Land Registry

Land Registry

Returns : 3,440   Response rate : 74%

Civil Service People Survey 2016

📊 Strength of association with engagement   ✧ Statistically significant difference from comparison

Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.

Engagement Index

56%

Difference from previous survey	+3 ✧
Difference from CS2016	-3 ✧
Difference from CS High Performers	-7 ✧

My work

66% 📊

Difference from previous survey	+2 ✧
Difference from CS2016	-9 ✧
Difference from CS High Performers	-13 ✧

Organisational objectives and purpose

76% 📊

Difference from previous survey	+7 ✧
Difference from CS2016	-6 ✧
Difference from CS High Performers	-11 ✧

My manager

62% 📊

Difference from previous survey	+6 ✧
Difference from CS2016	-6 ✧
Difference from CS High Performers	-9 ✧

My team

79% 📊

Difference from previous survey	+1 ✧
Difference from CS2016	0
Difference from CS High Performers	-4 ✧

Learning and development

40% 📊

Difference from previous survey	+4 ✧
Difference from CS2016	-11 ✧
Difference from CS High Performers	-15 ✧

Inclusion and fair treatment

72% 📊

Difference from previous survey	+5 ✧
Difference from CS2016	-4 ✧
Difference from CS High Performers	-8 ✧

Resources and workload

73% 📊

Difference from previous survey	+6 ✧
Difference from CS2016	-1
Difference from CS High Performers	-4 ✧

Pay and benefits

39% 📊

Difference from previous survey	+1 ✧
Difference from CS2016	+8 ✧
Difference from CS High Performers	+2 ✧

Leadership and managing change

33% 📊

Difference from previous survey	+6 ✧
Difference from CS2016	-10 ✧
Difference from CS High Performers	-19 ✧

Land Registry

📊 Strength of association with engagement   ◇ Statistically significant difference from comparison

The table below shows how you performed on each of the nine themes ranked by the strength of association with engagement. The themes which have the strongest association with engagement should be the focus for action. See the appendix for further details.

Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
Leadership and managing change	📊	33%	+6 ◇	-10 ◇	-19 ◇
My work	📊	66%	+2 ◇	-9 ◇	-13 ◇
My manager	📊	62%	+6 ◇	-6 ◇	-9 ◇
Pay and benefits	📊	39%	+1	+8 ◇	+2 ◇
Learning and development	📊	40%	+4 ◇	-11 ◇	-15 ◇
Resources and workload	📊	73%	+6 ◇	-1	-4 ◇
Organisational objectives and purpose	📊	76%	+7 ◇	-6 ◇	-11 ◇
My team	📊	79%	+1	0	-4 ◇
Inclusion and fair treatment	📊	72%	+5 ◇	-4 ◇	-8 ◇

Wellbeing

🟩 % responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)
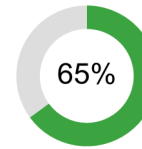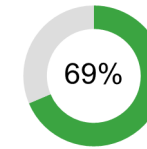
65% — W01. Overall, how satisfied are you with your life nowadays?

69% — W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?
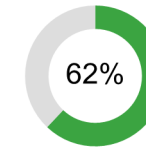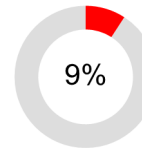
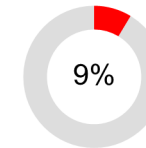**62%** — W03. Overall, how happy did you feel yesterday?
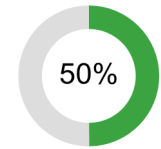
50% — W04. Overall, how anxious did you feel yesterday?

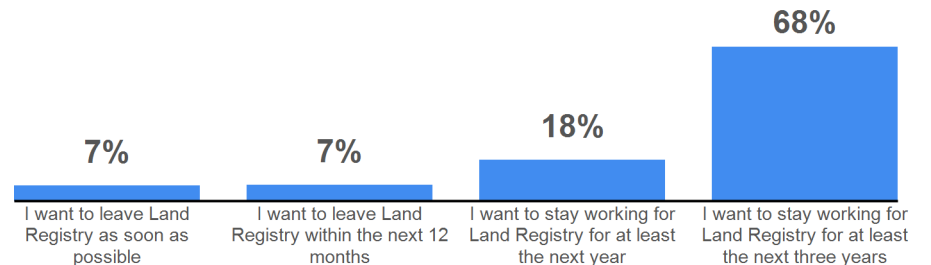## Discrimination, bullying and harassment

🟥 % responding Yes

9% — During the past 12 months have you personally experienced discrimination at work?

9% — During the past 12 months have you personally experienced bullying or harassment at work?

Your plans for the future

7%	7%	18%	68%
I want to leave Land Registry as soon as possible	I want to leave Land Registry within the next 12 months	I want to stay working for Land Registry for at least the next year	I want to stay working for Land Registry for at least the next three years

All questions by theme

My work — 66% +2

Difference from previous survey — Strength of association with engagement
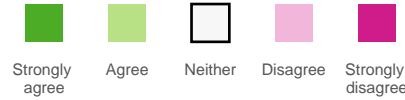
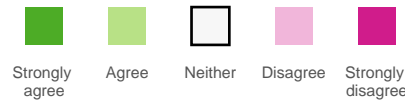Strongly agree | Agree | Neither | Disagree | Strongly disagree

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B01	I am interested in my work	23	58	13	5		81%	0	-9 ✧	-10 ✧
B02	I am sufficiently challenged by my work	26	55	12	6		80%	+1	0	-2 ✧
B03	My work gives me a sense of personal accomplishment	17	53	18	10		70%	+3 ✧	-6 ✧	-9 ✧
B04	I feel involved in the decisions that affect my work	7	33	26	25	9	40%	+2 ✧	-16 ✧	-21 ✧
B05	I have a choice in deciding how I do my work	13	44	21	16	7	57%	+4 ✧	-17 ✧	-22 ✧

Organisational objectives and purpose — 76% +7

Difference from previous survey — Strength of association with engagement

Strongly agree | Agree | Neither | Disagree | Strongly disagree

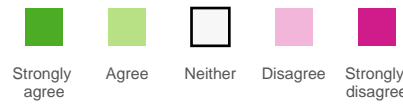|		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B06	I have a clear understanding of Land Registry's purpose	20	60	13	5		80%	+5 ✧	-6 ✧	-11 ✧
B07	I have a clear understanding of Land Registry's objectives	14	57	18	8		71%	+9 ✧	-9 ✧	-14 ✧
B08	I understand how my work contributes to Land Registry's objectives	18	60	16			78%	+7 ✧	-5 ✧	-9 ✧

All questions by theme

✧ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My manager — 62% +6

Difference from previous survey · Strength of association with engagement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	14	45	25	12	5	59%	+5 ✧	-10 ✧	-14 ✧
B10	My manager is considerate of my life outside work	29	47	17			77%	+5 ✧	-6 ✧	-9 ✧
B11	My manager is open to my ideas	20	52	19	6		72%	+3 ✧	-8 ✧	-12 ✧
B12	My manager helps me to understand how I contribute to Land Registry's objectives	13	49	27	7		63%	+7 ✧	-2 ✧	-7 ✧
B13	Overall, I have confidence in the decisions made by my manager	17	47	23	9		64%	+8 ✧	-9 ✧	-14 ✧
B14	My manager recognises when I have done my job well	20	51	18	8		71%	+5 ✧	-7 ✧	-11 ✧
B15	I receive regular feedback on my performance	16	52	18	11		68%	+4 ✧	+2 ✧	-1
B16	The feedback I receive helps me to improve my performance	13	42	29	11		56%	+6 ✧	-7 ✧	-11 ✧
B17	I think that my performance is evaluated fairly	13	46	25	12	5	59%	+8 ✧	-5 ✧	-10 ✧
B18	Poor performance is dealt with effectively in my team	6	26	43	17	8	32%	+4 ✧	-7 ✧	-11 ✧

My team — 79% +1

Difference from previous survey · Strength of association with engagement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	31	54	10			84%	0	0	-3 ✧
B20	The people in my team work together to find ways to improve the service we provide	27	55	13			82%	0	0	-3 ✧
B21	The people in my team are encouraged to come up with new and better ways of doing things	20	52	19	7		72%	+2 ✧	-2 ✧	-7 ✧

All questions by theme

Learning and development

40% **+4** Difference from previous survey — Strength of association with engagement

Legend: Strongly agree | Agree | Neither | Disagree | Strongly disagree

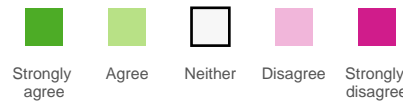|		Responses	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	8 / 49 / 29 / 11	57%	+7 ✧	-4 ✧	-11 ✧
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	9 / 40 / 35 / 11	49%	+8 ✧	-1 ✧	-7 ✧
B24	There are opportunities for me to develop my career in Land Registry	5 / 20 / 28 / 28 / 19	24%	0	-19 ✧	-27 ✧
B25	Learning and development activities I have completed while working for Land Registry are helping me to develop my career	6 / 23 / 35 / 23 / 13	29%	+3 ✧	-15 ✧	-22 ✧

Inclusion and fair treatment

72% **+5** Difference from previous survey — Strength of association with engagement

Legend: Strongly agree | Agree | Neither | Disagree | Strongly disagree

		Responses	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B26	I am treated fairly at work	17 / 59 / 16 / 6	76%	+7 ✧	-3 ✧	-7 ✧
B27	I am treated with respect by the people I work with	21 / 63 / 11	84%	+2 ✧	0	-3 ✧
B28	I feel valued for the work I do	12 / 43 / 26 / 14 / 5	55%	+6 ✧	-10 ✧	-15 ✧
B29	I think that Land Registry respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	19 / 52 / 20 / 6	71%	+7 ✧	-3 ✧	-7 ✧

Land Registry

Returns : 3,440   Response rate : 74%

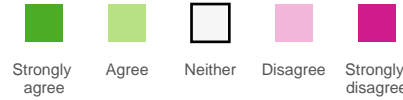Civil Service People Survey 2016

All questions by theme

◇ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Resources and workload   73%   +6

Difference from previous survey | Strength of association with engagement

Strongly agree | Agree | Neither | Disagree | Strongly disagree

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B30	In my job, I am clear what is expected of me	16	68	11			84%	+5 ◇	+2 ◇	-2 ◇
B31	I get the information I need to do my job well	10	57	22	9		67%	+6 ◇	-2 ◇	-7 ◇
B32	I have clear work objectives	12	62	18	6		74%	+5 ◇	-1 ◇	-5 ◇
B33	I have the skills I need to do my job effectively	15	65	13	6		80%	+4 ◇	-9 ◇	-11 ◇
B34	I have the tools I need to do my job effectively	11	61	17	8		72%	+7 ◇	+2 ◇	-3 ◇
B35	I have an acceptable workload	7	52	23	14		60%	+9 ◇	+1 ◇	-5 ◇
B36	I achieve a good balance between my work life and my private life	15	57	18	7		72%	+7 ◇	+5 ◇	0

Pay and benefits   39%   +1

Difference from previous survey | Strength of association with engagement

Strongly agree | Agree | Neither | Disagree | Strongly disagree

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B37	I feel that my pay adequately reflects my performance	5	35	23	25	13	39%	+2 ◇	+7 ◇	0
B38	I am satisfied with the total benefits package	6	34	27	23	11	39%	-1	+5 ◇	-1 ◇
B39	Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	32	26	23	13	39%	+2 ◇	+12 ◇	+4 ◇

Land Registry

Returns : 3,440   Response rate : 74%

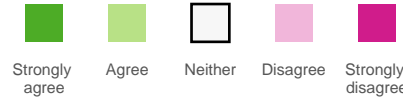## Civil Service People Survey 2016

✧ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Leadership and managing change

33% **+6** Difference from previous survey

Strength of association with engagement

	Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B40	I feel that Land Registry as a whole is managed well		31	30	23	11	35%	+8 ✧	-12 ✧	-23 ✧
B41	Senior managers in Land Registry are sufficiently visible	6	37	26	21	9	43%	+6 ✧	-12 ✧	-22 ✧
B42	I believe the actions of senior managers are consistent with Land Registry's values	5	28	38	19	9	33%	+7 ✧	-15 ✧	-24 ✧
B43	I believe that the Land Registry Executive Board has a clear vision for the future of Land Registry	5	29	35	20	11	34%	+2 ✧	-9 ✧	-20 ✧
B44	Overall, I have confidence in the decisions made by Land Registry's senior managers		23	34	26	14	27%	+7 ✧	-17 ✧	-28 ✧
B45	I feel that change is managed well in Land Registry		23	30	32	13	25%	+9 ✧	-4 ✧	-16 ✧
B46	When changes are made in Land Registry they are usually for the better		18	35	31	14	21%	+5 ✧	-9 ✧	-18 ✧
B47	Land Registry keeps me informed about matters that affect me	5	46	30	14	6	51%	+9 ✧	-5 ✧	-14 ✧
B48	I have the opportunity to contribute my views before decisions are made that affect me		23	31	30	14	26%	+1	-12 ✧	-21 ✧
B49	I think it is safe to challenge the way things are done in Land Registry	5	30	30	23	13	34%	+6 ✧	-9 ✧	-14 ✧

All questions by theme

✧ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Engagement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B50	I am proud when I tell others I am part of Land Registry	11	37	38	9		48%	+6 ✧	-11 ✧	-18 ✧
B51	I would recommend Land Registry as a great place to work	10	32	36	16	7	42%	+9 ✧	-9 ✧	-19 ✧
B52	I feel a strong personal attachment to Land Registry	13	38	30	13	5	51%	+1	+3 ✧	-5 ✧
B53	Land Registry inspires me to do the best in my job	6	30	40	17	7	36%	+5 ✧	-10 ✧	-16 ✧
B54	Land Registry motivates me to help it achieve its objectives	6	28	39	19	7	34%	+6 ✧	-10 ✧	-16 ✧

Taking action

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B55	I believe that senior managers in Land Registry will take action on the results from this survey	5	31	32	21	11	36%	+2 ✧	-11 ✧	-19 ✧
B56	I believe that managers where I work will take action on the results from this survey	8	37	28	17	10	46%	+7 ✧	-10 ✧	-19 ✧
B57	Where I work, I think effective action has been taken on the results of the last survey	5	24	41	19	10	29%	+6 ✧	-6 ✧	-12 ✧

All questions by theme

Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	19	65	11			84%	+4 ✧	-4 ✧	-6 ✧
B59 I believe I would be supported if I try a new idea, even if it may not work	11	47	27	12		58%	+3 ✧	-11 ✧	-16 ✧
B60 When I talk about Land Registry I say "we" rather than "they"	14	51	23	9		65%	+3 ✧	-7 ✧	-14 ✧
B61 I have some really good friendships at work	31	52	13			84%	+3 ✧	+7 ✧	+3 ✧

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree				
B62 Senior managers in Land Registry actively role model the behaviours set out in the Civil Service Leadership Statement		27	47	15	7	31%	+13 ✧	-13 ✧	-19 ✧
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	11	44	33	8		54%	+11 ✧	-7 ✧	-13 ✧

Land Registry

Returns : 3,440   Response rate : 74%

Civil Service People Survey 2016

All questions by theme

✧ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey
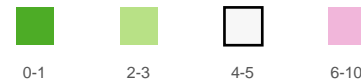
Wellbeing

| | 0-4 | 5-6 | 7-8 | 9-10 |

Unlike the questions B01-B63 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') and where 10 is equivalent to 'completely' (e.g. 'completely satisfied' or 'completely anxious').

For questions W01, W02 and W03 the percent positive is the proportion answering 7, 8, 9 or 10 to each question.

		0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
W01	Overall, how satisfied are you with your life nowadays?	13	22	49	16	65%	+2 ✧	-1 ✧	-4 ✧
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	11	20	48	20	69%	+2 ✧	-2 ✧	-5 ✧
W03	Overall, how happy did you feel yesterday?	16	22	42	20	62%	+3 ✧	-2 ✧	-4 ✧

| | 0-1 | 2-3 | 4-5 | 6-10 |

For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.

		0-1	2-3	4-5	6-10	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
W04	Overall, how anxious did you feel yesterday?	24	26	20	30	50%	+1	0	-3 ✧

All questions by theme

Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for Land Registry?

		Difference from previous survey	Difference from CS2016	Difference from CS High Performers
I want to leave Land Registry as soon as possible	7%	-2 ◇	-1 ◇	-4 ◇
I want to leave Land Registry within the next 12 months	7%	0	-8 ◇	-12 ◇
I want to stay working for Land Registry for at least the next year	18%	+1	-14 ◇	-21 ◇
I want to stay working for Land Registry for at least the next three years	68%	0	+24 ◇	+16 ◇

The Civil Service Code

Differences are based on '% Yes' score

% Yes   % No

|	% Yes	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	90 / 10 — 90%	+1 ◇	-1 ◇	-5 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?	63 / 37 — 63%	+2 ◇	-4 ◇	-12 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in Land Registry it would be investigated properly?	67 / 33 — 67%	+5 ◇	-1	-8 ◇

All questions by theme

Discrimination, harassment and bullying

E01. During the past 12 months, have you personally experienced discrimination at work?
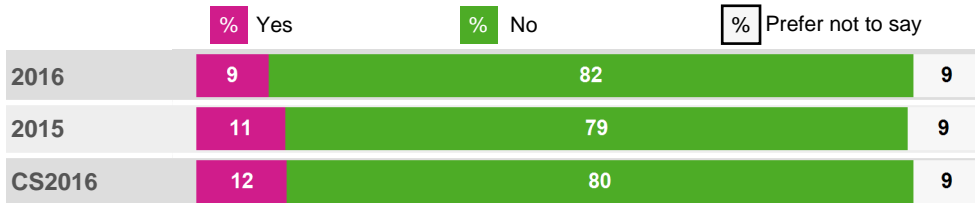
	% Yes	% No	% Prefer not to say
2016	9	82	9
2015	11	79	9
CS2016	12	80	9

E03. During the past 12 months, have you personally experienced bullying or harassment at work?

	% Yes	% No	% Prefer not to say
2016	9	83	8
2015	11	81	8
CS2016	11	82	7

For respondents who selected 'Yes' to question E03.
E05. Did you report the bullying and harassment you experienced?

	% Yes	% No	% Prefer not to say
2016	34	53	13
CS2016	34	50	16
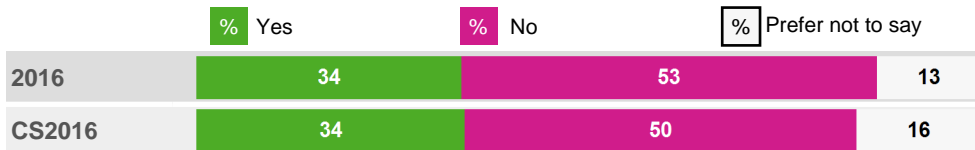
For respondents who selected 'Yes' to question E03.
E06. In your opinion, has this issue been resolved?

	% Yes	% No	% Prefer not to say
2016	21	59	20
CS2016	20	60	20

For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination at work in the past 12 months? (multiple selection)

	Response Count
Age	64
Caring responsibilities	27
Disability	68
Ethnic background	--
Gender	31
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	61
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	12
Working location	33
Working pattern	68
Any other grounds	79
Prefer not to say	40

For respondents who selected 'Yes' to question E03.
E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

A colleague	131
Your manager	59
Another manager in my part of Land Registry	59
Someone you manage	--
Someone who works for another part of Land Registry	25
A member of the public	--
Someone else	22
Prefer not to say	35

Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

All questions by theme

Land Registry questions
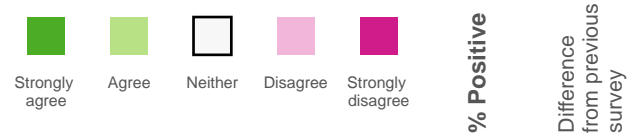
	Strongly agree	Agree	Neither	Disagree	Strongly disagree

			Strongly agree / Agree / Neither / Disagree / Strongly disagree	% Positive	Difference from previous survey
F01	Have you had a formal performance review in the past 12 months?	Yes: 87% No: 13%		87%	-4 ✧
F02	I have discussions with others about trying new things or developing myself	12 / 56 / 23 / 8		68%	-2 ✧
F03	It is usual in my team for the team or individuals to receive recognition or praise for good work	11 / 51 / 24 / 12		61%	+4 ✧
F04	I understand the direction Land Registry is taking	6 / 42 / 30 / 16 / 6		49%	+1
F05	I understand the need for changes to Land Registry	10 / 58 / 20 / 9		68%	-3 ✧
F06	I understand how these changes impact on me	6 / 49 / 32 / 10		55%	+2 ✧
F07	I have confidence in the Land Registry Board to lead us through the changes	23 / 37 / 23 / 13		27%	+4 ✧
F08	My manager keeps me informed	12 / 55 / 22 / 8		67%	+6 ✧
F09	My manager talks to me about change and listens to my concerns	12 / 51 / 23 / 10		63%	+7 ✧
F10	My managers talk about change even when they don't have all the answers	13 / 57 / 21 / 6		70%	+3 ✧

Appendix

Glossary of key terms

% positive	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of **Theme score % positive**).
Previous survey	Comparisons to the previous survey relate to the results from the 2015 Civil Service People Survey. Where a question is flagged as changed since the last survey comparisons should be treated with caution as changes to wording may affect how people respond to the question.
CS2016	The CS2016 benchmark is the median percent positive across all organisations that participated in the 2016 Civil Service People Survey.
CS High Performers	For each question, this is the upper quartile score across all organisations that have taken part in the 2016 Civil Service People Survey.

Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy.

Statistical significance: ✧

Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2016 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the results.

The employee engagement index

The survey includes five questions that make up the engagement index (B50-B54). The index score represents the average level of engagement in that unit and ranges from 0 to 100. An index score of 0 represents all respondents in that unit saying they strongly disagree to all five engagement questions and a score of 100 represents all respondents saying they strongly agree to all five engagement questions.

The drivers of engagement

While the engagement index shows the average level of engagement, it does not show what you can do to improve engagement. Nine themes have been included in the survey to measure employees' experiences at work. A statistical technique, stepwise regression, is used to identify the extent to which each of these themes has an association with engagement. The themes identified as having an association are called the 'Drivers of engagement'. The strength of association with engagement varies by theme and is illustrated by a 4-bar icon, as shown below. Themes with a full 4-bar icon have the strongest association with engagement.

strength of association with engagement

the analysis has not identified a significant association with engagement

Confidentiality

The survey was carried out as part of the 2016 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all participating organisations. The Cabinet Office commissioned ORC International to carry out the survey. ORC International is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of the results to the extent where the anonymity of individuals may be compromised. Groups of fewer than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.