Land Registry

Equality Information Report 2014

Content

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 2015. 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 2013 to 31 March 2014 in creating a diverse workforce. As of 31 March 2014, 4,462 staff worked for Land Registry.

- Women account for 61 per cent of the workforce compared with 42 per cent of the Senior Civil Service (SCS). Land Registry's target for women in the SCS is 40 per cent by April 2015.
- 99 per cent of staff declared their details in relation to disability. 7.2 per cent of the workforce has declared themselves as disabled, compared with 8.3 per cent of the SCS. Land Registry's target for disabled staff in the SCS is 8.5 per cent by April 2015.
- 93 per cent of staff declared their details in relation to ethnicity. Based on known data, 4.2 per cent of the workforce has declared themselves as from a minority ethnic background.
- Part-time workers, both male and female, comprised 37 per cent of our workforce. The female to male ratio in relation to part time workers is just above 6:1.
- Analysis of our age profile shows that 45.3 per cent of our workforce is aged between 40 and 49.

For further information
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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 2013 and 31 March 2014 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 2013 and 31 March 2014.

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 2013 to 31 March 2014 and unless otherwise indicated, all profiles show the workforce as at 31 March 2014. 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 2013

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

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.

It should be noted that as at March 2014 there was still a significant level of unknown data in the area of development opportunities.

Section 1: Composition of the workforce

As at 31 March 2014, 4,462 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. 3,784 (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.
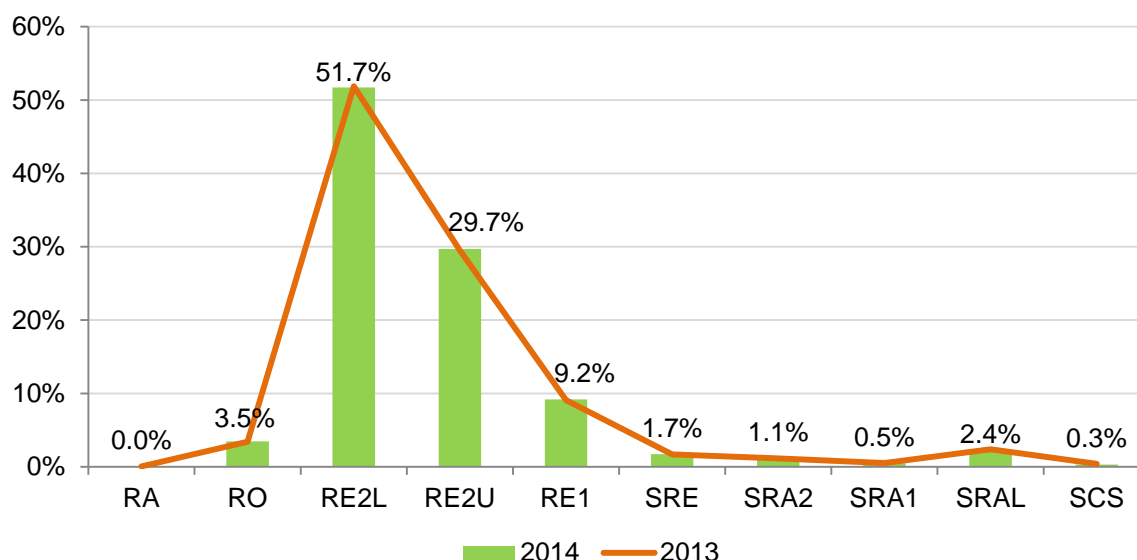

Figure 1: Percentage of Land Registry staff across grades as at 31 March 2014

1.1 Gender

Women account for 61 per cent of the workforce. In SCS grades, they account for 42 per cent compared with 39 per cent in the previous year. Our target for women in the SCS is 40 per cent by April 2015.

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.
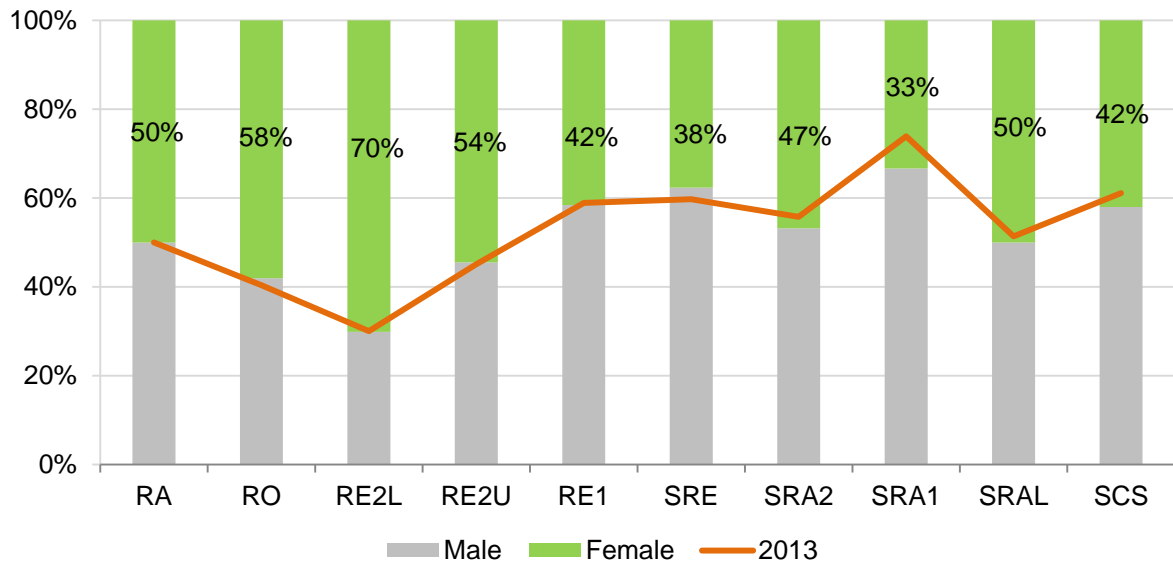
Figure 2: Gender distribution by grade

1.2 Ethnicity

93 per cent of our workforce in 2013/14 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.
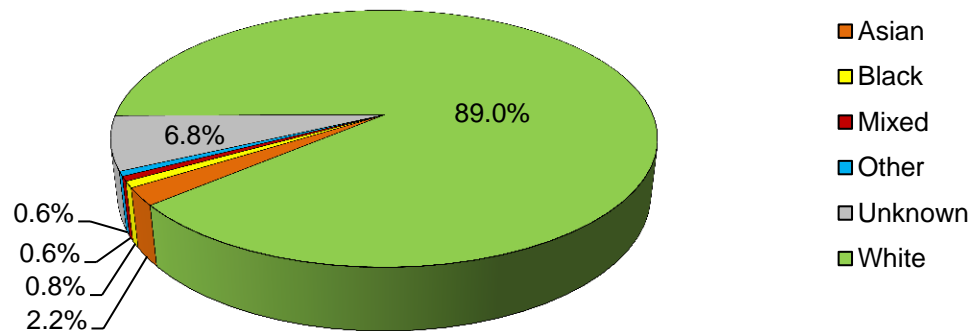

Figure 3: Workforce composition by ethnicity

At 31 March 2014 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 4.5 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.
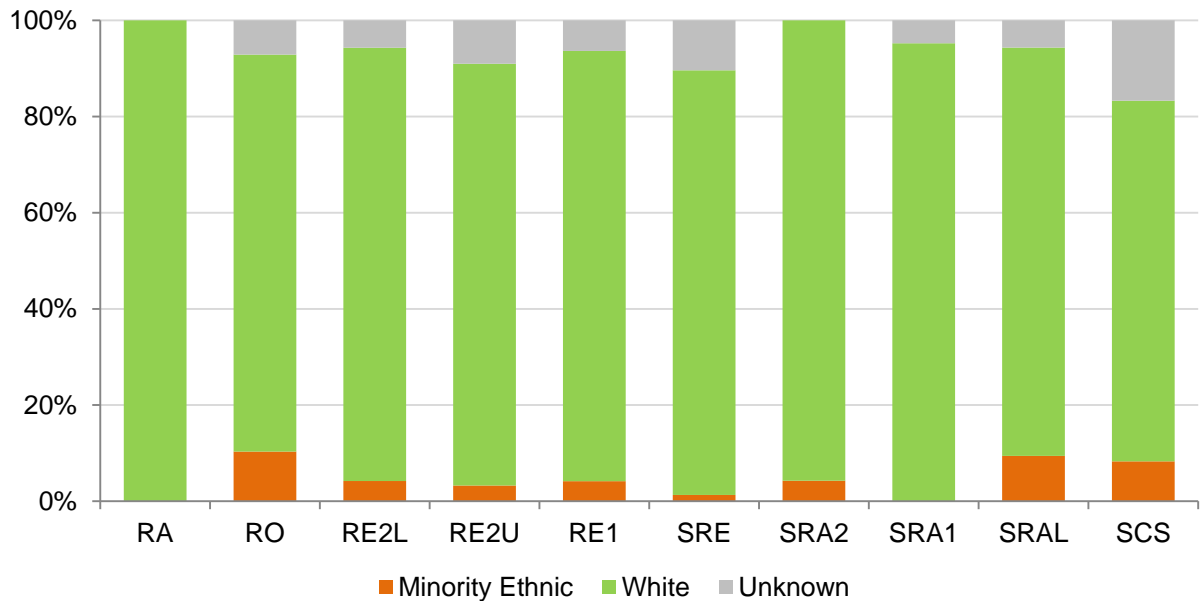
Figure 4: Grades by ethnicity

1.3 Disability

99 per cent of Land Registry staff have declared their disability status and 1 per cent have not declared or declined to respond with regard to their disability status. 7.2 per cent declared themselves as disabled, compared with 6.7 per cent in the previous year, and this compares with 8.3 per cent of the SCS. Land Registry's target for disabled staff in the SCS is 8.5 per cent by April 2015.
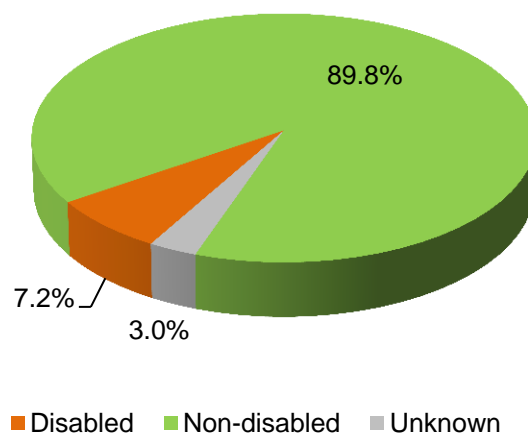

Figure 5: Workforce composition by disability status

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 6 per cent.
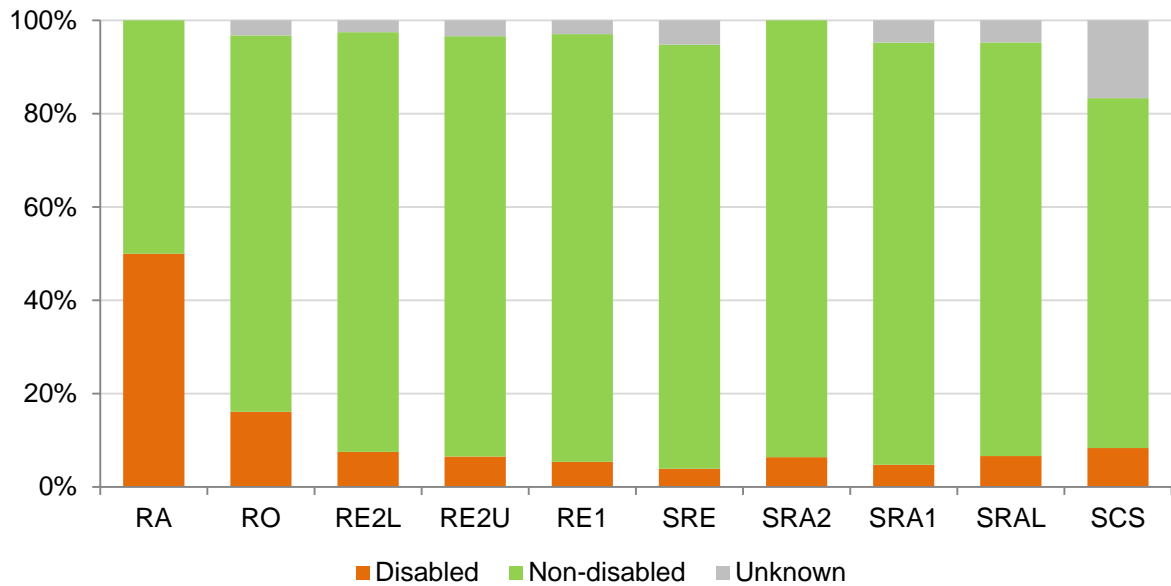
Figure 6: Grades by disability

1.4 Age

Analysis of our age profile shows that 45 per cent of our workforce is aged between 40 and 49, and 34 per cent between 50 and 59. Figure 7 shows the Land Registry age profile as at 31 March 2014.
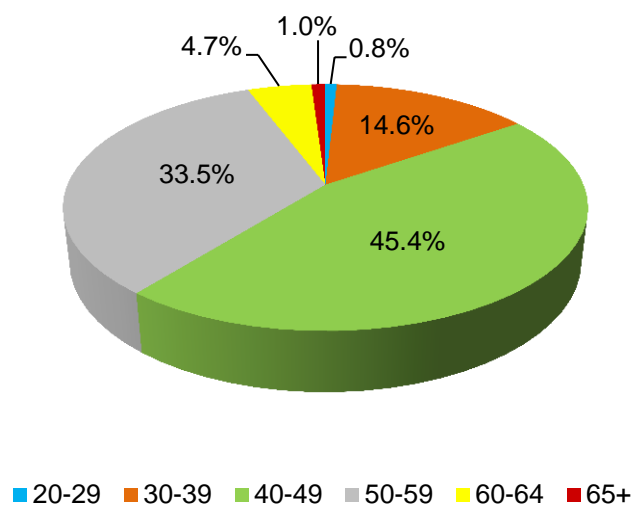

Figure 7: Workforce composition by Age

Figure 8 shows the breakdown of our workforce by grade and age demonstrating some differentiations in the profile according to grade. 62 per cent of staff in RE2U grades and below are under the age of 50, whereas 52 per cent of the RE1 grade and above are under the age of 50. All members of the SCS are aged over 50.
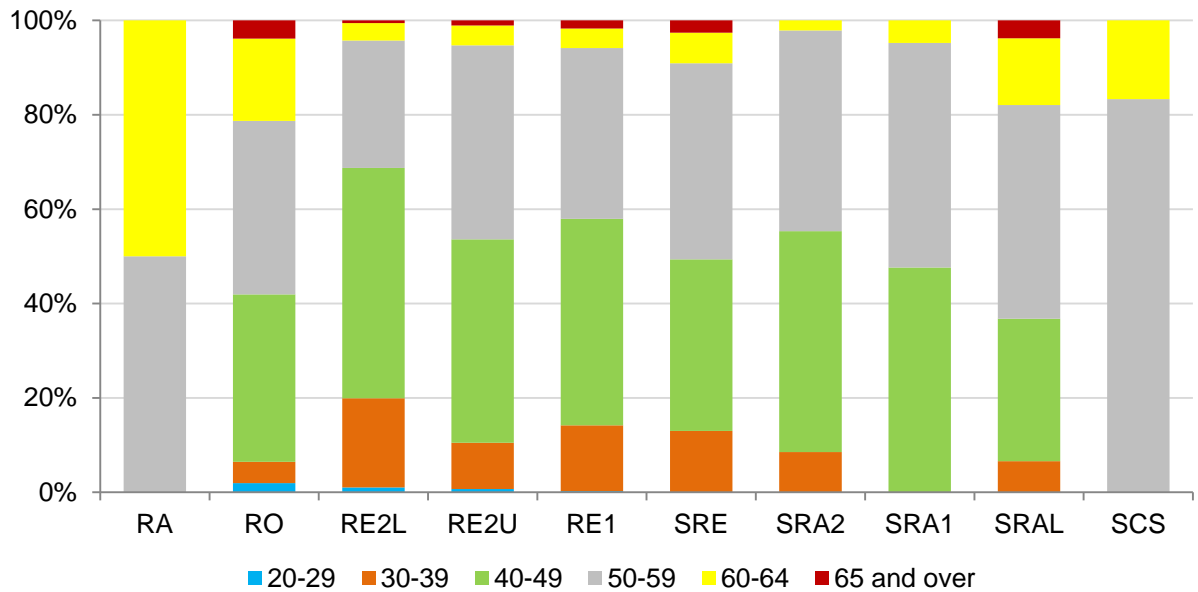
Figure 8: Grades by age

1.5 Working pattern

Part-time workers comprised 37 per cent of our workforce, decreasing slightly from 38 per cent in 2012/13.
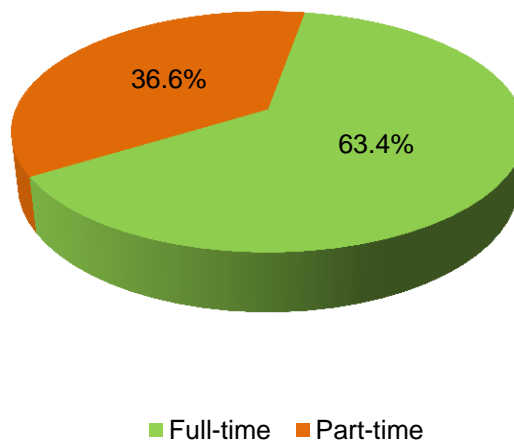
Figure 9: Workforce composition by working pattern

When examining grades, the percentage of the RE2U grade and below working less than full time decreased to 40 per cent, compared with 42 per cent last year. This figure reduces for grades above RE1, where 19 per cent of staff work part-time (18 per cent last year). The female to male ratio in relation to part-time workers has marginally reduced to roughly 6:1, however it could still 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 43 per cent to 57 per cent. However this is still insufficient for meaningful analysis.
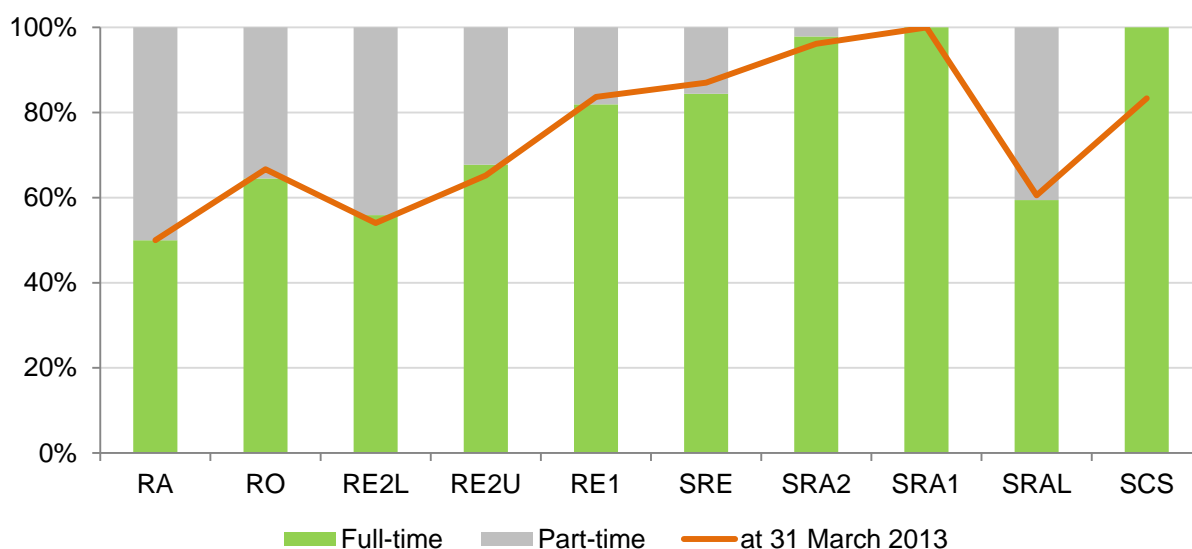
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Section 2: Employment targets

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 31.03.10	At 31.03.11	At 31.03.12	At 31.03.13	At 31.03.14	LR Target 2015
Female SCS	32%	36%	37%	39%	42%	40%
Black and Ethnic Minority SCS	0%	0%	0%	0%	8.3%	8.5%
Disabled SCS	4.0%	4.5%	5.3%	5.6%	8.3%	8.5%

As well as externally set SCS targets, Land Registry sets its own internal targets for other grades. For the year 2014/15 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 31.03.2013	59%	65%	41%	39%	49%
	Target 2015			**50 %**	**50 %**	
	At 31.03.14	58%	64%	41%	43%	50%
Minority ethnic	At 31.03.13	9%	4%	4%	3%	9%
	Target 2015		**6 %**	**6 %**	**6 %**	
	At 31.03.14	10%	4%	4%	3%	9%
Disabled	At 31.03.13	16%	7%	5%	3%	6%
	Target 2015			**10 %**		
	At 31.03.14	17%	7%	5%	6%	7%

Representation of women below the SCS
There has been a 4 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 2015.

Representation of minority ethnic staff below the SCS
There has been no change in the percentage of minority ethnic staff in Groups B, C D and E. Again, the targets will remain in place for 2015.

Representation of disabled staff below the SCS
2013/14 showed a small increase in the percentage of disabled staff in groups A, D and E. The target remains for disabled staff to account for at least 10 per cent of staff in all grades below the SCS.

Section 3: Recruitment, progression and retention

3.1 External recruitment

A total of 55 externally advertised posts were filled during 2013/14. Existing staff were also able to apply.

- Gender: The success rates of male and female applicants were roughly the same, but only 34 per cent of applicants were female, which resulted in 45 per cent of appointments being female.

- Ethnicity: 9 per cent of applicants for the 55 posts were minority ethnic, of whom 5 per cent were successful.
- Disability: Disabled applicants were 6 per cent of the total and one of the 55 posts was filled by a disabled applicant.
- Age: The highest number of applicants was from the 30-39 age group, with the highest success rate being in the under 30 age group at 15 per cent, compared with a success rate across all the age groups of 12 per cent.
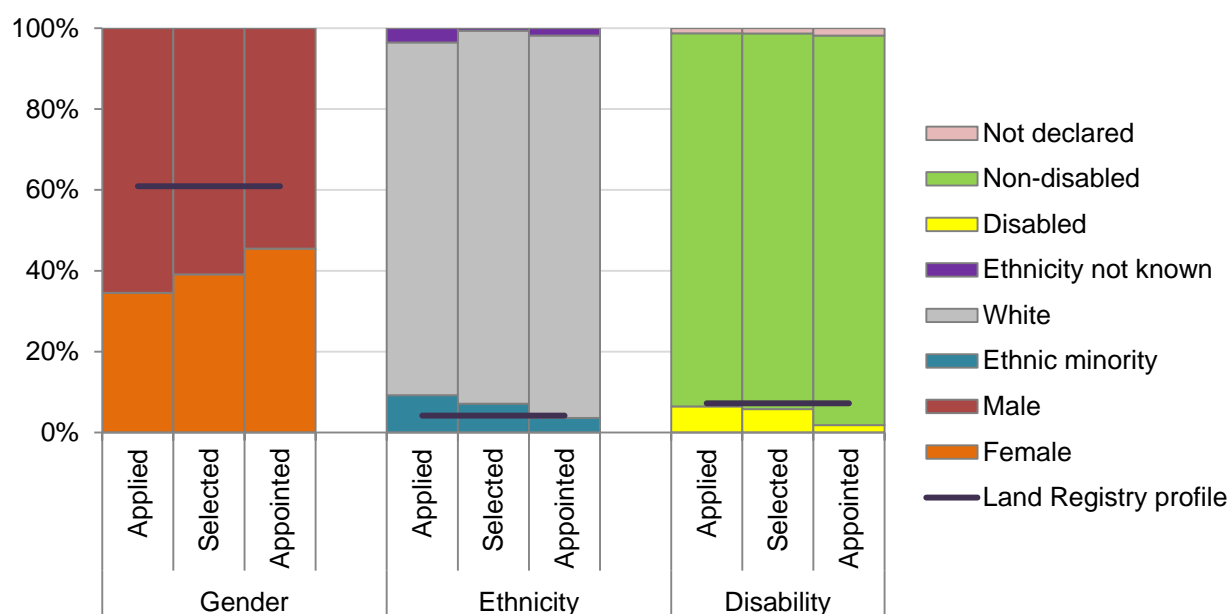

Figure 11: External recruitment by gender, ethnicity, and disability status

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.

131 development opportunities were recorded in the year 2013/14 compared with 92 in 2012/13.
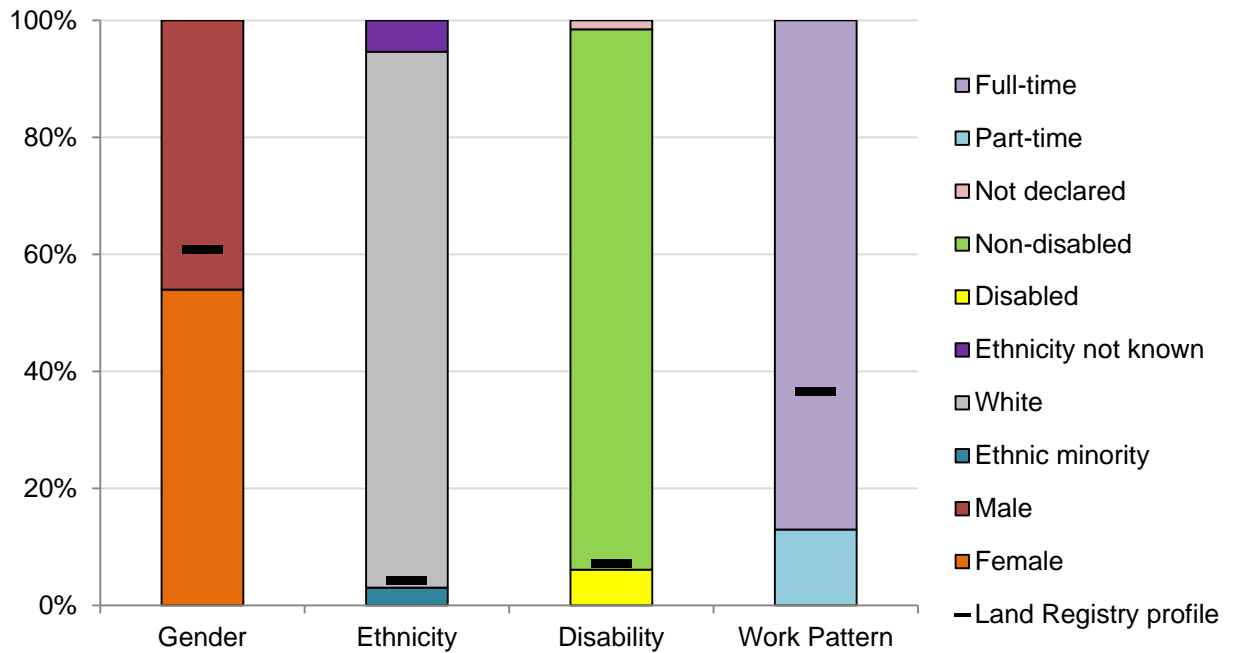
Figure 12: Development opportunities by gender, ethnicity, disability and work pattern

- Gender: Slightly fewer women gained development opportunities than would be expected, being 7.6 per cent below the demographic profile of 61 per cent.
- Ethnicity: 3.1 per cent of development opportunities were taken up by minority ethnic staff. This is close to the demographic profile in the workforce of 4 per cent.
- Disability: The success level for disabled applicants was 6.1 per cent, close to their 7.2 per cent representation in the workforce.
- Working Pattern: 13 per cent of staff gaining development opportunities were working less than full-time, compared with 11 per cent in the previous year and their 37 per cent representation in the workforce.

3.3 Promotion

Over the same period, 42 staff in Land Registry gained promotion.
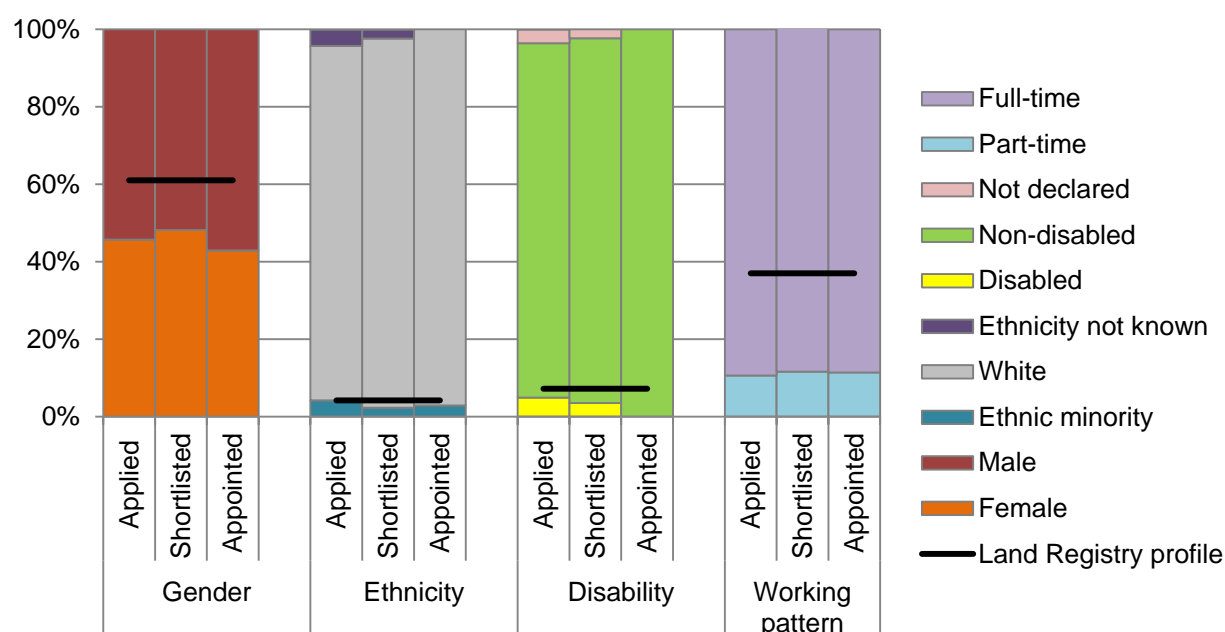

Figure 13: Internal promotions

- Gender: 43 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 six applications were received from minority ethnic staff (4.2 per cent). This is the same as their 4.2 per cent representation in the workforce. One of the six applicants was appointed and two were shortlisted.
- 4.8 per cent of appointments were disabled staff, in comparison with the 7.2 per cent of the workforce who declared themselves as disabled. However, the success rate for disabled applicants was 29 per cent compared with 25 per cent for non-disabled applicants.
- Working pattern: Only 11 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 34 staff whose maternity leave ended in 2013/14 chose to leave the organisation following maternity leave, the same as in 2012/13. 47 per cent of staff returned on reduced hours and 38 per cent returned on the same hours.
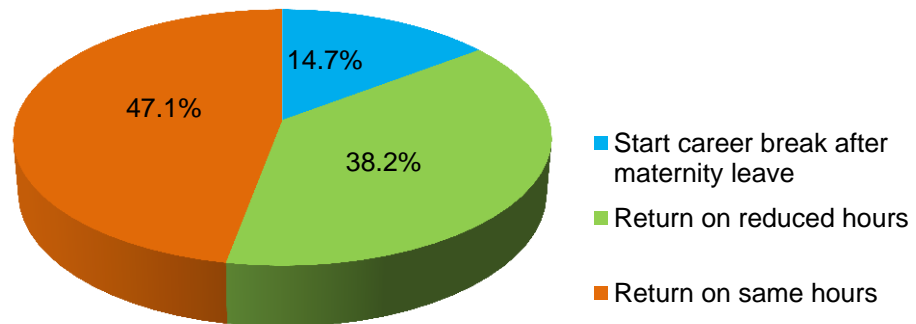
Figure 14: Return from maternity leave

3.5 Retention

141 staff left Land Registry in the twelve month period. 8 per cent (11) of these were as a result of voluntary exit scheme. Excluding redundancy, staff turnover in Land Registry is still relatively stable with 158 staff leaving in the year 2012/13, compared with 123 in 2011/12.
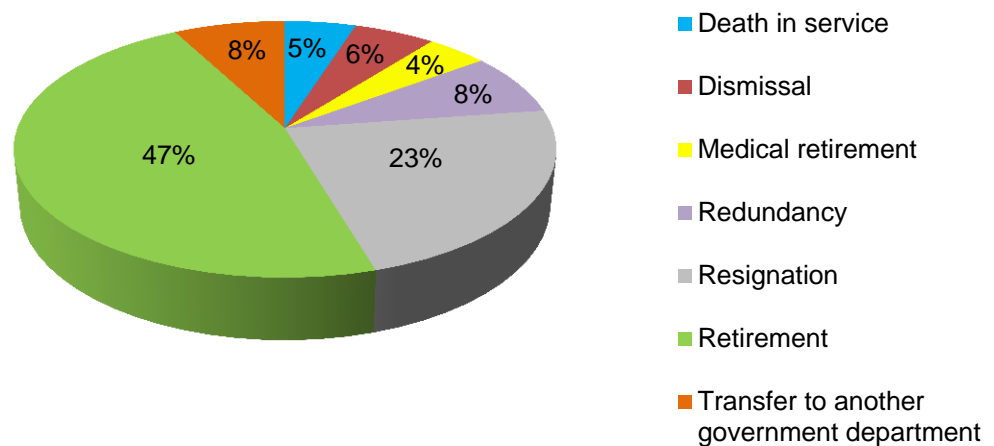

Figure 15: Staff leaving Land Registry - reasons

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 (44.7 per cent compared with 39.1 per cent). There was also a higher percentage of disabled staff (9.9 per cent compared with 7.2 per cent) and part-time staff (40.4 per cent compared with 36.6 per cent) amongst the leavers than their representation in the workforce.
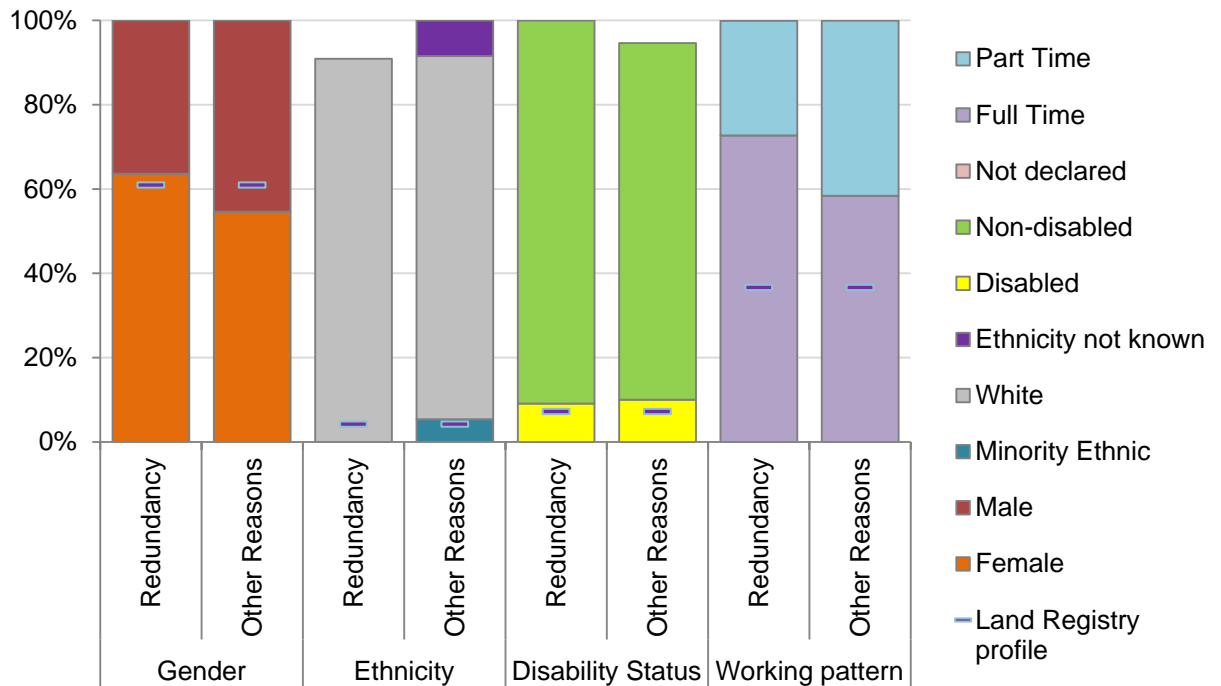
Figure 16: Staff leaving Land Registry by gender, ethnicity, disability and work pattern

Section 4: Staff appraisals

For the year 2013/14, 14.8 per cent of staff received an 'exceeded requirements' appraisal marking, 37.9 per cent received a 'met and exceeded requirements in parts' marking, 46.7 per cent 'met requirements' and 0.6 per cent received a marking of 'not met requirements'.
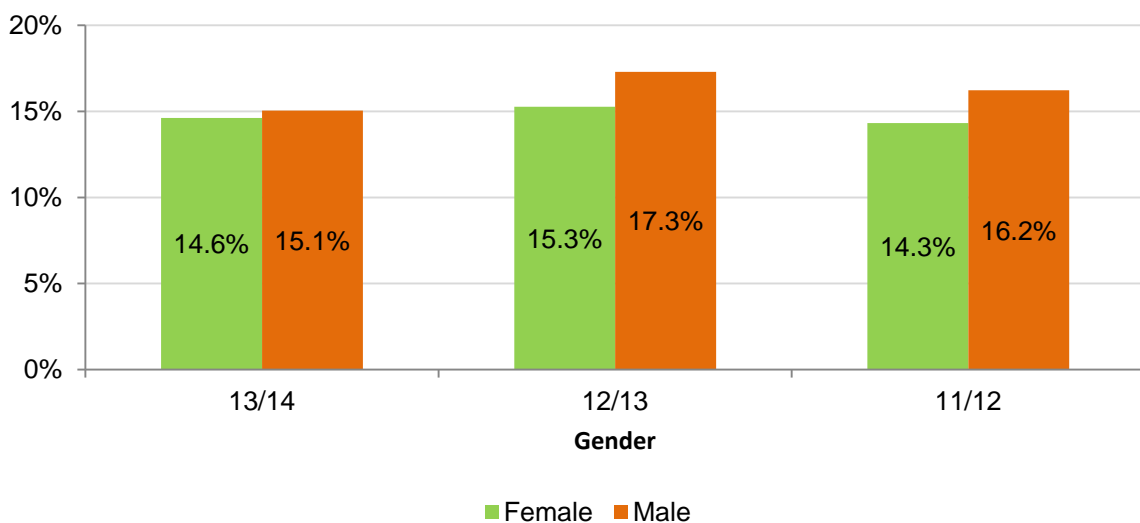
4.1 Gender

Figure 17: Top performance markings by gender since 2012

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Overall 0.5 per cent more male than female staff were awarded the top performance marking, closing the gap from the previous 2 years. At all offices except 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 the same for male and female employees.
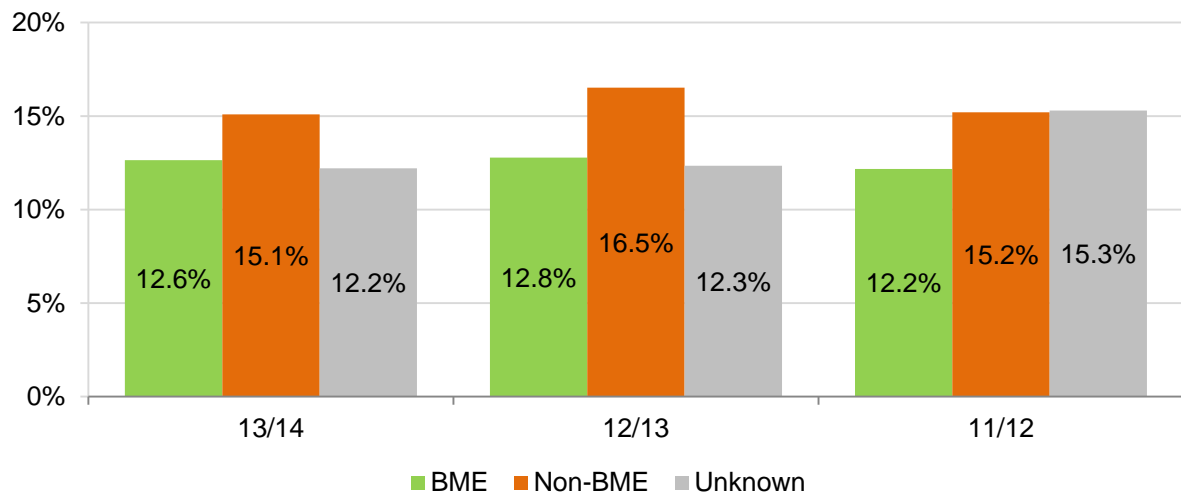
4.2 Ethnicity

Figure 18: Top performance markings by ethnicity since 2012

In 2013/14 the gap between top performance markings awarded to BME and Non-BME staff narrowed slightly. 12.6 per cent of all minority ethnic staff received a top performance marking compared with 15.1 per cent of all white staff. However as stated above minority ethnic staff are just 4.2 per cent of the workforce, while 6.9 per cent have not declared their ethnicity, so declaration rates need to be improved further to gain a true picture.
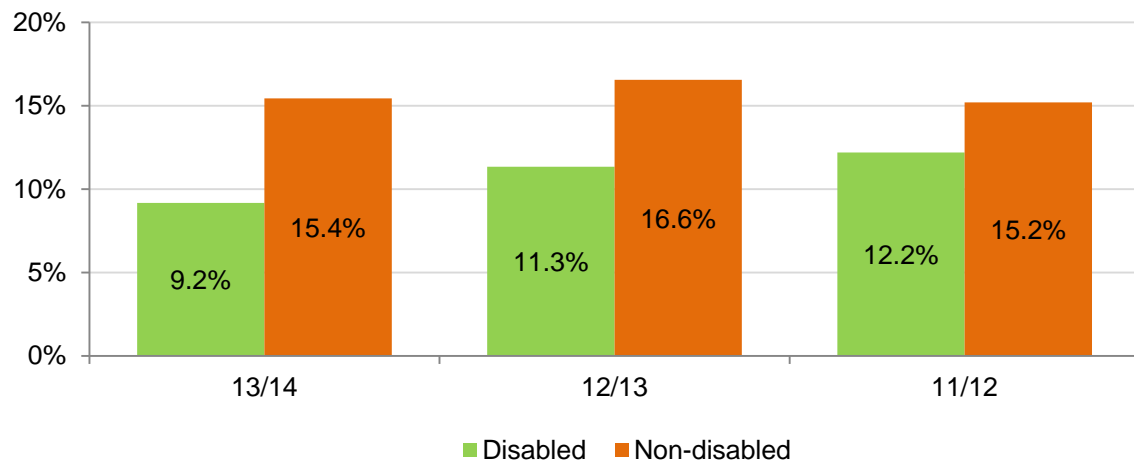
4.3 Disability

Figure 19: Top performance markings by disability since 2012

In terms of disability there has been a decrease in the percentage of disabled staff receiving a top performance marking, down 2.1 per cent from 11.3 per cent to 9.2 per cent. This reflects the overall decrease in the percentage of top performance markings awarded. 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, although the difference was not as great as for the top marking.

62 per cent of our disabled staff are in the 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.
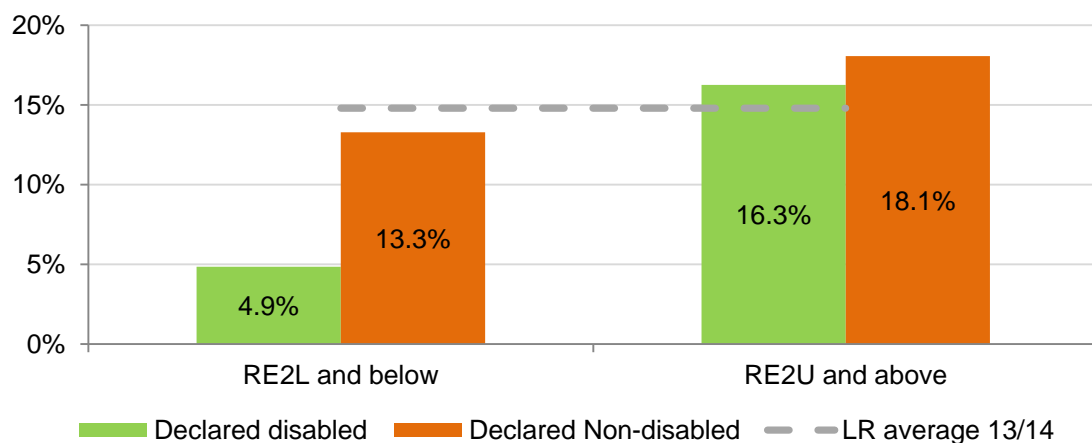

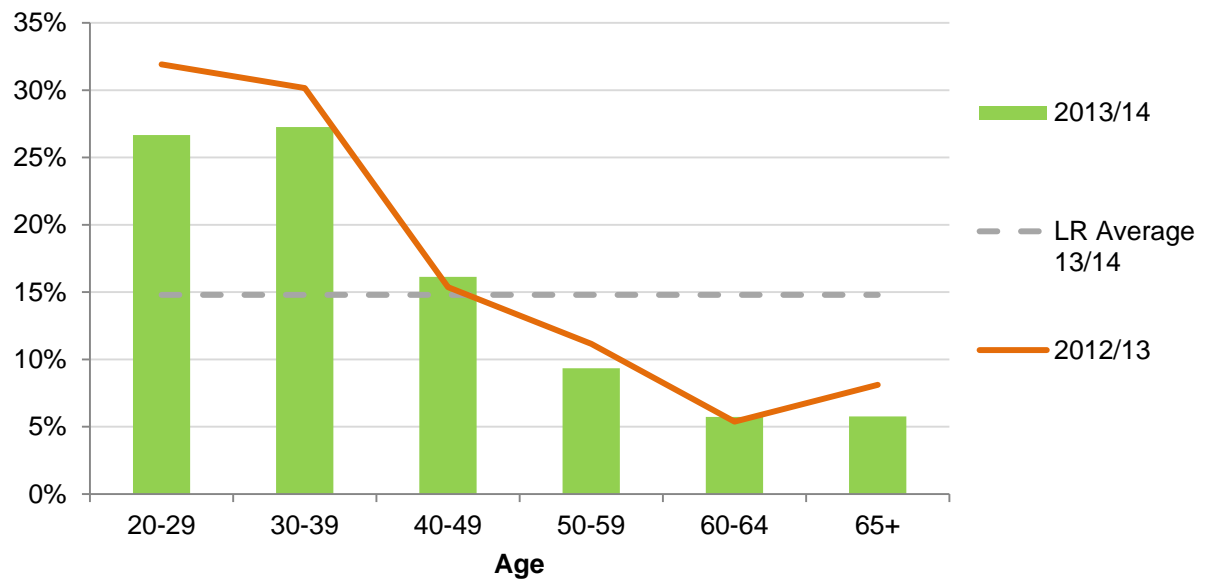Figure 20: Top performance markings by grade grouping/disability

4.4 Age

Figure 21: Top performance box markings by age

49 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 is still significantly lower than for full-time staff but the differential has remained the same as last year. It can be seen that this is a long-standing differential and action continues to try to identify and address the underlying causes.
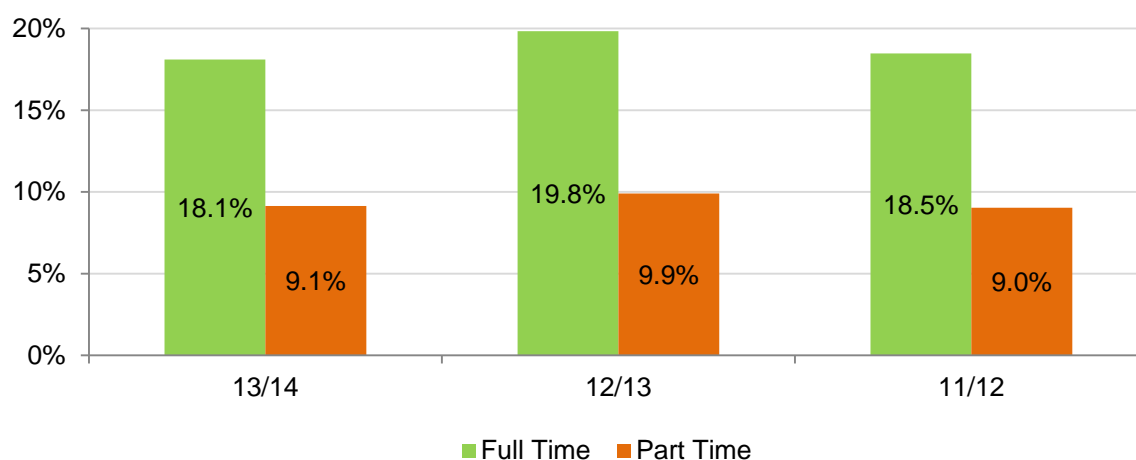

Figure 22: Top performance box markings by working pattern since 2012

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 48 per cent of female staff work full-time, whereas 87 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 slightly 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	255	1284	19.9
	P	138	1404	9.8
Female total		393	2688	14.6
Male	F	248	1495	16.6
	P	11	226	4.9
Male total		259	1721	15.0
Total		652	4409	14.8

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).
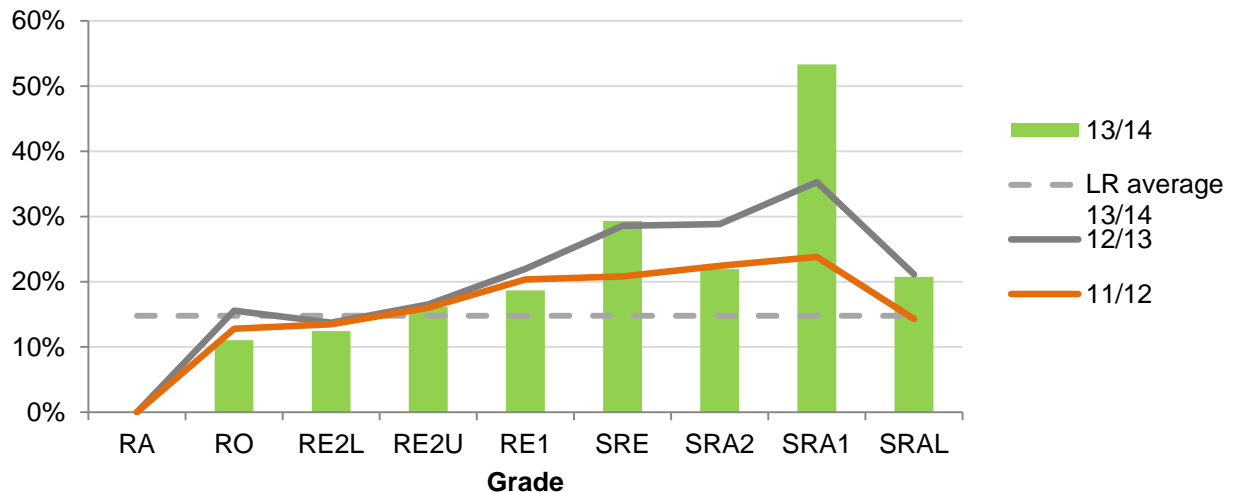

Figure 23: Top performance markings by grade since 2011

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 in regard to receiving training demonstrates an equal distribution across all categories except for disability category. This will be an area that will be investigated.
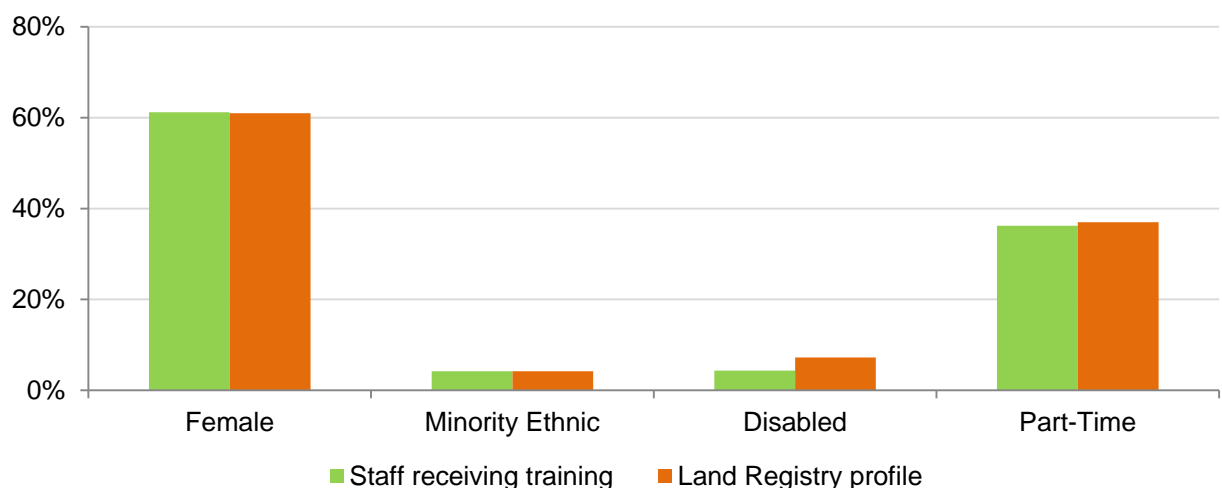

Figure 24: Training and development by gender, ethnicity, disability and work pattern

Section 6: Grievance and disciplinary

6.1 Grievance

Four formal grievances were raised during 2013/14. 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, three grievances were raised by members of staff who have declared a disability and two grievances were raised by female staff members. No grievances were received from minority ethnic staff.

6.2 Disciplinary

Fifteen disciplinary cases were recorded centrally in Land Registry in the year 2013/14. Again the numbers are too small to draw any conclusions, but 60 per cent of disciplinaries involved female staff, and 13 per cent minority ethnic staff. 27 per cent of disciplinaries involved staff who declared a disability.

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.
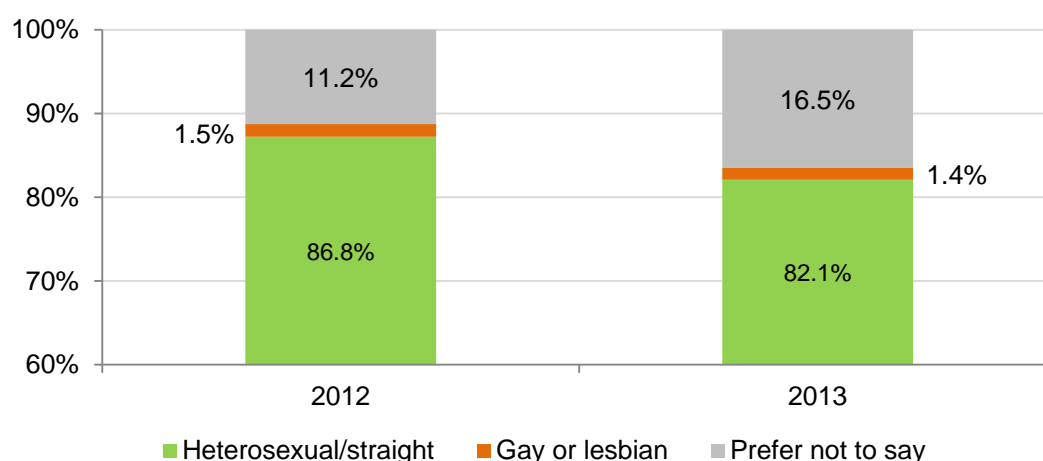

Figure 25: Breakdown of staff completing both the Civil Service People Survey and diversity monitoring section by sexual orientation.

	No religion	Christian	Buddhist	Hindu	Muslim	Sikh	Any other religion
2013	37.4%	59.3%	0.4%	0.8%	0.0%	0.4%	1.6%
2012	36.1%	60.0%	0.7%	1.0%	0.7%	0.3%	1.3%

As the diversity monitoring section is voluntary, not all members of staff who completed the survey itself disclosed their diversity information. Of those who did fill out the diversity monitoring section, not all staff filled in 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 a decreased response rate and the engagement index score stayed consistent with 2012, with the exception of the 20 – 29 age category whose engagement index score reduced 6 per cent, from 56 per cent to 50 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

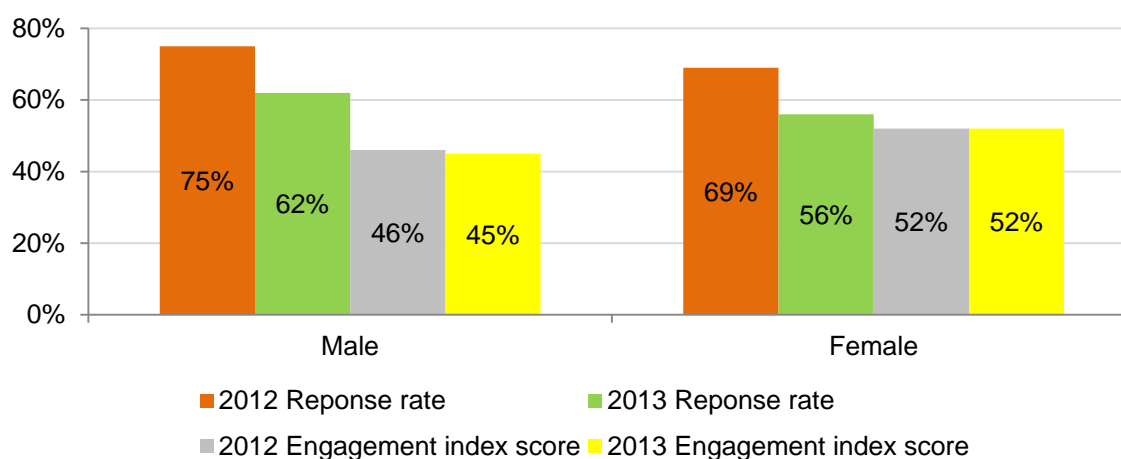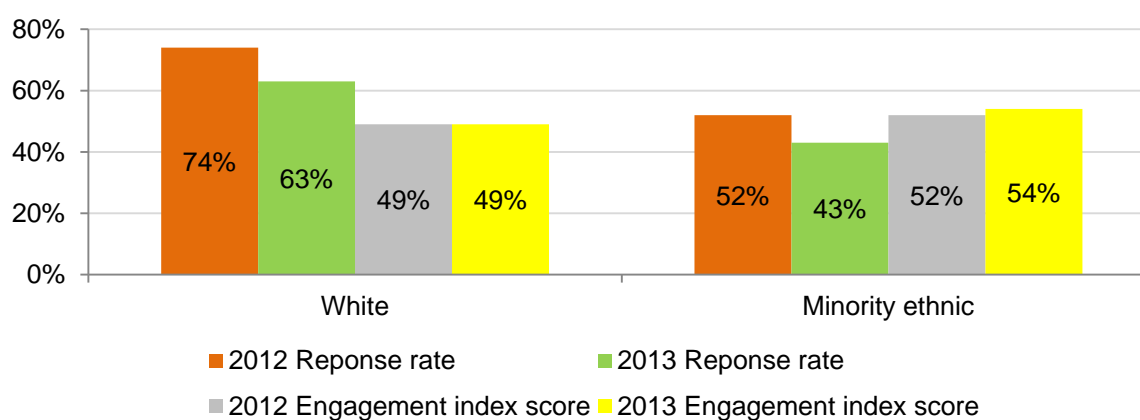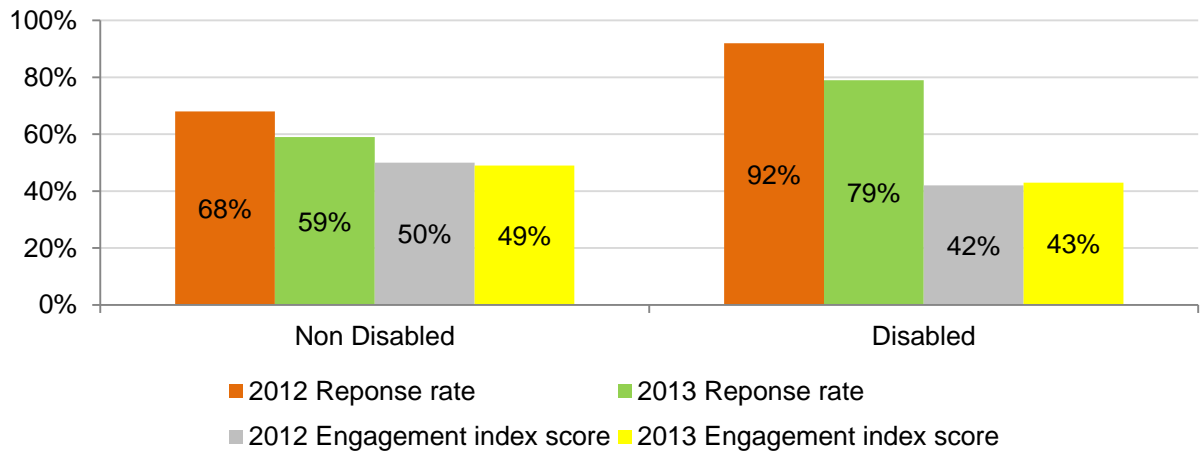Figure 28: Percentage of staff completing the Civil Service People Survey and Engagement index score by disability
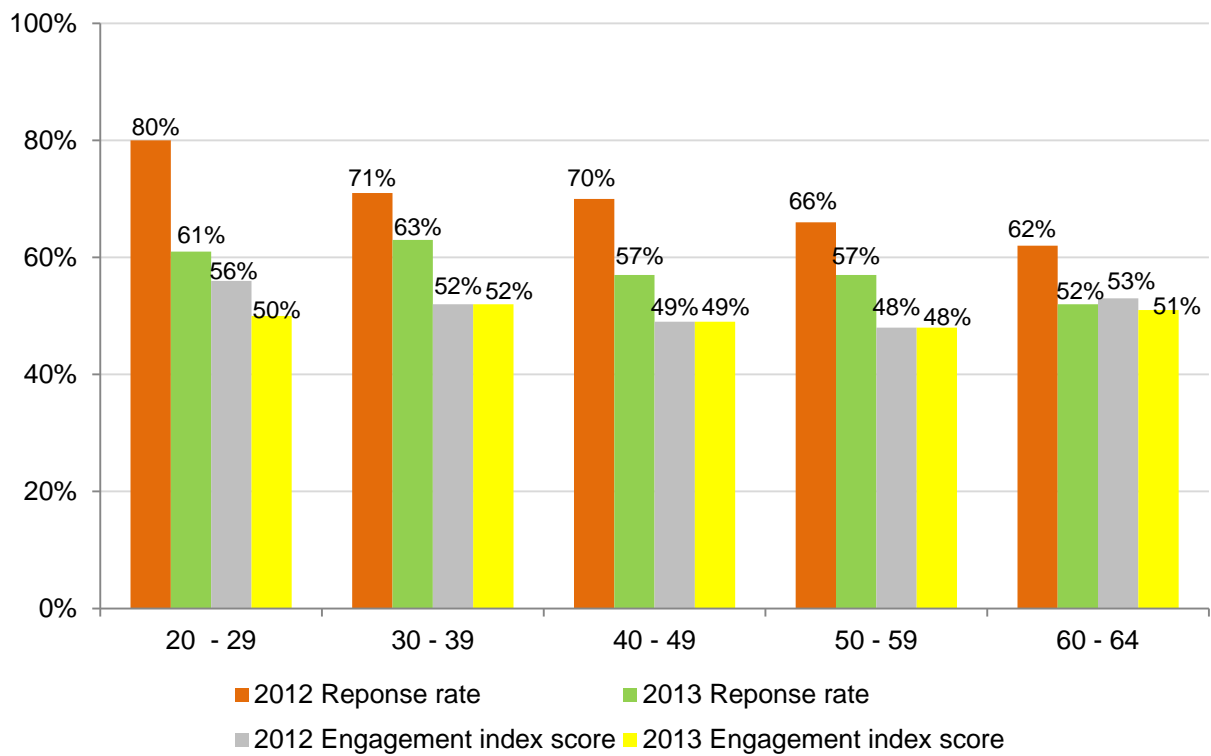
Figure 29: Percentage of staff completing the Civil Service People Survey and Engagement index score by age

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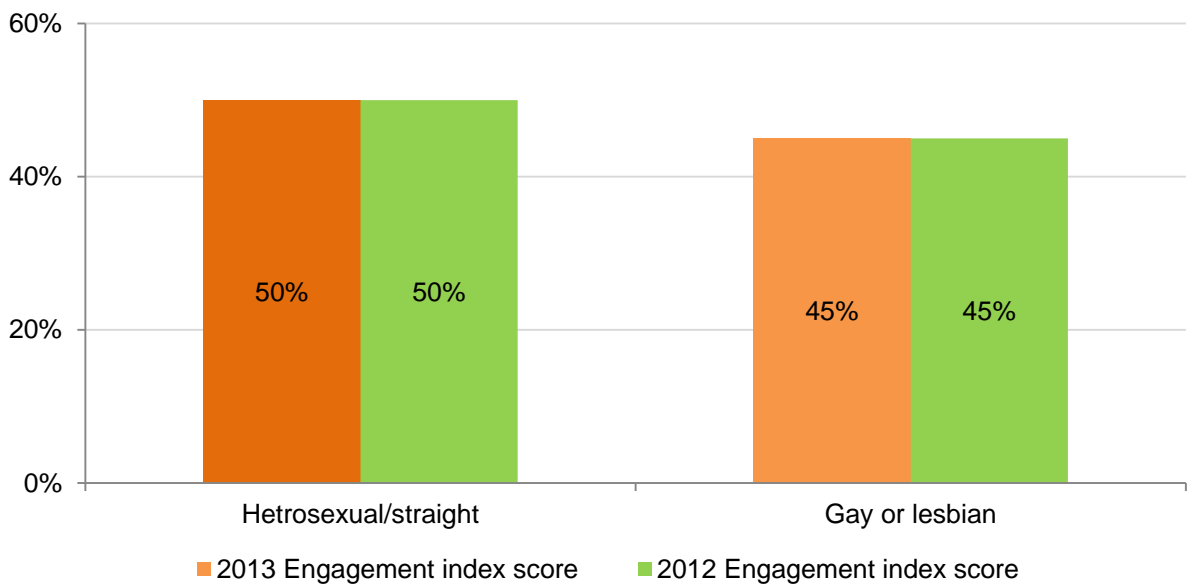
Figure 31: Civil Service People Survey, Engagement index score by sexual orientation

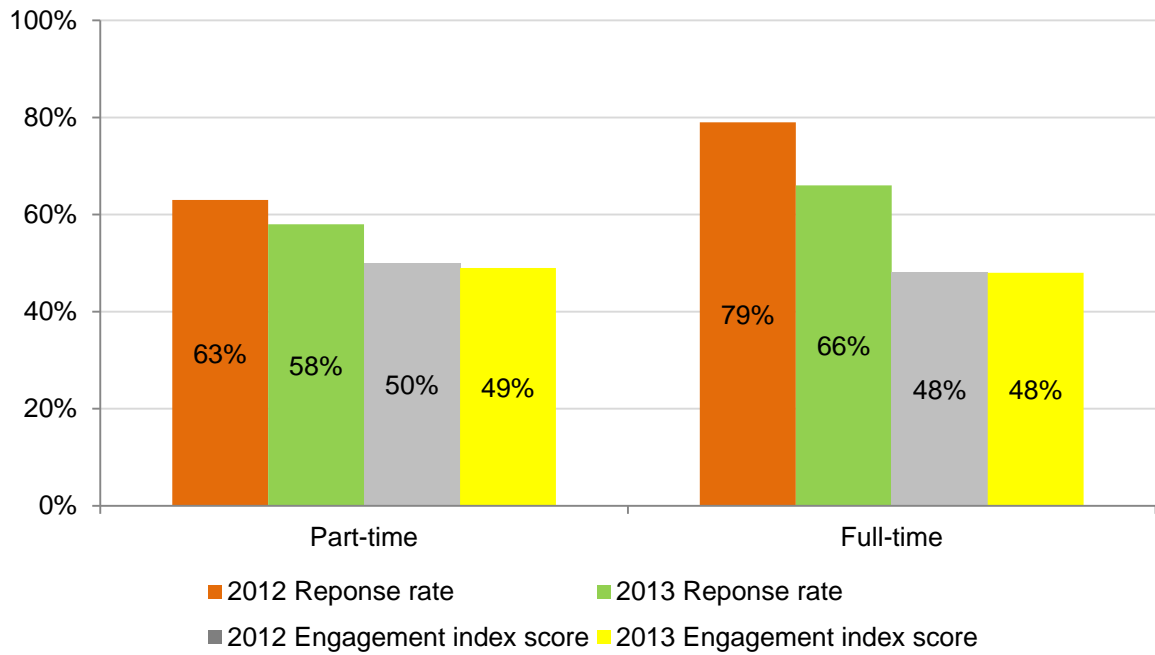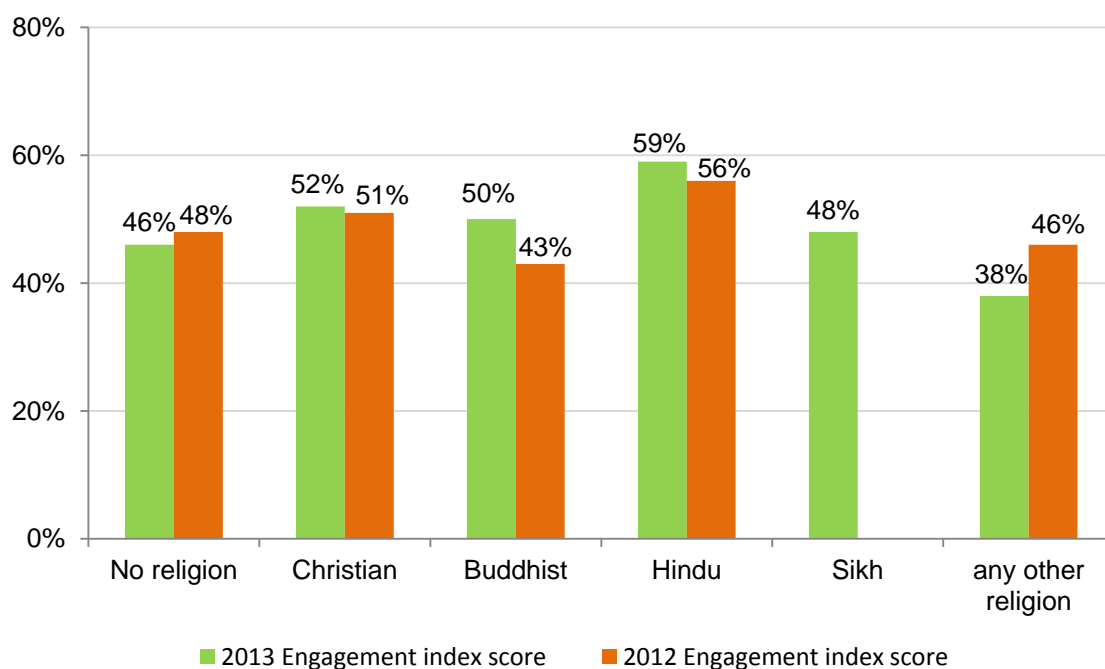Figure 32: Civil Service People Survey, Engagement index score by religion and belief

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 2013 and 31 March 2014, 13,560 customers visited our CICs. Only 10 per cent of those visitors completed the diversity monitoring form and therefore we have not carried out detailed analysis of this data. The following charts show the breakdown of those customers.

8.1 Gender
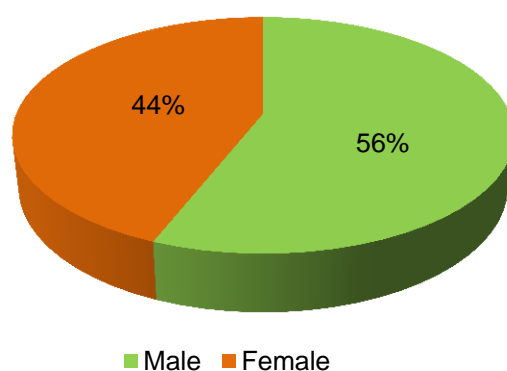
Figure 33: Distribution of visitors to CICs by gender

8.2 Ethnicity
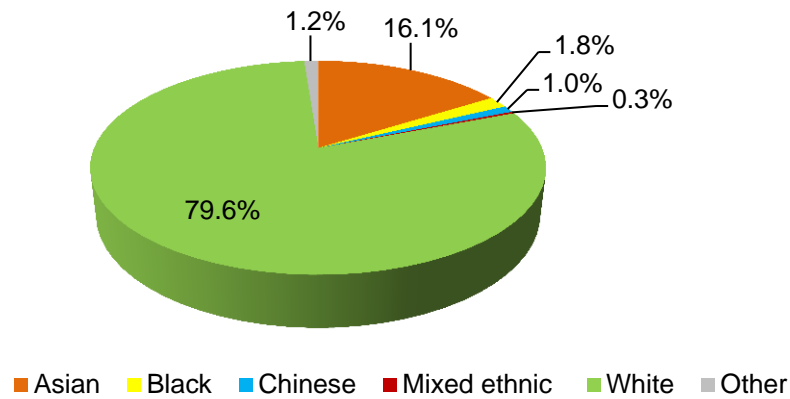
Figure 34: Distribution of visitors to CICs by ethnicity

8.3 Disability
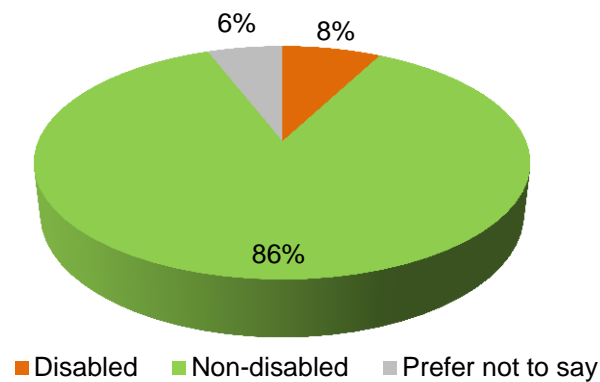
Figure 35: Distribution of visitors to CICs by disability

8.4 Age
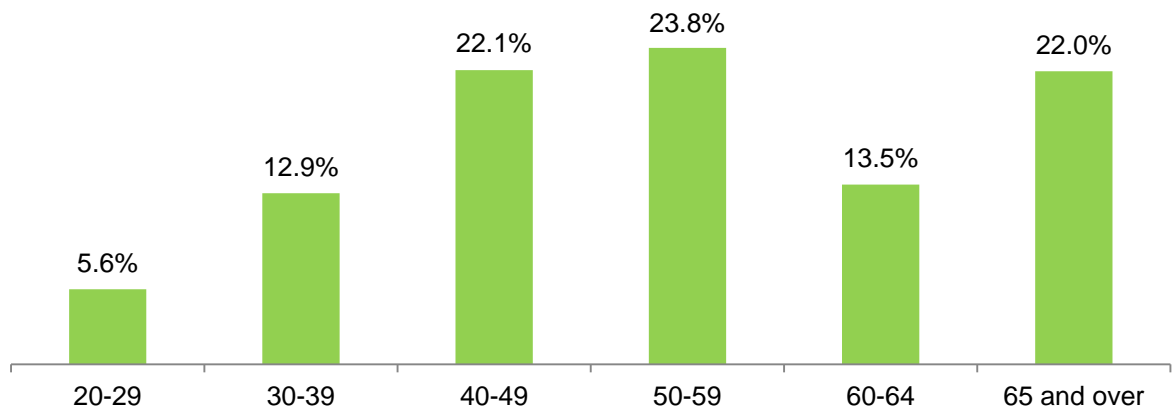
Figure 36: Distribution of visitors to CICs by age

8.5 Sexual orientation

- Bisexual — 1.7%
- Gay man — 0.8%
- Heterosexual — 85.6%
- Lesbian — 1.1%
- Prefer not to say — 10.9%
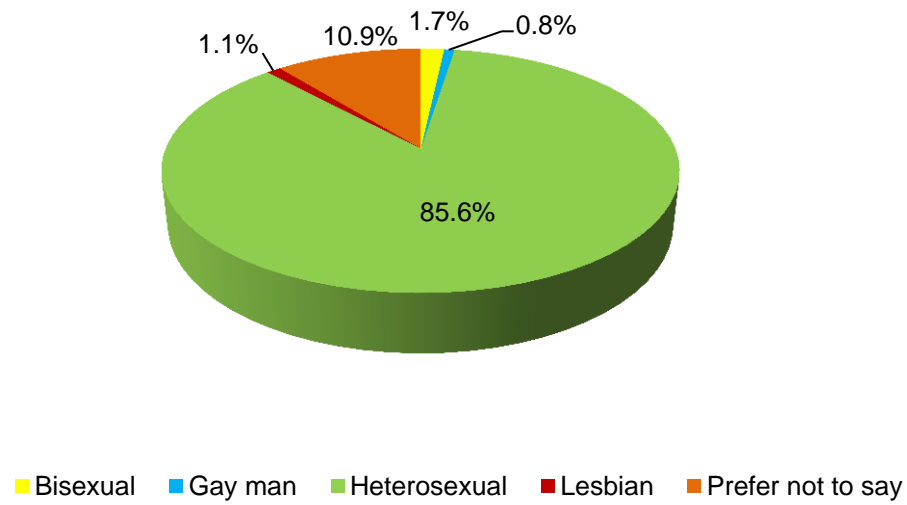
Figure 37: Distribution of visitors to CICs by sexual orientation

8.6 Religion

- Agnostic — 7.4%
- Atheist — 6.0%
- Buddhist — 0.6%
- Christian — 48.8%
- Hindu — 3.8%
- Jewish — 0.4%
- Muslim — 8.0%
- Sikh — 2.4%
- No religion — 11.0%
- Other — 2.5%
- Prefer not to say — 9.1%

Figure 38: Distribution of visitors to CICs by religion

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 Governance structure

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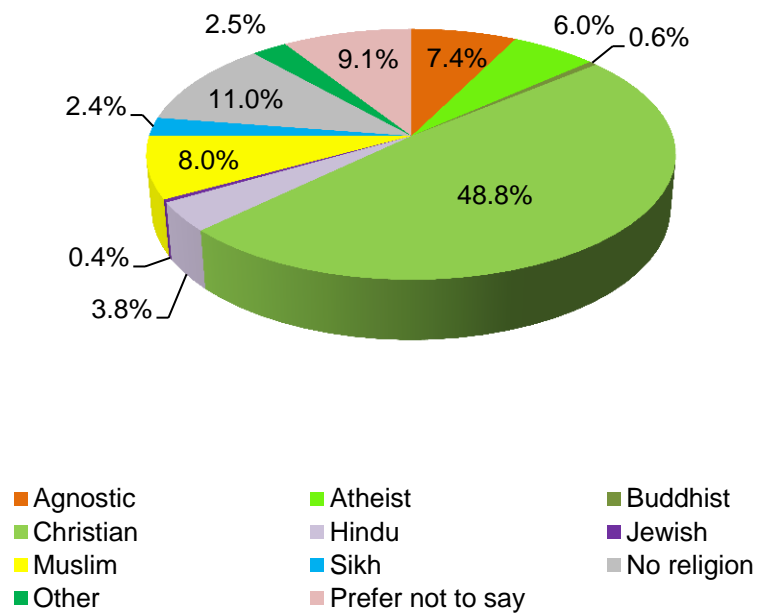of success and progress. The group is comprised of representatives from Operations Directorate, Head Office groups and the trade union side, along with the chairs of our diversity staff networks.

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 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 (DEN), 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.

1.2 Strategic equality objectives

Our equality objectives enable Land Registry to focus attention on the priority equality issues to enable the delivery of improvements in policy making, service delivery and employment.

Actions under our equality objectives are reviewed annually and the Diversity Committee monitors progress against how well we succeed in meeting the objectives.

We want to be ambitious and therefore have set two strategic overarching equality objectives, which form part of our Land Registry Business Plan. The equality objectives are four-year goals.

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

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, introducing 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://webarchive.nationalarchives.gov.uk/20140709064818/http://www.landregistry.gov.uk/public/about-us/organisation/diversity/eia-reports

Section 3: Progress on Strategic Equality Objectives

Internal Equality Objective

Land Registry internal equality objective aims to drive a culture of inclusion and respect within Land Registry and positively seek to improve engagement with staff with protected characteristics.

Progress on the objective is on target with an overall RAG status of Green.

The action plan that sits behind the overall objective for 2013/14 is split into three key areas:

1. Ensure Land Registry increases its diverse workforce to enable us to become an employer of choice

2. Deliver recommendations from the Disability Task Group report

3. Undertake a programme of awareness activities to build on the success of Land Registry's Respect Campaign

Diverse workforce

The Land Registry declaration project has formed a key activity as part of our internal equality objective, as understanding the composition of our workforce assists us when making business decisions and also ensures our HR activity is free from bias. This campaign has seen a further increase in declaration rates across all groups, with 56 per cent of our employees declaring their sexual orientation and religion, 99 per cent their disability status and 95 per cent their ethnicity. We will continue to encourage those remaining staff, who have yet to declare during 2014/15 with the aim of having 80 per cent of our workforce declaring their sexual orientation and religious belief.

We have continued to deliver positive action programmes, including the 'Pathways' course aimed at junior staff with the aim of increasing the diversity profile within middle management grades. In addition to the 'Pathways' course, we have piloted reverse mentoring with our LGBT Board Champion.

We will continue to deliver the 'Pathways' course in 2014/15, expanding it to include 'Women in Information Systems' with an aim of increasing the number of women in senior management roles. We will also extend the reverse mentoring programme to other Board Diversity Champions.

Disability Task Group Report

Following research undertaken with our disabled employees in 2013, we have worked with line managers to increase their understanding of reasonable adjustments in the workplace. We have also reviewed our in-house arrangements for acquiring specialist equipment for employees to improve ordering and delivery times.

Staff Engagement

Improving staff engagement with staff from under-represented groups still continues to be a key objective and work over the past few years has seen positive movement across all diversity strands.

	Engagement Score		
	2010	2013	Land Registry 2013
Disability	38%	43%	
Gender	45%	52%	
Ethnicity	47%	54%	48%
Working Pattern	42%	49%	
Sexual orientation	40%	45%	

During 2013/14 we have undertaken a number of activities to create an inclusive culture. This has included launching Land Registry's Straight Allies Programme to further support our LGBT colleagues in the workplace. In addition, local diversity champions have continued to deliver diversity related events across the business including events for Black History Month, International Day of the Disabled Person and LGBT History Month.

Our work on diversity has also gained external recognition. Land Registry was awarded the Inclusive Culture award for its Respect Campaign from Employers Network for Equality and Inclusion (ENEI). Land Registry also re-entered the Stonewall Workplace Equality Index Top 100 Employers, ranking 72nd.

External Equality Objective

Land Registry external equality objective aims 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.

Progress on the objective is on target with an overall RAG status of Green

The action plan that sits behind the overall objective for 2013/14 is split into three key areas:

1. customer understanding – improve understanding of the impacts of Land Registry's service on diverse customer groups

2. new services – ensuring new digital services are accessible and useable by the widest range of customers, dealing effectively with those customers who cannot use digital services

3. customer handling/service – improve the delivery of customer service and handling in line with the requirements of the Equality Act 2010 (EA) to diverse groups of customers.

Customer Understanding

We are creating new tools to help us better understand and engage with the whole range of our customer base as new products and services are developed and we continue to deliver existing offerings in line with our Business Strategy. We are or will be:

1. developing a set of personas to reflect the diversity of our customer base for use in product and service specification.

2. establishing a list of key external stakeholders from under-represented groups.

3. creating a protocol for dealing with equality-related complaints with the aim of highlighting and addressing any equality issues causing customer dissatisfaction.

New Services

Work on the external equality objective has focused on ensuring our digital services meet the needs of our diverse customer base. This work has included ensuring products comply with international standards for website accessibility (WCAG2.o AA) and assisted digital solutions are factored in. Throughout 2014/15 we will ensure all new products and services delivered via Land Registry Connect undergo equality proofing.

Customer Handling/Service

Work has continued to identify any gaps in knowledge of our customer facing staff. Our Disability Employee Network has developed a survey for our Customer Contact Centre and Citizen Centre staff to gain insight into their confidence in dealing with vulnerable customers. This research has helped us to tailor our staff guidance and training packages. Further work on building capability in this area will continue throughout 2014/15.

Work is now under way to develop new guidance on dealing with requests from customers for material in alternative formats. In addition, as mentioned earlier, a new protocol for handling equality-related complaints is being developed that will introduce greater consistency in how these issues are dealt with and allow managers to more easily identify any learning points or trends arising from customer dissatisfaction in this area.

Part 3
Diversity improvements for 2014/15

To ensure we continue to mainstream the diversity agenda across Land Registry our key priorities for 2014/15 are as follows:

- improve knowledge of our workforce by continuing 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
- continue our programme of positive action to increase representation of minority groups within senior grades
- improve our employer brand in order to attract diverse talent
- ensure the programmes to deliver our business strategy fully consider diversity implications
- ensure 'Unconscious Bias' and 'Tackling Workplace Banter' training is incorporated into the Leadership Programme
- extend our reverse mentoring programme for senior managers
- review our protocols for dealing with diversity related complaints
- ensure publicity regarding new services reaches all our customers
- make sure all our new digital services meet the Government Digital Service 'Digital by Default' assisted digital service standard.