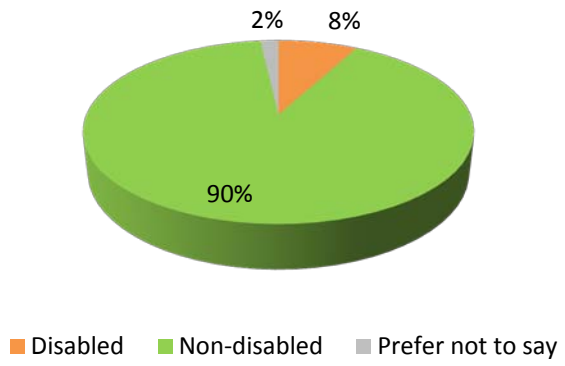

Figure 35: Distribution of visitors to CICs by disability

8.4 Age

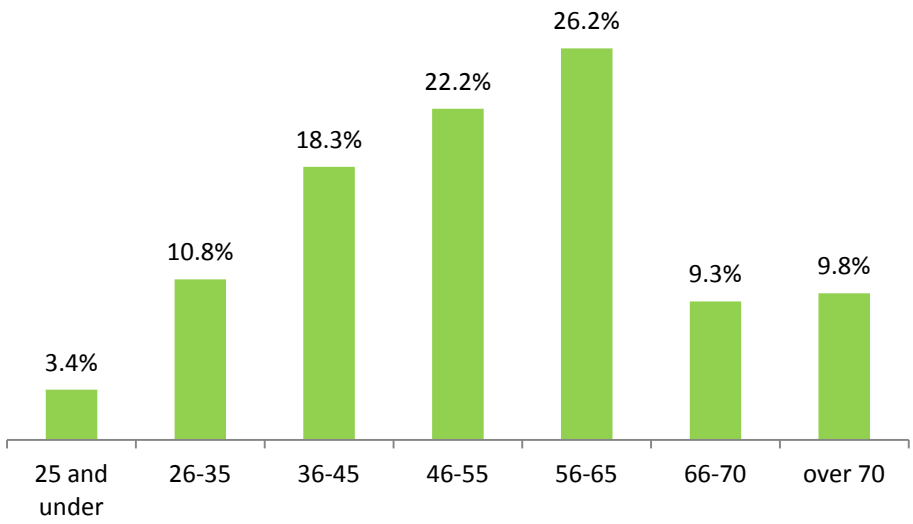

Figure 36: Distribution of visitors to CICs by age

8.5 Sexual orientation

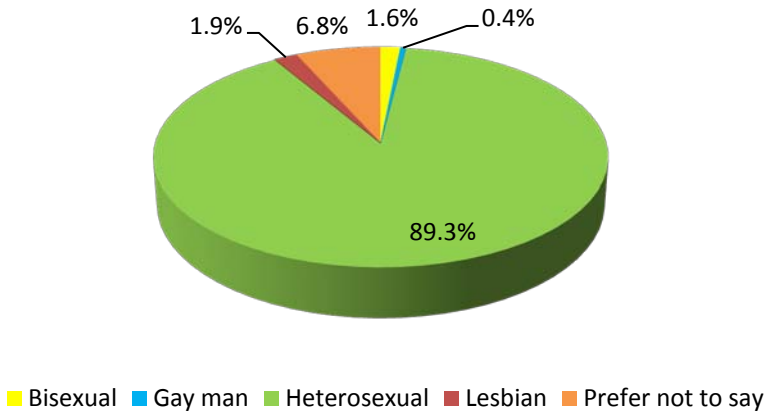

Figure 37: Distribution of visitors to CICs by sexual orientation

8.6 Religion

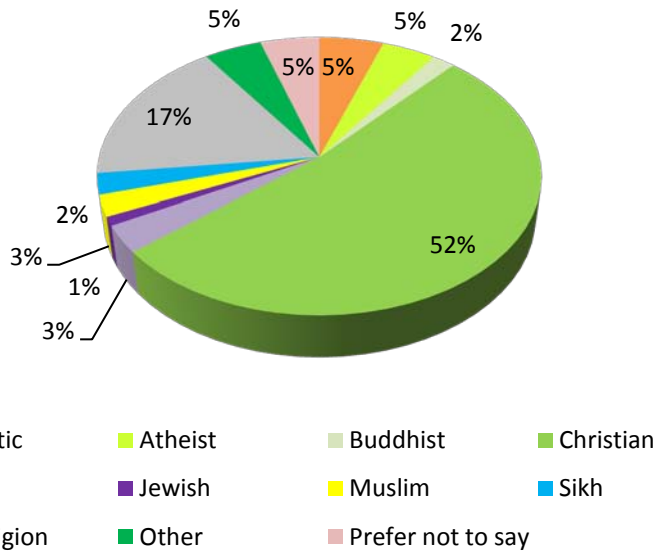

Figure 38: Distribution of visitors to CICs by religion

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Part two
Steps taken to ensure due regard to the public sector equality duty

Diversity for us is not an option: it is integral to our business as it helps to achieve fairness at work and enhances our service to the public. In order to achieve this, we have put a number of measures in place to enable us to monitor and improve our performance on equality and diversity issues.

Section 1: How Land Registry delivers diversity

There are both external and internal drivers for diversity. The aim is to drive behavioural and cultural change and to articulate the business case for diversity across the service. The following summarises the various ways in which we deliver diversity and how we measure our success.

1.1 Diversity strategy

In January 2010 Land Registry produced its Diversity Strategy, which sets out what Land Registry wants to achieve in relation to diversity in employment. We recognise that this is not something we can achieve overnight and that there will be some real challenges ahead as the future shape and work of Land Registry changes. Nonetheless, throughout those changes we will carefully consider the impact on diversity and maintain our commitment to valuing inclusion.

This strategy focuses on four key themes:

- behaviour and culture change
- leadership and accountability
- talent management
- diverse workforce.

1.2 Strategic equality objectives

In April 2012, Land Registry produced its first strategic equality objectives, replacing its diversity delivery plan.

We believe that by setting specific and measurable equality objectives we will better perform the general equality duty, focusing on the outcomes to be achieved. The aim of our equality objectives will be to help focus attention on the priority equality issues within Land Registry; in order to deliver improvements in policy making, service delivery and employment.

When developing our equality objectives we have reflected on the progress we have made through our diversity strategy and diversity delivery plan, along with trends we have identified in our equality data. We have also engaged with our Diversity Working Group and trade unions. We will revise and update our objectives at least every four years. The Diversity Committee will monitor progress against how well we succeed in meeting the objectives.

We want to be ambitious and therefore we have set two strategic overarching equality objectives, which form part of our Land Registry Business Plan.

- **Internal equality objective:** To drive a culture of inclusion and respect within Land Registry and positively seek to improve engagement with staff from protected characteristics.

- **External equality objective:** To equip our staff to identify, anticipate and satisfy our customers' diverse needs by delivering products, services and channels at a cost we can both afford.

The equality objectives are four year goals. Progress on both objectives at the end of year one is on target.

1.3 Governance structure

The Diversity Committee chaired by Ed Lester, Chief Land Registrar and Chief Executive, provides strategic direction including the desired impact, measures of success and progress. The group is comprised of representatives from Operations group, Head Office groups and the trade union side, along with the chairs of our diversity staff networks.

The Diversity Working Group, led by the Head of Diversity, proactively identifies and raises diversity related issues, which affect staff and customers, so they can be considered and addressed. The group also act as advisers to the business on the equality analysis process and identify solutions to mitigate impact where necessary.

The group is comprised of members of the Black Asian and Minority Ethnic (BAME) Employee Network, the Disability Employee Network, and the Lesbian Gay Bisexual and Transgender (LGBT) Network.

In addition to our Diversity Committee and Working Group, Land Registry has diversity champions at Board and Senior Management Team level. Our diversity champions act as leaders for diversity and equality. This includes acting as role models, taking action when appropriate and addressing behaviours when necessary.

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Section 2: Equality analysis process

Land Registry ensures it pays due regard to the public sector equality duty when making decisions about overarching policies, budget and general decisions, which affect our staff and customers. To enable us to do so, we undertake equality analysis at the start of these processes. This enables us to look at the impact that policy or decision may have in respect of age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

We introduced an equality analysis process in 2007 and since then we have assessed all our central processes and policies. This process enables managers to consciously think about the three aims of the equality duty as part of decision-making. The process introduced a more robust sign-off with accountability placed with the Head of Group or Senior Responsible Officer.

The majority of these decisions and policies have not required full analysis. Those which have gone through a full analysis are published on our external website http://www.landregistry.gov.uk/public/about-us/organisation/diversity/eia-reports

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Section 3: How we use equality data to improve our workforce profile

Monitoring of HR activity is established and forms part of business as usual. We introduced online completion of diversity details for our staff in 2010, which now covers all protected characteristics, apart from transgender. We recognise that further work is required to increase the number of staff self-declaring, especially in relation to sexual orientation and religion and belief. However our HR statistics enable our business consultants to identify trends and issues, driving forward the diversity business case across the organisation.

Over recent years we have introduced positive action to tackle inequality within our workforce profile. One major activity is our 'Pathways' course aimed at junior staff within the organisation with the aim of increasing the diversity profile within middle management grades. This course is offered to BAME staff, staff with disabilities and those who identify themselves as gay, lesbian or bisexual.

In addition to the 'Pathways' course, we have introduced mentoring for staff from under-represented groups. Our mentors add a valuable dimension by working with individuals on their longer-term development goals and career plans. This creates a 'safe' environment to enable our mentees to explore options.

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Part 3
Diversity improvements for 2013/14

To ensure we continue to mainstream the diversity agenda across Land Registry our key priorities for 2013/14 are as follows.

- Utilise Land Registry's vision and values to bring about culture change in line with the Land Registry diversity strategy, through our ongoing 'Respect' campaign.
- Ensure Land Registry's Business Strategy takes equality issues into account.
- Continue our programme of positive action to increase representation of minority groups within senior grades.
- Ensure future 'Talent' programmes and resourcing decisions reflect our aims to create a diverse workforce.
- Take steps to improve our declaration rates, specifically for those staff that identify themselves as gay, lesbian or bisexual and to collect data relating to employees' religious belief.
- Take steps to improve engagement rates for staff in under-represented groups.
- Launch our 'Straight Allies' programme.
- Ensure 'Unconscious Bias' and 'Tackling Workplace Banter' training is incorporated into the Leadership Programme.

Section 1: Future action to address inequalities in our workforce profile

Ensuring Land Registry increases the diversity of its workforce to enable us to become an employer of choice, is still of high importance to us. We have taken steps over the years to address inequalities in grades across the workforce. We recognise that the majority of our staff in under-represented groups are clustered in the lower grades of the organisation. However that has to be taken in context given almost 80 per cent of Land Registry staff are in the RE2L and RE2U grades.

We acknowledge the Civil Service external recruitment freeze, workforce reductions and reduced promotion opportunities have removed the key levers to improve representation. However, we will continue to focus strongly on existing personnel as we pursue our diversity strategy.

With regards to in house promotion and development opportunities, we will continue with positive action programmes including our 'Pathways' workshops aimed at staff below the RE1 grades, and mentoring. Our aim is to encourage more individuals to apply for development and promotion opportunities when they arise. In addition we will ensure our senior management team diversity champions work alongside our HR business consultants to ensure all staff are gaining equal access to development opportunities across the organisation.

We will ensure our HR business consultants work alongside senior management teams as part of our standard setting process for performance appraisal. This will include providing equality proofing data, highlighting any local variations or areas that they need to explore further with the assistance of the senior management team diversity champion and business partners, as appropriate.

We will take steps to improve our declaration rates, specifically for those staff that identify themselves as gay, lesbian or bisexual and to collect data relating to employee's religion and belief. This will include continuing with our declaration awareness campaign, encouraging all employees to update their personal data on the HR Portal, along with developing FAQs explaining the importance of declaration and what such data is used for.

Section 2: Future action to address workplace culture

To achieve our commitments under our Diversity Strategy to create an inclusive culture, we will focus on actions that will drive sustainable culture change in the longer term. We aim to create a culture where our staff feel able to achieve their full potential.

We will continue run our 'Respect' campaign, which aims to increase awareness of the respect value itself and its relationship with cultural change and diversity. Embedding the Land Registry respect value (Figure 39) clearly links to our Innovation Key Performance Indicator (KPI), our strategic equality objectives and the Land Registry's Diversity strategy, which sets out our aims in relation to behaviour and culture change.

We have analysed and taken steps to improve responses to the Civil Service People Survey from those with protected characteristics. This has included undertaking staff focus groups with minority ethnic staff, disabled staff and those employees working alternative working hours. This has enabled us to establish where employees from particular groups are less engaged than others. Work will now continue to improve both staff engagement and tackle any potential workplace inequality.

We will also ensure our Leadership programme incorporates diversity and inclusion as core elements, including unconscious bias training and equipping our managers with the skills to identify and challenge inappropriate workplace banter.

Respect

We value trust, honesty and integrity. We are sincere in listening, understanding and responding to our customers and each other.

- I treat others as I would like them to treat me
- I treat customers consistently in line with the customer experience principles
- I communicate clearly and ensure I am understood
- I listen to others' opinions and genuinely consider them

Figure 39: Respect value

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