

People Strategy: summary

The Office for Legal Complaints' 2024-27 Strategy for the Legal Ombudsman is underpinned by supporting strategies, which together enable the strategic objectives to be achieved.

The People Strategy sets out LeO's aims and activities in relation to its current and prospective employees, with a central ambition that LeO is a great place to work.

Key themes

Attract, recruit and retain
 Develop and support
 Promote engagement, equality, inclusion and wellbeing
 Deliver responsive HR services

From 2024 to 2027, LeO will ...

- Secure high-performing people across all areas of LeO's work, through a range of selection methods that are rigorous, flexible, professional, inclusive and fair.
- Have in place a well-designed induction and on-boarding programme for all new employees, so that they have a positive first experience of LeO, integrate into their teams, understand LeO's culture and expectations, become productive quickly and work to their highest potential.
- Develop a workforce planning process that ensures that our staffing structures and roles are appropriately resourced, fit for purpose and support our strategic objectives.
- Develop our Future Ways of Working strategy, creating a vibrant, purposeful office experience in which colleagues feel engaged and connected, balanced with excellent flexible working practices that support our health and wellbeing offer and commitment to work-life balance.
- Create a learning culture that encourages our people to be accountable for their personal development, supported by meaningful development and regular career conversations with their manager.
- Provide a clear and targeted learning and development offer to ensure our people have the skills they need now and for the future, and provide ongoing support to help them achieve their full potential.
- Identify and address skills gaps, capacity and resource implications resulting from changes in technology and/or the annual workforce planning process.
- Develop an apprenticeship framework to support our attraction and recruitment strategy and to complement our learning and development offer for existing staff.
- Establish progression opportunities that facilitate talent management and succession planning.
- Develop and support excellent leadership and management capability and capacity, ensuring leaders and managers are equipped with the skills to manage change well and are empowered to make decisions.

- Further develop a range of mechanisms to engage with, hear from and listen to employee views across a range of issues, and work with our people, Staff Council and Staff Networks to resolve issues quickly and implement change well.
- Further develop our strategic approach to equality, diversity and inclusion and embed it within our plans and priorities, ensuring LeO is a diverse and inclusive employer and supporting our people's wellbeing and performance.
- Working within our governance constraints, develop an attractive and competitive employee value proposition that provides a flexible and fair approach to pay, benefits, reward and recognition, recognises colleagues' contributions and achievements, as well as excellence, and positions LeO as a great place to work.
- Enable the development of a performance culture in which expectations are high, employees aspire to excellence, innovation is encouraged, and employee performance can be supported, rewarded, enhanced and managed effectively.
- Continue to focus on addressing performance variation in our operations teams, supported by effective performance management frameworks
- Provide an environment where employee health and wellbeing are actively supported and work-life balance actively promoted through excellent flexible working arrangements.
- Foster a culture based on respect, inclusivity, trust, transparency, wellbeing and engagement.
- Deliver an HR function and team which helps drive organisational success and is professional, responsive, efficient, collaborative and enabling.

In 2024/25 LeO will ...

- Develop an attraction and retention strategy, informed by the strategic review of attrition and improved recruitment processes.
- Working within existing governance constraints, develop a new employee value proposition (EVP).
- Continue to build on the 2023/24 end-to-end review of recruitment by creating a strong employer brand.
- Develop an apprenticeship framework to support our attraction and recruitment strategy and to complement our learning and development offer for existing staff.
- Develop and implement a Competency Framework, setting out expectations of employees in different roles and at different levels.
- Develop a planned, business-wide CPD offer, to include specific links to training needs in order to deliver on our insight and impact strategic objective.
- Further develop the Leadership Development Programme.
- Develop and deliver an aspiring leaders development programme.
- Develop a talent management and succession planning strategy
- Continue to develop HR policies, particularly new ones in the area of work-life balance (e.g. career breaks, sabbaticals, preparing for retirement).
- Continue to actively promote health and wellbeing through a range of wellbeing initiatives and engagement activities.
- Undertake a review of HR management information and HR reporting needs of managers.
- Continue to review opportunities for automation/IT solutions within HR processes to develop more streamlined, efficient ways of working.