

## **Equality, Diversity and Inclusion Strategy 2019-24**

### **Foreword by the Keeper**

As I have made clear on a number of occasions, developing RoS' status as an inclusive employer is very important to me. The equality, diversity and inclusion agenda is one close to my heart personally and professionally.

It is vital that we use every possible opportunity to ensure that we remain valued by, and relevant to, Scottish society. Two key components of achieving this are continuing to diversify our workforce in order to better understand and relate to the changing Scottish society; and to continue to provide our customer services in new and innovative ways to all communities.

Workforce demographics are constantly changing and potential employees have new and demanding expectations of employers. The available talent is now overwhelmingly represented by people from a vast array of backgrounds and life experiences. Therefore, workforce diversity is an essential business concern – the greatest asset we have is our colleagues. Therefore, we cannot afford to restrict our ability to attract the very best. To this end, we will go beyond the protected characteristics as outlined in the Equality Act, seeking to attract employees with a wide array of skills, backgrounds and life experiences.

I am proud to say that RoS is already an inclusive employer which values and respects diversity, and we provide innovative customer services that are accessible to all. However, there remains much to do to achieve the objectives set out in this, our first specific Equality, Diversity and Inclusion Strategy. I can also say that I am confident that we will achieve them. There are actions for all of us to take to ensure success. I, and the rest of the EMT, will be here to support you every step of the way.

### **Links to Corporate Plan and People Strategy**

The purpose of this Equality, Diversity and Inclusion Strategy is to support the delivery of our purpose, vision, values and strategic objectives as outlined in our Corporate Plan 2019-24 and People Strategy. Not only is equality, diversity and inclusion an important agenda for RoS in and of itself for moral and legal reasons but it is integral to everything we are trying to achieve as an organisation going forward.

RoS' purpose is to support the Scottish economy for the benefit of the people of Scotland. In order to achieve this, we need to ensure that we are providing our business services to all communities in an inclusive manner, including those with protected characteristics.

RoS' vision is to be a digital registration and information business trusted for our integrity. One of the ways we can demonstrate that integrity is through our commitment to and support of diverse communities of customers externally, and diverse colleagues internally.

Additionally, the equality, diversity and inclusion agenda is closely linked to successful achievement of our Values and Strategic Objectives, as highlighted in the attached table:

Values – impartial – we act without bias in our dealings with our customers, stakeholders and each other, keeping information secure and presenting accurately	In order to achieve this, we must respect all of our diverse customers, stakeholders and colleagues and value their different perspectives and not demonstrate any discrimination or unconscious bias in our dealings with them
Values – customer focussed – we strive to understand what our customers need and why, so that we can design our products and services for them	In order to achieve this, we must engage with all of our diverse customers, using the Equality Impact Assessment process in order to ensure our products and services meet the needs of all of our diverse customers
Values – forward thinking – we must always add value for the public of Scotland, finding better ways to deliver what they and the Scottish economy need, whilst developing skills and opportunities for our people	In order to achieve this, we must engage with all of our diverse customers to understand what they need, and how best to develop our colleagues with new skills and opportunities
Values – professional – we recognise that customers need us to be skilled, efficient and to work with pace, passion and pride	In order to ensure colleagues are skilled, efficient and work with pace, passion and pride we need to ensure that colleagues are valued, respected and supported regardless of their protected characteristics
Strategic Objectives - Complete Scotland's Land Register by 2024 and provide transparent, accurate and impartial information for all	In order to meet this objective, RoS must engage with customers and stakeholders to ensure their diverse needs are understood and met to that Land Register information is transparent, accurate and impartial
Strategic Objectives - Develop and deliver digital improvements that support a forward thinking sustainable business where the needs of our customers are exceeded	In order to meet this objective, RoS must fully understand the needs of all of our diverse customers through the EqIA process to ensure that their needs are understood, met and exceeded
Strategic Objectives - Lead on the innovative provision of land and property data so that it is accessible and used to create value for Scotland's people and economy	In order to meet this objective, RoS must fully understand how to make land and property data accessible to all communities in Scotland through the EqIA process to ensure that their needs, including accessibility, are understood and met
Strategic Objectives - Invest in our people so that they can support a professional flexible business that works	In order to meet this objective, RoS must understand the diversity of its workforce, engage with diverse groups

at pace to deliver value and fulfils our public task	of colleagues, listen to, value and incorporate their views as far as possible to ensure that everyone feels valued respected and included
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This Strategy also directly supports the People Strategy theme to “articulate and develop leadership and colleague behaviours that support our values and promote a diverse, inclusive and growth culture.”

It will also help us to:

- Build our reputation as an employer of choice and develop creative approaches to secure and retain the best talent;
- Promote an inclusive and diverse workforce with a growth mindset for the benefit of all; and,
- Create an inclusive working environment where colleagues feel valued and are supported to thrive.

## **Our Equality, Diversity and Inclusion Vision and Aims**

RoS wants a diverse workforce that reflects the society that we serve and to enjoy the business benefits that engaging with diverse communities provides.

This will include all communities, including those with protected characteristics as outlined in the Equality Act, but also in aiming to be as inclusive as possible. For example, appreciating and actively supporting those who are neurodiverse, those with caring responsibilities and actively encouraging applicants from the rich diversity of social backgrounds and from all ethnic groups in Scotland, the United Kingdom, Europe and further afield.

RoS's Equality, Diversity and Inclusion agenda has two key aims:

- Further diversification of our workforce to more closely reflect the diversity of Scotland's population; and
- Provide appropriate support to ensure diverse communities can access RoS's services to the public.

### **Actions**

In order to achieve these aims, HR will focus on the following key objectives:

- **Legal Compliance**

We will continue to meet our legal obligations as a public sector organisation.

- **Workforce Diversity**

We will continue to work towards improving the diversity of our workforce, including exploring options to support all colleagues with protected characteristics, from all social and educational backgrounds and also neuro diverse staff and those with caring responsibilities.

- **Engagement**

We will support colleagues to engage diverse communities with regard to the provision of services to the public.

### **Delivery**

To achieve this:

#### **EMT, C1s and C2s will:**

- Provide a consistent and high profile lead on equality, diversity and inclusion.
- Demonstrate a strategic commitment to equality, diversity and inclusion throughout the business planning process.

- Be responsible for delivering the public sector general and specific duties of the Equality Act 2010.
- Support innovation and creativity in the development of equality, diversity and inclusion initiatives.
- Lead by example using appropriate workplace behaviours to embed a culture that values equality, diversity and inclusion.

**Team Leaders will:**

- Be responsible for mainstreaming equality, diversity and inclusion actions in their management area, including through the business planning process.
- Ensure that Equality Impact Assessments are carried out.
- Engage with colleagues about equality, diversity and inclusion issues and ensure that colleagues have access to the appropriate training, information and support provided by HR.
- Celebrate and share their success.

**Colleagues will:**

- Actively demonstrate RoS Values.
- Support a culture of respect by valuing difference and encouraging inclusion of people from all backgrounds.
- Continue to improve and increase engagement with diverse communities
- Complete the personal diversity monitoring information on MyView.

**HR will:**

- Ensure that RoS continues to meet its legal obligations as a public sector organisation.
- Support a cohesive and pragmatic approach to equality, diversity and inclusion across RoS.
- Provide policy advice, support, training and sharing of best practice.

## **Our Legal Responsibilities**

### **General Duty**

Under the Equality Act 2010 we will meet the public sector General Duty.

The General Duty has three aims:

- To eliminate discrimination, harassment and victimisation.
- To advance equality of opportunity between people from different groups.
- To foster good relations between people from different groups.

The General Duty applies to both colleagues and customers. The 'groups' referred to are those with protected characteristics. There are nine in total – age, disability, gender re-assignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. With regard to marriage and civil partnership, only the first aim of the General Duty applies.

### **Specific Duties**

Under the Equality Act 2010, we will also fulfil the following Specific Duties to help us achieve the General Duty:

- Report progress on mainstreaming the equality duty
- Publish Equality outcomes and report progress
- Assess and review policies and practice
- Gather and use employee information
- Publish gender pay gap information
- Publish statements on equal pay
- Consider award criteria and conditions in relation to public procurement
- Publish in an accessible manner
- Duty to consider other matters.

## **Equality and Diversity Action Plan for HR**

HR will focus on the following key actions:

### **Legal Compliance**

We will maintain an up-to-date knowledge of all legal requirements in respect of equality, diversity and inclusion.

We will publish, or contribute to, guidance to support the equality, diversity and inclusion agenda in all aspects of RoS business e.g. Reasonable Adjustments, providing training for managers on mental health issues, etc.

We will continue to prepare and publish mainstreaming reports setting out how well RoS is doing in meeting its equality, diversity and inclusion objectives.

We will report regularly to the EMT on workforce diversity and progress made to provide services to diverse communities.

We will review the Diversity Strategy.

We will review and revise the information held on our Intranet and Internet pages.

### **Workforce Diversity**

We will continue to improve the diversity of our workforce by

- Improving the rate of provision of diversity personal information via My View by existing colleagues.
- Carrying out social marketing research and targeted recruitment campaigns where appropriate.
- Ensuring equality, diversity and inclusion considerations are included in colleague and management development programmes.

## **Engagement**

We will continue to support colleagues through the Equality Impact Assessment process in order to engage diverse communities in the work of RoS and to adapt the services we offer accordingly to meet the needs of diverse communities.

We will review and revise the Equality Impact Assessment guidance in line with the Equality Act Specific Duties.

We will promote to communities the types of services provided, and any support provided to access those services e.g. BSL.

We will share best practice across RoS.