

Meeting	OLC Board Meeting	Agenda Item No.	8
		Paper No.	138.7B
Date of meeting	29 April 2025	Time required	20 minutes
Title	2024 People Survey Report (as part of RemCo meeting update)		
Sponsor	Debbie Wright, Head of People Strategy & Services		
Status	OFFICIAL		

Executive summary

The annual Civil Service People Survey was launched in LeO on 10 September and closed on 8 October 2024. We had 185 responses, giving a 60% response rate, a 3% improvement on last year. Of these respondents 146 were in Operations roles (57% of Operations overall) and 39 from Corporate (67% of Corporate overall). LeO's response rate was 1% lower than the Civil Service overall (61%).

This report details the key findings, with the survey results being broken down into 2 key areas: the Employee Engagement Index and 9 Core Themes, which are underpinned by a series of engagement statements and questions for each individual theme. There are also two main questions that focus on discrimination, bullying and harassment. Comparisons to 2023 and 2022 results are provided where available.

Comparisons to headline Civil Service scores are provided where available for some wider context; however, the many types, sizes and other variables of ALBs mean meaningful comparison against these is limited and so is not included.

Key points to draw to Board members' attention are:

- 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 (it saw a year-on-year decrease over the period 2021-2023) also improved, increasing from 23% to 26%.
- The engagement score represents the extent to which employees feel engaged with their organisation based on 5 key statements, with 0% very disengaged, 100% very engaged. LeO's score for 2024 was 59%, a 3% improvement compared to 2023.
- The highest scoring of the 9 core themes were: Organisational Objectives and Purpose (94%); Inclusion and Fair Treatment (79%), and My Work, My Team and Resources and Workload (all 77%).

- The lowest scoring of the 9 core themes were: Pay and Benefits (26%); Learning and Development (56%); and Leadership and Managing Change (56%), a position unchanged from last year – although all 3 saw improvements on 2023.
- In response to the questions related to discrimination and bullying/harassment, 87% of respondents who answered these questions said they did not feel discriminated against or harassed/bullied. This represents an increase of 4% and 2% respectively, compared to 2023.
- Analysis by protected characteristic indicates that, at 56%, the lowest engagement scores can be seen for male respondents and those identifying as bisexual, gay, lesbian or any other sexual orientation (the latter showing a 4% decrease on last year's score). The engagement score for respondents from ethnic minority/ethnic minority backgrounds and non-disabled respondents also fell compared to 2023, both by 3%. The most improved score was for disabled respondents – at 63%, this represents a 6% improvement compared to 2023.
- The PERMA Index measures the extent to which employees are 'flourishing' at work. A score of 100% indicates that respondents gave the most positive response possible to all five questions, whereas a score of 0% indicates the opposite. LeO's PERMA index for 2024 is 73%, a 1% improvement on 2023.
- The Proxy Stress Index measures conditions that can contribute to stressful environments and is based on Health and Safety Executive stress management standards. A score of 100% indicates that respondents gave the most negative response possible, suggesting they are operating in a highly stressful environment. A score of 0% indicates the opposite. LeO's score for 2024 is 29%, a 1% improvement on 2023.
- The survey contained the free text question '**What is the one change you would most like your organisation to make in the next 12 months?**' There were 145 free text responses (compared to 122 last year), covering a range of themes. The 3 areas attracting the highest number of comments were: pay and benefits; hybrid working; and workload, the same as last year.

Next steps

The findings of the People Survey will be shared with all staff. As was the case last year, 'safe space' meetings will be held with the networks to explore further the experiences of staff with protected characteristics and caring responsibilities. Manager-led sessions with individual teams will also be held to obtain further feedback. Findings will inform the 2025-26 People Strategy deliverables and ED&I Strategy and action planning where applicable.

Recommendation/action required

Board is asked to **note** the 2024 People Survey report.

Equality Diversity and Inclusion	
EDI implications	Yes
The People Survey captures feedback across a range of areas impacting the employee experience, of which EDI is a key part. There is a specific section of the People Survey report which focuses on feedback from employees with protected characteristics.	
Freedom of Information Act 2000 (Fol)	
Paragraph reference	Fol exemption and summary
N/A	N/A

Civil Service People Survey 2024

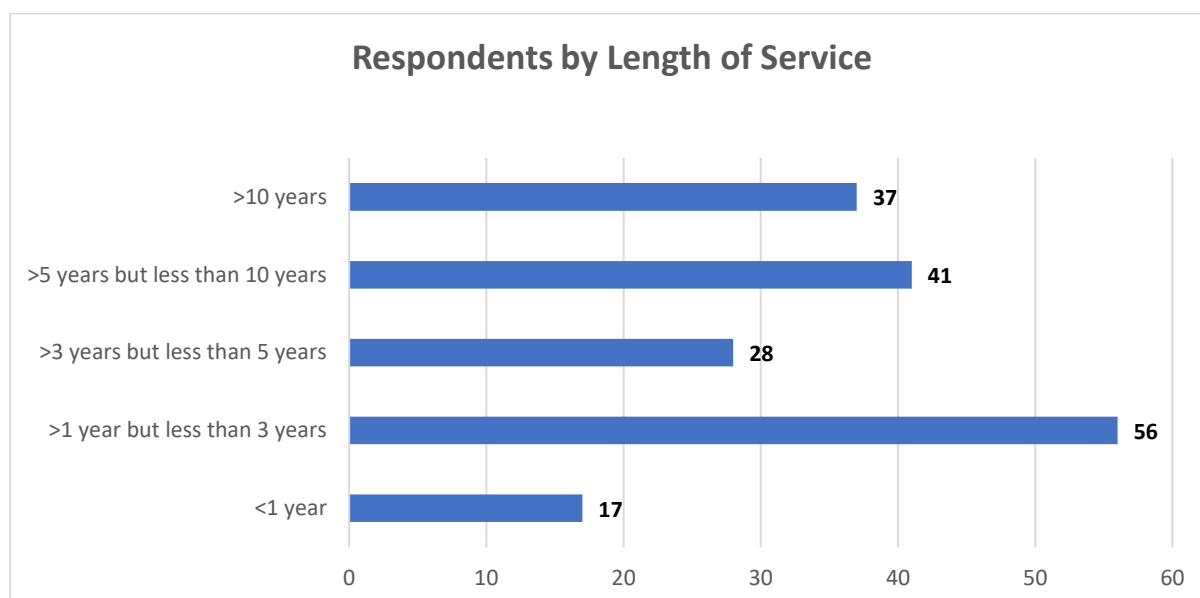
1 Introduction

- 1.1 The Civil Service People Survey collects the views and experiences of individuals working within the Civil Service and its associated Arm's Length Bodies (ALBs). It is run annually during September and October by Qualtrics, an organisation procured by the Cabinet Office and administered for the Legal Ombudsman (LeO) by the MoJ Employee Engagement team. The survey was launched in LeO on 10 September and closed on 8 October 2024.
- 1.2 Participation in the People Survey is not compulsory, although individuals are strongly encouraged to use the opportunity to give their opinions and views about LeO in order to inform strategy and action planning going forward. The survey is anonymous; answers with fewer than 10 responses are suppressed to further protect the anonymity of small groups of individuals.
- 1.3 The survey results are broken down into 2 key areas: the Employee Engagement Index and 9 core themes, which are underpinned by a series of engagement statements and questions for each individual theme. Comparisons to 2023 and 2022 results are also provided where available. There are also two main questions that focus on discrimination, bullying and harassment.

2 Response rate

- 2.1 The 2024 survey was completed by 185 individuals, giving a 60% response rate (a 3% improvement on last year). Of these respondents 146 were in Operations roles (57% of Operations overall) and 39 from Corporate (67% of Corporate overall). LeO's response rate was 1% lower than the Civil Service overall (61%).
- 2.2 When considering the findings, it should be noted that partial responses contribute to the final response rate. As none of the questions are mandatory, this means that an individual may answer only one question but still have their response counted in the final response rate.

- 2.3 The graph below analyses respondents by length of service. Of the 179 individuals who responded to this question, more than half (59%) have worked at LeO for more than 3 years.



3 Quantitative results

3.1 Employee Engagement Index

- 3.1.1 Employee engagement is a workplace approach designed to ensure that employees are committed to their organisation's goals and values and are motivated to contribute to organisational success. The People Survey uses 5 questions to measure employee engagement; responses are then combined into a summary index score which indicates where employees sit on a scale of very disengaged (0%) through to very engaged (100%). LeO's 2024 Employee Engagement Index is **59%**, an increase of 3% on last year. The Civil Service Employee Engagement Index in 2024 is 64%, unchanged from 2023.

- 3.1.2 The table below indicates that all the engagement statements saw an increase compared to 2023.

Engagement statement	2024	2023	2022	% difference 24/23
I am proud when I tell others I am part of my organisation	59%	57%	59%	+2%
I feel a strong personal attachment to my organisation	45%	42%	44%	+3%
My organisation inspires me to do the best in my job	48%	45%	47%	+3%

My organisation motivates me to help it achieve its objectives	50%	47%	45%	+3%
I would recommend my organisation as a great place to work	45%	42%	46%	+3%

3.2 Results by Core Theme

3.2.1 There are 9 core theme scores within the Civil Service People Survey. Each theme measures a different dimension of employee experiences at work, which are known to have a strong relationship with engagement levels. The following table shows that this year 8 of the 9 core themes saw an improvement on 2023, the remaining one ('My Manager') being unchanged at 75%.

3.2.2 Civil Service results are also provided for comparison and wider context. The figure in brackets shows the difference in Civil Service scores compared to 2023 and indicates a broadly static picture across the piece.

Where Are We Now?	2024 (%)	2023 (%)	2022 (%)	% change 24/23	Civil Service Score 2023 (%)
Engagement Index	59	56	59	+3	64 (0)
My work	77	73	75	+4	77 (-1)
Organisational objectives/purpose	94	89	88	+5	83 (-1)
My manager	75	75	78	0	78 (=)
My team	77	74	75	+3	84 (+1)
Learning and development	56	51	49	+5	56 (=)
Inclusion and fair treatment	79	75	78	+4	81 (=)
Resources and workload	77	74	77	+3	76 (+1)
Pay and benefits	26	23	26	+3	34 (+2)
Leadership and managing change	56	55	56	+1	52 (=)

3.3 Core Theme Results by Staff Groups

3.3.1 The following table shows a further breakdown of responses by two main staffing groups: 'Operational Delivery' and 'Corporate and Other'. In Operational Delivery there were 50 respondents, with 134 in the 'Corporate and Other' group. Due to the way in which responses have been grouped this year the value of the analysis is limited, given that it is not possible to further analyse the 'Corporate and Other' group in more detail.

3.3.2 The figures highlighted in green indicate a more positive employee experience compared to LeO's overall figures; those in red less positive.

Where are we now?	All (%)	Operational Delivery (%)	Corporate and Other (%)
Engagement Index	59	59	60
My work	77	78	76
Organisational objectives and purpose	94	94	93
My manager	75	73	75
My team	77	77	78
Learning and development	56	52	58
Inclusion and fair treatment	79	82	78
Resources and workload	77	76	77
Pay and benefits	26	27	26
Leadership and managing change	56	55	56

3.4 Core Themes – Analysis of Underpinning Questions

3.4.1 Each core theme is underpinned by a number of questions. The following tables highlight the top 5 organisational scores, the bottom 5 and the most improved compared to 2023.

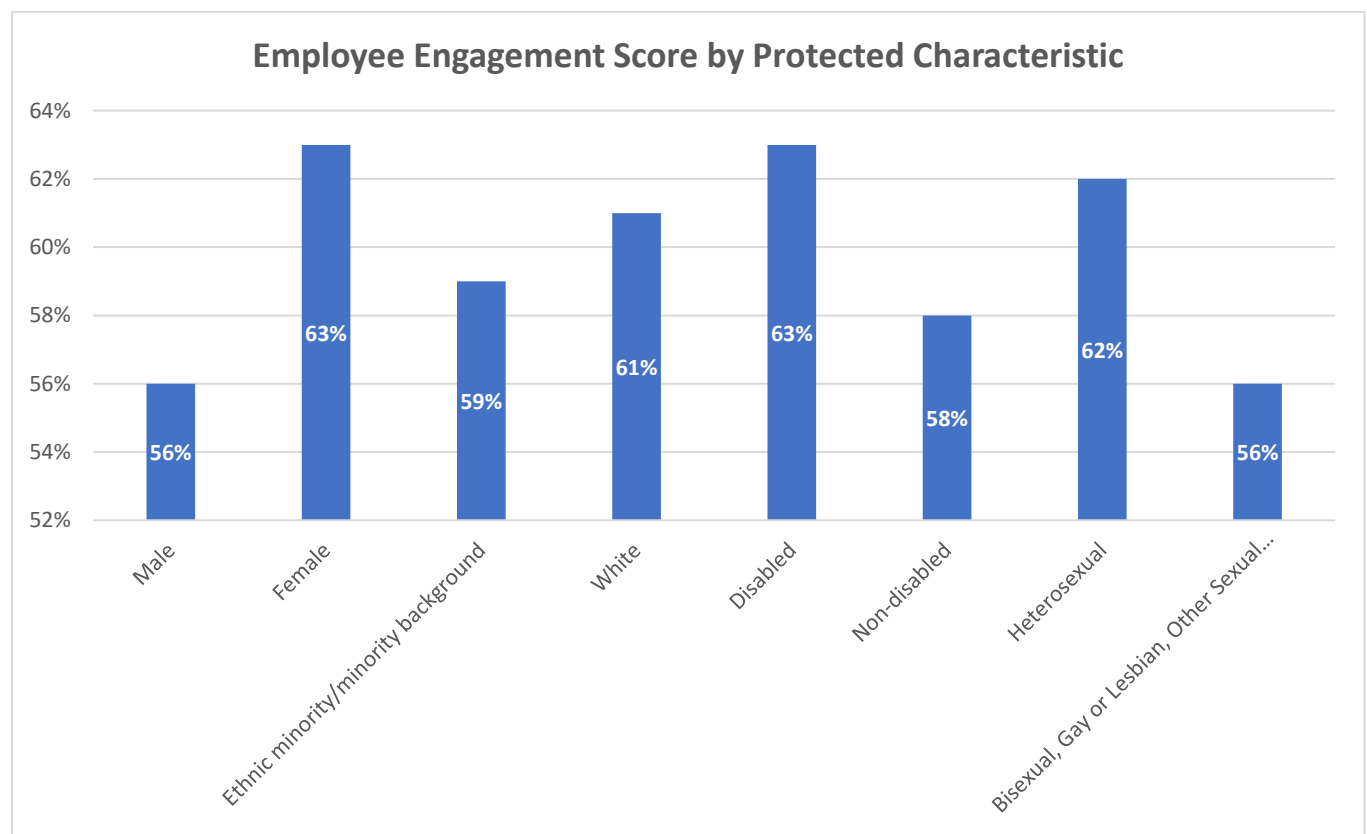
Top 5 organisational scores in 2024	Core theme	Score	Difference v 2023
I understand how my work contributes to my organisation's objectives	Organisation Objectives & Purpose	95%	+5
I have the skills I need to do my job effectively	Resources & Workload	94%	+3
I have a clear understanding of my organisation's objectives	Organisation Objectives & Purpose	92%	+5
I am interested in my work	My Work	92%	+4
My manager is considerate of my life outside work	My Manager	88%	-1

Bottom 5 organisational scores in 2024	Core theme	Score	Difference v 2023
Compared to people doing a similar job in other organisations I feel my pay is reasonable	Pay & Benefits	22%	+3
I am satisfied with the total benefits package	Pay & Benefits	26%	+1
I feel that my pay adequately reflects my performance	Pay & Benefits	31%	+5
I have the opportunity to contribute my views before decisions are made that affect me	Leadership & Managing Change	36%	-6
I feel that change is managed well in my organisation	Leadership & Managing Change	39%	-6

5 most improved scores compared to 2023	Core theme	Score	Difference e v 2023
I am able to access the right learning and development opportunities when I need to	Learning & Development	63%	+12%
I have a choice in deciding how I do my work	My Work	76%	+11%
Learning and development opportunities I have completed in the last 12 months have helped to improve my performance	Learning & Development	60%	+8%
I am treated with respect by the people I work with	Inclusion & Fair Treatment	+88%	+7%
I think that my organisation respects individual differences (e.g., cultures, working styles, backgrounds, ideas, etc.)	Inclusion & Fair Treatment	87%	+7%

4 Equality, diversity and inclusion

- 4.1 In response to the questions related to discrimination and bullying/harassment, **87%** of respondents who answered these questions said they did not feel discriminated against or harassed/bullied. This represents an increase of 4% and 2% respectively compared to 2023.
- 4.2 In order to give some context to the findings below, the number of respondents by each protected characteristic is indicated where available.
- 4.3 The following table shows the employee engagement score across a range of protected characteristics.



- 4.4 At 56%, the lowest engagement scores can be seen for male respondents and those identifying as bisexual, gay, lesbian or any other sexual orientation (the latter showing a 4% decrease on last year's score). The engagement score for respondents from ethnic minority/ethnic minority backgrounds and non-disabled respondents also fell compared to 2023, both by 3%. The most

improved score was for disabled respondents – at 63%, this is an 6% improvement compared to 2023.

- 4.5 The following tables show the employee engagement index and response by core themes by the different groups. The figures in green indicate a more positive response compared to others in the group, red less positive.

4.6 Sex

- 4.6.1 The results contained within the table below are based on 165 responses (51 responses from males, 114 females).

Engagement Index & Core Theme	Male (%) 2024	Male % change vs 2023	Female (%) 2024	Female % change vs 2023
Engagement Index	56	+1	63	+1
My work	77	+5	78	+1
Organisational objectives and purpose	92	-3	96	+4
My manager	69	-12	79	+4
My team	73	-2	83	+4
Learning and development	57	+6	58	+4
Inclusion and fair treatment	75	-3	82	+4
Resources and workload	74	-1	80	+2
Pay and benefits	28	+8	29	+1
Leadership and managing change	53	-5	62	+2

- 4.6.2 The above table indicates that female respondents are more satisfied than their male colleagues across every core theme, although some improvement can be seen for male respondents in a number of the themes when compared to 2023.

4.7 Ethnicity

- 4.7.1 The results contained within the table below are based on 156 responses (124 from white respondents, 32 ethnic minority/ethnic minority backgrounds).

Engagement Index & Core Theme	Ethnic minority/ethnic minority background (%) 2024	Ethnic minority/ethnic minority background % change vs 2023	White (%) 2024	White % change vs 2023
Engagement Index	59	-3	61	0
My work	71	-12	81	+4
Organisational objectives and purpose	94	-3	94	+1
My manager	77	-9	77	-2
My team	85	-1	80	+3
Learning and development	58	+5	59	+3
Inclusion and fair treatment	80	+3	82	0
Resources and workload	77	-2	78	-1
Pay and Benefits	28	0	30	+3
Leadership and managing change	59	-4	59	-2

4.7.2 Compared to White respondents, those from ethnic minority/ethnic minority backgrounds generally reported lower satisfaction levels across the key themes, although some did see an improvement compared to 2023.

4.8 Disability

4.8.1 The results contained within the table below are based on 165 responses (73 responses from disabled employees, 92 non-disabled).

Engagement Index & Core Theme	Disabled (%) 2024	Disabled % change vs 2023	Non-disabled (%) 2024	Non-disabled % change vs 2023
Engagement Index	63	+4	58	-2
My work	78	+1	77	0
Organisational objectives and purpose	94	-3	96	+3
My manager	77	-5	75	-2
My team	82	0	75	-4
Learning and development	55	+4	59	+3
Inclusion and fair treatment	84	+11	78	-3
Resources and workload	80	+5	76	-4
Pay and benefits	27	+13	30	0
Leadership and managing change	65	+7	53	-9

4.8.2 Compared to non-disabled respondents, disabled respondents generally reported higher satisfaction levels across most of the core themes. The most significant improvements for this group can be seen in the 'Pay and Benefits' and Inclusion and Fair Treatment' themes.

4.9 Sexual Orientation

4.9.1 The results contained within the table below are based on 164 responses (148 responses from heterosexual respondents, 16 from bisexual, gay, lesbian or other sexual orientation respondents).

Engagement Index & Core Theme	Heterosexual (%) 2024	Heterosexual % change vs 2023	Bisexual, Gay or Lesbian, Other Sexual Orientation* (%) 2024	Bisexual, Gay or Lesbian, Other Sexual Orientation* % change vs 2023
Engagement Index	62	+1	56	-4
My work	79	+3	68	-16
Organisational objectives and purpose	95	+2	94	-3
My manager	77	0	81	-6
My team	80	+3	83	-15
Learning and development	60	+6	52	-1
Inclusion and fair treatment	80	+1	83	-2
Resources and workload	80	+2	67	-11
Pay and benefits	31	+4	13	-16
Leadership and managing change	59	-2	53	-6

*Grouped for anonymity (less than 10 responses for each category)

4.9.2 Bisexual, gay, lesbian or any other sexual orientation respondents were less satisfied than their heterosexual respondents across most of the core themes, with the biggest fall in satisfaction levels compared to 2023 seen in 'My Work' and 'Pay and Benefits' themes.

4.10 Carers

4.10.1 Although not a protected characteristic, analysis of the employee engagement index and core themes was undertaken for those with caring responsibilities.

The results contained within the table below are based on 182 responses (48 respondents with caring responsibilities, 134 respondents without).

Engagement Index & Core Theme	Caring responsibilities (%) 2024	Caring responsibilities % change vs 2023	No caring responsibilities (%) 2024	No caring responsibilities % change vs 2023
Engagement Index	56	+9	61	+1
My work	70	+7	80	+4
Organisational objectives and purpose	91	+11	94	+3
My manager	73	+8	76	-4
My team	74	+12	79	+1
Learning and development	49	+4	60	+7
Inclusion and fair treatment	72	+11	82	+3
Resources and workload	75	+14	77	-2
Pay and benefits	22	+9	28	+1
Leadership and managing change	48	+2	60	+1

4.10.2 Those respondents who indicated they had caring responsibilities were less satisfied across all of the key themes compared to those respondents without caring responsibilities. However, the engagement index and all of the core themes showed a marked improvement compared to 2023.

4.11 Whilst some improvements can be seen across the above groups, there is clearly further work to be done to analyse the findings in more detail to be able to identify and address any underlying issues. Further detail is provided in Section 10 below.

5 Health and wellbeing

5.1 PERMA Index

5.1.1 The PERMA Index measures the extent to which employees are 'flourishing' at work. It is based on the work of psychologist Martin Seligman and looks at five dimensions of wellbeing and happiness. A score of 100% indicates that respondents gave the most positive response possible to all five questions, whereas a score of 0% indicates the opposite. LeO's PERMA index for 2024 is **73%**, a 1% improvement on 2023.

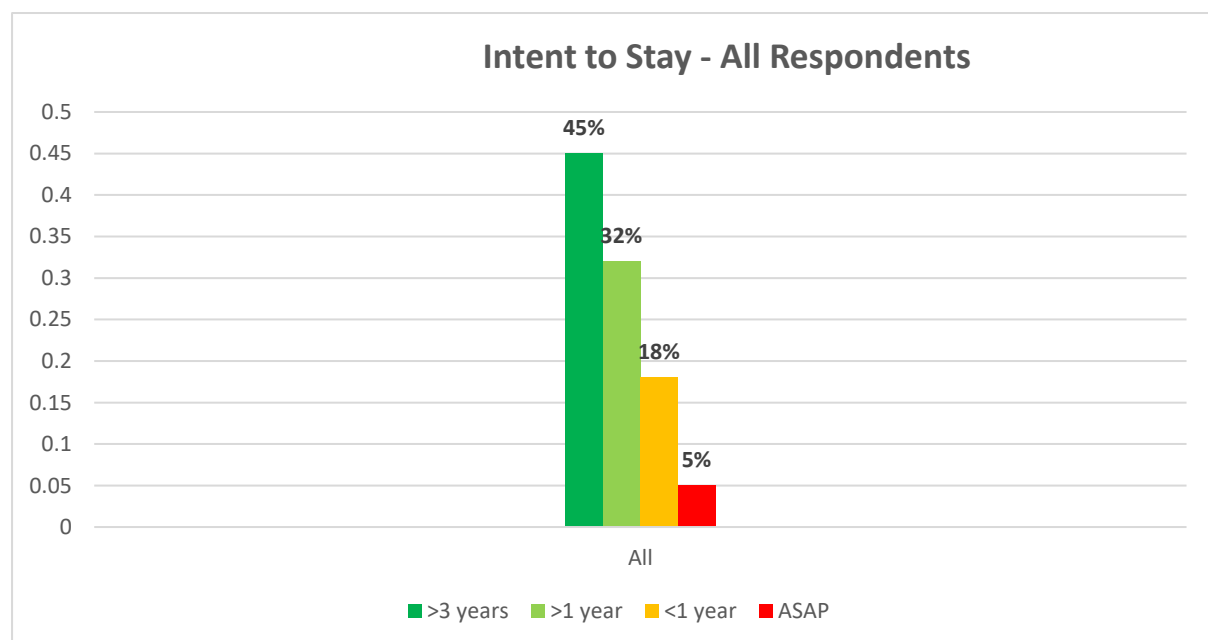
5.2 Proxy Stress Index

- 5.2.1 The Proxy Stress Index measures conditions that can contribute to stressful environments and is based on Health and Safety Executive stress management standards. A score of 100% indicates that respondents gave the most negative response possible, suggesting they are operating in a highly stressful environment. A score of 0% indicates the opposite. LeO's score for 2024 sees a 1% improvement on 2023.

2024 Proxy Stress Index	2023 Proxy Stress	2022 Proxy Stress
29%	30%	29%

6 Retention

- 6.1 The graph below indicates the future intentions of all respondents in relation to their continuing employment at LeO. The majority of respondents wish to remain at LeO for at least 3 years (compared to at least one year in 2023). Further analysis by job family is not possible due to the number of responses that were suppressed to protect anonymity.



7 Qualitative results

- 7.1 The free text question '**What is the one change you would most like your organisation to make in the next 12 months?**' was posed in the People

Survey. There were 145 free text responses (compared to 122 last year), covering a range of themes. The 3 areas attracting the highest number of comments were: pay and benefits; hybrid working and workload (the same as in 2023).

7.2 Comments to the free text question are not shared verbatim across the organisation to protect anonymity and confidentiality. Therefore, comments have been summarised as follows.

7.3 Pay and benefits

7.3.1 As can be seen from the analysis above, at 26% pay and benefits remained the lowest scoring core theme but did see a 3% improvement on 2023. Responses were very similar to last year's feedback and can be summarised as follows:

- Higher salaries need to be paid to reflect the responsibilities and importance of the work people do.
- LeO's pay and benefits need to be in line with other ombudsman organisations - they are not competitive with other organisations and comparable job roles.
- Pay awards need to be implemented sooner.

7.4 Hybrid/flexible working

7.4.1 All comments related to a desire to see increased flexibility. In summary:

- More flexibility should be provided by allowing 100% homeworking for those who want it, as this would promote increased productivity and alleviate costs associated with travelling to the office
- The consideration being given to reducing the number of days in the office was welcomed (with respondents wanting one day a week).

7.5 Workload

7.5.1 Recurring comments made in relation to workload were similar to last year's. In summary:

- Investigator workloads are too high, and there is too much focus on meeting targets/closing cases, at the expense of employee wellbeing.
- High workloads are not reflected in current salary levels.

8 Progress since the 2023 People Survey

- 8.1 As can be seen in Section 3.2 above, the 2024 survey presents a positive, improving picture compared to last year. Of the 9 core themes, 8 showed an improvement on 2023, the remaining one ('My Manager') being unchanged at 75%. The questions related to discrimination and bullying/harassment also showed improvement on last year, by 4% and 2% respectively.
- 8.2 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 (which had seen a year-on-year decrease over the period 2021-2023) also improved, increasing from 23% to 26%.
- 8.3 During the last 12 months significant activity has continued to take place regarding people-related matters, to address themes identified from last year's survey and other priority people issues. Some key points to note are as follows:
- As part of the annual pay remit process the Executive team took the opportunity provided within the pay remit guidance to implement the highest possible pay award of 5%
 - In direct response to employee feedback, a new hybrid working model has been implemented, providing even more flexibility for LeO's people
 - The extensive work undertaken to re-focus the role of the Staff Council was completed, with detailed terms of reference (ToRs) and new, defined roles and responsibilities now in place. These aim to raise the Council's profile and provide a higher level of visible engagement with staff, to maximise engagement and ensure all of the workforce has a voice. 'Facilities time' has also been introduced to support Staff Council representatives in carrying out their duties effectively
 - A new People Strategy for the period 2024-27 was developed, aligned to LeO's 2024-27 Strategy and ED&I Strategy and underpinned by a set of annual deliverables
 - The annual review of HR policies presented opportunities to make further improvements. The carers' leave section of the Time Off Work Policy was updated to reflect legislative change in this area, whilst also taking the proactive opportunity to allow for paid carers' leave across the extended

range of circumstances. Improvements were also made to eligibility for bereavement leave, and the Sickness Absence Policy was strengthened to enable earlier intervention and support for employees on long-term sick leave. The Dignity at Work Policy was strengthened in response to new employee protections against sexual harassment

- In response to feedback from the Women's Network, a new Menopause Policy was developed
- In partnership with the Business Disability Forum, training was delivered to managers on raising awareness of dyslexia, ADHD and autism
- New guidance on dealing with microaggressions from customers was developed, to complement the updated Managing Unreasonable Behaviour Policy
- A series of 'Strategy Fortnight' events were held to facilitate employee engagement and input into LeO's new strategy and business planning. A further component of our engagement strategy was a number of 'Brumfest' events, which were held in Birmingham to engage those colleagues working remotely
- The LEAN process review, which was set up to focus on specific areas of our investigation process to deliver efficiencies and improve the customer experience, progressed well and has now moved to phase 2 of the project
- A new apprenticeship framework has been developed to provide a structured approach to the recruitment of apprentices and the provision of a relevant apprenticeships offer for existing staff. The framework supports the People Strategy's key priorities of attracting and retaining skilled people across all areas of the business, and supporting our employees to reach their full potential and develop the skills needed both now and in the future
- The ongoing Leadership Development Programme continued to focus on equipping LeO's managers with the knowledge and skills needed to deal with people issues consistently and fairly. Recent sessions included bespoke guidance on the employment tribunal (ET) process, with further sessions on flexible working and the new protections in relation to sexual harassment taking place in March 2025
- A new Aspiring Leaders programme is currently in development, the key aims of which will be to equip first-time managers with the skills they need,

increase LeO's leadership capability and support succession planning

- Following the success of the traditional mentoring pilot, the programme was opened out across LeO, offering development opportunities for colleagues and supporting key People Strategy deliverables in respect of attraction and retention, skills development, talent management and succession planning
- LeO has continued to support employee development, increased career pathways and talent retention through a range of internal promotions and secondment opportunities
- Work has commenced on improving the office experience at Birmingham's Edward House, through development of collaborative space and a more attractive working environment
- Work is nearing completion on the review of onboarding and induction processes across all roles/areas within the business. This work will complement the recruitment review and will be rolled out early in the new business year
- A range of EDI and wellbeing events was delivered, including a session on men's health
- Through a range of positive people-related activities aimed at improving the overall employee experience, attrition challenges have been successfully managed and are now sustaining well within target and at manageable levels
- 'Safe space' meetings were held with the staff networks to further analyse the feedback from particular groups in the 2023 survey and gain a greater understanding of the experience of colleagues with protected characteristics, in order to inform ED&I strategy. Manager-led sessions with individual teams were also held to obtain further feedback on the findings of the survey and inform action planning.

9 Key themes from the 2024 People Survey and activity going forward

- 9.1 As noted above, the 2024 survey shows very positive results, reflective of the commitment to staff engagement over recent years and LeO's focus on

improving the overall employee experience.

9.2 Whilst seeing an improvement on 2023, pay and benefits remains the lowest scoring core theme. It is clear that pay and benefits remain an issue for LeO's people; continuing to develop LeO's employee value proposition (EVP) in those areas within our control will continue to be a key focus going forward. This will continue to require a holistic approach, incorporating other complementary people activity that contributes to a positive employee experience, such as effective staff engagement; development and progression opportunities; an inclusive environment; and attraction, reward and recognition strategy.

9.3 The 2025/26 People Strategy action plan will continue to build on the significant progress to date and will also be informed by the above priorities. Key areas of people-related activity in 2025/26 will include:

- Working within existing governance constraints, continue to develop the employee value proposition (EVP)
- Identify job families and development of career pathways that facilitate progression and succession planning
- Develop a competency framework, setting out expectations of employees in different roles and at different levels
- Begin development of a workforce planning process that ensures that staffing capacity, structures and roles are appropriately resourced, fit for purpose and support our strategic objectives
- Begin to identify and address the people and equality implications of LeO's digital transformation and AI strategy, linking automation/AI plans to their impact on workforce planning, training, job design, organisational structure and culture
- Complete a comprehensive review of family-friendly and work-life balance policies/initiatives
- Launch the new Men's network
- Continue to develop an annual programme of ED&I awareness activities and policies, including a Transitioning at Work Policy

- Implement a structured talent management and succession planning framework
- Launch the new onboarding and core induction process
- Implement the Aspiring Leaders development programme
- Continue to review opportunities for automation/IT and AI solutions within HR processes to develop more streamlined, efficient ways of working
- Continue to actively promote health and wellbeing through a range of wellbeing initiatives and engagement activities.

10 Next steps

- 10.1 The findings of the People Survey will be shared with all staff. Further discussions will take place with Staff Council, the staff networks, the Executive, Management Team, RemCo and the Board and where applicable, specific actions will be identified to address issues and build on progress to date.
- 10.2 As was the case last year, 'safe space' meetings will be held with the networks to explore further the experiences of staff with protected characteristics. Manager-led sessions with individual teams will also be held to obtain further feedback. Findings will inform the 2025/26 People Strategy deliverables and ED&I Strategy and action planning where applicable.
- 10.3 Whilst the Civil Service People Survey is one indicator of how LeO is doing as an employer, as a one-off annual exercise it can only ever give a limited, point-in-time picture. For this reason we have been, and continue to be, committed to regular and open engagement with everyone at LeO about our progress and plans for the future.