

Meeting	OLC Board Meeting	Agenda Item No.	8
		Paper No.	138.7A
Date of meeting	29 April 2025	Time required	20 Minutes
Title	Update to Board from March 2025 RemCo Meeting(s)		
Sponsor	Alison Sansome		
Status	OFFICIAL		
Executive summary			
<p>This paper provides OLC Board with a timely summary of discussions and decisions from the Remuneration Committee (RemCo) held on the 20 March 2025. This meeting covered:</p> <p>Reflection on Annual RemCo Meeting with Staff Council Members</p> <p>HR People Metrics on aspects of performance</p> <p>Progress on the completion of the 2024/2025 Action Plan for the People Strategy</p> <p>Approval of the updated People Strategy 2024-2027 - Action Plan for 2025/2026</p> <p>Civil Service People Survey 2024 Analysis of Results</p> <p>Pay and Reward Strategy - Celebrating Success Scheme Revisions</p> <p>Annual Health and Safety Compliance Report</p> <p>RemCo Effectiveness Review – Self-Assessment</p> <p>The first item above the Annual Meeting between RemCo and Staff Council Members, held immediately prior to the RemCo on 20 March 2025. This covered:</p> <p>Staff Council Operation post refresh – reflection and next steps and the Civil Service People Survey Results – 2024 – a Staff perspective</p>			
Recommendation / action required			
Board is asked to note the update from RemCo			
Equality Diversity and Inclusion			
EDI implications	Yes		
RemCo deals with matters relating to HR Policies, KPIs, People Strategy progress and mandatory obligations. EDI aspects and impacts are explicitly considered in determining any required approval and actions.			

Freedom of Information Act 2000 (Fol)	
Paragraph reference	Fol exemption and summary
N/A	<p>N/A</p> <p>Note: This update is ultimately subsumed and replaced by the meeting minutes, which will be published in due course.</p>

# March 2025 RemCo and Staff Council Meetings

## Update to OLC Board

### 1. Meeting with Staff Council Members

The Committee met with Staff Council Members immediately before the RemCo Meeting and commented on the value of hearing directly from Staff Council Members, especially after the relaunch of Staff Council last year.

- a. Staff Council Operation Post Relaunch
  - i. The Committee heard from Members on the changes made and the way current arrangements were working as well as ideas for improving operation. There was recognition from the Staff Council Members that they were still learning and growing into the revised role. It was noted that good progress had been made, but that there was more to do, and it was suggested that more opportunities to promote Staff Councils role and impact could be sought.
- b. Civil Service People Survey 2024
  - i. Discussion also covered the recent Civil Survey People Survey initial results. As for last year staff explained that they were not surprised by the results and there was some recognition of an improving picture, although there was disappointment on the response rate. Follow on work was welcomed by all and there was some discussion about how Staff Council could support the follow-on work and encourage greater response rates in the future.
- c. The Committee was grateful to the Staff Council Members for their reflections and constructive input as well as for their continued commitment to the effective operation of Staff Council.

### 2. HR People Metrics

The HR people metrics were presented and discussed. Areas of note were:

- a. Attrition

The Committee heard that attrition had continued to fall over the period, despite a slight rise in February. Overall levels had decreased by 0.9% during the period since November 2024, standing at 11.5% in February against a target of 19%.

The same pattern can be seen with investigator attrition although, at 13.4% it is still well within the 19% target.

However, corporate attrition had seen a significant increase, due to there being 6 corporate leavers during the period. Attrition in this area now stands at 22.3%.

Managing attrition remains a key priority in this year's People Strategy deliverables; with actions continuing to be progressed.

b. Sickness Absence

It was noted that although absence levels remain high, they have fallen over the last 3 months, standing at 15.44 days lost per employee as of February, against a target of 11 days. The number of days lost to long-term sickness absence (defined as 4 weeks+) was at its highest during January 2025, when 9 employees were on long-term sick leave, 3 of whom for reasons related to mental health. Short-term sickness absence was higher than long-term for most of the period, partly due to a small number of staff with short-term but recurring absences. Seasonal illnesses such as cold, flu or viruses also had an impact.

It was explained that absence management continues to be a key focus for HR. There are currently 59 'live' absence cases; these include long-term sick leave cases and individuals who have hit defined absence triggers. This represents an increase of 27 cases compared to the last report presented to RemCo in November 2024, and reflects the increased focus on absence management, timely support and reporting improvements.

c. Casework Progress

The Committee welcomed the news that there had been a general decrease in other formal employee casework since the November 2024 report to RemCo, largely as a result of effective, consistent application of HR policies, the proactive work of the HR Business Partners, and the positive impact of the HR Business Partner model, which has resulted in closer working between managers and HR.

### 3. People Strategy – Progress against the current plan

Good progress had been made against the 2024/25 deliverables and other HR/people-related activity throughout the year. This included:

- a. Further recruitment of an HR team
- b. Revisions of HR policies
- c. Revision of the Celebrating Success Scheme
- d. Review of recruitment, onboarding and induction

- e. Development of an attraction and retention strategy (and employee value proposition)
- f. Introduction of a mentoring programme
- g. Development of an apprenticeship framework
- h. Ongoing development of the Leadership programme (and Aspiring Leaders)
- i. Development of a succession planning and talent management framework
- j. Consideration of the approach to hybrid working
- k. Relaunch of the Staff Council
- l. People survey analysis and action

This progress had been significant with many of the above activities being completed and others well underway and nearing completion. Collectively these had continued to put LeO in a much stronger position with regard to the management of its people.

The Committee were impressed by the extent of actions progressed and the breadth of their potential impact. The Committee commended the Head of People Strategy and Services and her team for their excellent work in taking these actions forward and in all that had been achieved within this area.

#### 4. People Strategy – Approval of a revised Annual Deliverables Plan 2025/2026

The People Strategy was previously approved at the March 2024 RemCo covered a three-year period from 2024-2027 and aligned with the wider Corporate Strategy. It is reviewed on an annual basis with changes presented to RemCo for approval. Key additions for 2025-26 make specific reference to the high-level people and equality implications of LeO's evolving digital transformation and AI strategy, both across the business and in HR.

The Strategy is then underpinned by an annual deliverables plan. This year the content and timescales for the deliverables have needed to take account of the implications of HR resource and leadership transition following the resignation of the Head of People Strategy and Services. The 2025-26 action plan therefore aims to strike a balance between continuing to build on the good progress to date and taking the first steps in developing new priority areas such as workforce planning.

RemCo supported the rationale for the proposed changes and for the timings, approving the revisions to the People Strategy, supported by the deliverables plan for 2025/2026, following discussion of the changes.

## 5. Civil Service People Survey

Results from the recent Civil Service People Survey were presented to the Committee, with an outline of the key themes and the next steps to enable conclusions to be reached and actions planned.

It was noted that the response rate was 60%, an 3% increase on last year. Further breakdown showed a 57% response rate for Operations and an 67% response rate for Corporate areas. LeO's response rate was 1% lower than the Civil Service average (61%).

The engagement score represents the extent to which employees feel engaged with their organisation based on 5 key statements. LeO's score for 2024 was 59%, a 3% increase on the previous year.

The PERMA Index measures whether employees are 'flourishing' at work again based on 5 questions. LeO's PERMA index for 2024 was 73%, an increase of 1% from 2023.

It was reported that this year's results show a positive, improving picture compared to the 2023 survey. Of the 9 core themes, 8 showed an improvement on 2023, the remaining one ('My Manager') being unchanged at 75%. Particularly pleasing is the 'Organisational Objectives and Purpose' score at 94%, a 5% improvement on last year and 11% higher than the overall Civil Service score. Pay and benefits, typically the lowest scoring theme also improved, increasing from 23% to 26%, although still the lowest scoring area.

In terms of next steps the Committee was advised that the findings of the People Survey were to be shared with all staff. As was the case last year, 'safe space' meetings would be held with the networks to explore further the experiences of staff with protected characteristics and caring responsibilities. Manager-led sessions with individual teams were also planned to obtain further feedback. These activities would inform further action plans and/or initiatives.

Having received quite a detailed report and after considerable discussion RemCo were aware of the limitations of this type of survey. However it was a useful source of information as an input into further discussions with staff. Notwithstanding the caveats RemCo felt that these were encouraging results which reflected the hard work that had been done on the organisational culture at LeO.

## 6. Annual Health and Safety Compliance Report

RemCo noted and approved the Annual H&S Compliance report, which provided RemCo with a comprehensive update on all health and safety matters within LeO, demonstrating progress made since last year.

Key points noted by RemCo, especially in terms of any people impacts, were:

- Annual review of the H&S policy and guidance
- H&S staff training including reasonable adjustments training for managers
- Launch of Atlas H&S software for incident reporting and eLearning
- H&S incident reporting – there were no H&S incidents, which is excellent
- External audit
- Planned Health and Safety week event for 2025
- Building compliance update, covering entrance doors, lift and windows.

## 7. RemCo Effectiveness Review

In order to support the wider Governance review it was agreed that RemCo would complete a self-assessment review of its effectiveness. A similar format to that used for ARAC would be used and this would be sent out after the meeting. RemCo agreed that it would be useful to include feedback from the Executive Members of the Committee in this review.

## 8. Items for Escalation for Board

The Committee understood the Board's interest in RemCo activity and developments and therefore recognised the Board's need for visibility of this. No areas requiring Board action were identified. The Board did note, however, that it was the Head of People Services and Culture's last RemCo Meeting and the Committee thanked Debbie for her excellent support and outstanding contribution to the progress the organisation had made during her tenure and wished her well.