



OSCR People Strategy 2022-2025

Welcome to our People Strategy for 2022-25.

The Scottish Charity Regulator (OSCR) is the regulator and registrar for Scotland's 25,000 charities. We are a Non-Ministerial Office and part of the Scottish Administration. This means we report directly to Parliament and are independent of Government.

OSCR's Vision

Our vision is for a trusted and respected Scottish Charity Sector which positively contributes to society








OSCR's Purpose

Our purpose is to hold charities in Scotland to account and help the charity sector to improve so that the public have trust and confidence in charities

OSCR's Values

- | | |
|---------------|-----------------|
| ✓ Accountable | ✓ Independent |
| ✓ Consistent | ✓ Informed |
| ✓ Transparent | ✓ Proportionate |
| ✓ Fair | ✓ Targeted |

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Introduction

Our goal is to be a modern, proportionate and informed regulator, which supports the Scottish Charity Sector to contribute to society, and the public to have trust and confidence in the sector.

Everyone at OSCR plays a part in delivering that goal. People across our organisation are our greatest asset, and we rely on well trained, skilled and motivated individuals and teams working collaboratively to achieve results.

The purpose of this People Strategy is to set out how we as an organisation want to develop and adapt to the post COVID environment, and specifically the way we recruit, develop and retain our people, so that OSCR is not only an effective regulator, but also somewhere people want to be.

This strategy sets out the 6 strategic goals which will provide a focus for our growth and development as an organisation over the next 3 years. These are about supporting the wellbeing of our people; attracting the best talent; developing a flexible, high performing workforce; delivering effective leadership, and working together to embrace change and adapt to new ways of hybrid working.

We are personally committed to providing a great working environment, so that we can all do our jobs well, enjoy working at OSCR and serve our customers and stakeholders as effectively as possible into the future.



Maureen Mallon
OSCR Chief Executive



George Walker
OSCR Interim Chair

1. Who are our people?

Our team are Civil Servants and therefore this People Strategy sits alongside and in addition to core Scottish Government policies and guidance.

Our board members are appointed by Scottish Ministers and are governed by The Public Appointments Team and follow the **Ethical Standards Commissioner Code of Practice**.

2. Shaping and inspiring change in OSCR

- This People Strategy has been shaped and developed to ensure that we support our people to deliver our **Corporate Strategy, Business Plan, Knowledge Management Strategy, Digital Strategy** and **Communications and Engagement Strategies**.
- It also reflects **feedback from our staff and Board**, received from Civil Service People Surveys, local temperature checks, and a staff focus group.
- The Strategy shows how we will develop OSCR as a highly effective and **continually improving organisation**, with the reorganisation we carried out in 2020, post-pandemic lessons, and our move to hybrid working acting as the drivers for change.

3. Our people goals

- Our ambition is to modernise our ways of working and improve our employee skills. Throughout the strategy period we will prioritise work to ensure that our managers have the skills and knowledge required to be confident and empowered leaders.
- We want to be a truly inclusive organisation in which diversity is valued. We will recruit from a diverse talent pool to attract the best people to enable and support continuous improvement.
- Like many organisations, OSCR transformed from an office based organisation to one that now functions well remotely. We want to harness the benefits and positive new ways of working that hybrid working can deliver for our business and people with the benefits that working together in person can bring.
- We aspire to be an employer of choice and promote the benefits of being a civil servant working in OSCR. We want to ensure we can compete in the competitive world of work, which enables current and prospective employees to achieve a healthy work-life balance, and to work flexibly in a way that is output-driven rather than governed by traditional working patterns.

- We want to support our staff to actively consider their career development and progression and ensure that they have access to the best experiences and learning opportunities to enable them to thrive. As a small organisation we recognise that opportunities for career progression may often be beyond our walls and we will support both inward and outward movement.

4. What will success look like?

OSCR Culture

We aspire to have a positive, diverse and inclusive work culture where creativity and new ideas are shared freely. We are inspired by the regulatory work that we do and strive for accountability and transparency for ourselves. We have a strong team spirit and celebrate the talented and passionate people who work here and want to join us.

The organisation

Our working environment will be diverse, inclusive, flexible and efficient. Our organisational structure will be agile and responsive, adapting to make the best use of our people and to support delivery of organisational priorities.

The OSCR employee

Our People will be vibrant and passionate, highly motivated, skilled, competitively rewarded and resilient. They will be encouraged to demonstrate creativity and innovation whilst working collaboratively and inclusively with their peers across the organisation, sharing the common aim of delivering the best organisational outcomes for OSCR whilst also embracing and celebrating diversity.

Our managers will demonstrate inspirational leadership, actively listening to their teams whilst also empowering colleagues to achieve their full potential. They will work with their peers to operate as one team, sharing the same values, vision and culture to achieve the best outcomes for OSCR, our stakeholders and the public.

OSCR's Board

Our Board members will be ambassadors for the organisation engaging with all of our people, promoting our policies, values and culture. The specialist knowledge and skills they bring to

the organisation will help drive and shape our strategic and future direction as well as providing governance and oversight.

HR & Learning Co-ordinator

Our HR & Learning Co-ordinator will co-ordinate the development of annual people and learning plans, help to promote and support a culture of support and wellbeing, and will ensure our employment policies, procedures and interventions are simple, clear and business-focused.

5. Delivering the People Strategy

To deliver our People Strategy, our activities throughout the period of the strategy will be focussed around the following themes:

Developing a flexible, high performing workforce	Attracting, rewarding and retaining the best talent	Delivering effective leadership
Prioritising our people's wellbeing	Embracing change	An organisational commitment to HR & Learning

To develop a flexible, high performing workforce, we will:

- Develop new hybrid ways of working which support our people and our business. We will provide our people with the tools they need to work remotely whilst also giving them the space to work collaboratively, in person, with colleagues and stakeholders at our office and other locations.
- Create a culture of collaboration and creativity both internally and externally to enable our employees to fulfil their potential and be high performing and to identify better ways of working.
- Review gaps in our internal guidance and training materials and develop a learning and development plan which gives colleagues both in post and new to OSCR the knowledge and skills they need and aspire to have.
- Ensure that our people are encouraged and enable to participate in wider office decisions and working groups which will broaden their knowledge and understanding of how our organisational objectives are delivered.
- Use our performance management process, HR guidance, and Line Managers group to support managers and colleagues to regularly review performance, establish support needs, identify career aspirations, and give constructive performance feedback allowing us to recognise high performance and address poor performance.

To attract, reward and retain the best talent, we will:

- Review and update our induction programme for colleagues and board members, so that they can engage and develop into their roles effectively and feel immediately connected to the organisation.
- Promote the package of affordable, simple-to-understand rewards and flexible benefits available through Scottish Government and programmes such the Healthy Working Lives Initiative.
- Improve our succession planning, reviewing and assessing our business requirements when colleagues move posts; and using temporary staff to fill vacancies until recruitment occurs, where appropriate.
- Enable career pathway discussions to support and empower employees to plan their career journeys with OSCR, across Scottish Government or externally.
- Promote OSCR as an employer of choice through increasing awareness of our work, and our role using social media and other online platforms.
- Communicate and promote all recruitment opportunities internally.
- Celebrate excellence and promote our successes more publicly.

To deliver effective leadership, we will:

- Invest in leadership training for managers and use our Line Managers Group to build networks which will ensure our managers feel confident and have the necessary skills to address under performance and inspire our people to achieve their full potential.
- Set clear expectations for our leaders and managers, so that they are clear about what being a champion of OSCR's values and behaviours involves.
- Identify, nurture and develop the leaders of tomorrow so that we are capable of meeting future challenges.
- Ensure there are opportunities for colleagues and board members to work collaboratively in a supportive and mutually beneficial way.
- Provide opportunities for board members to develop their knowledge and skills.

To prioritise wellbeing, we will:

- Consider any potential impact on wellbeing prior to taking and implementing significant changes and decisions.
- Create a safe working environment where our people feel comfortable, and able to ask for support about their physical and mental wellbeing.
- Build a culture where employees feel they are listened to, valued, involved, informed and, more importantly, have different opportunities and ways to provide feedback.
- Create an inclusive, respectful working culture in which employees are recognised and praised for their efforts, innovation, creativity, flexibility and diversity throughout the year.
- Encourage the social aspect of working at OSCR, which foster positive relationships, support wellbeing and encourage rest and rejuvenation.

To embrace change, we will:

- Develop hybrid working practices over time to ensure that they support our people to deliver the needs of our business, and their own needs in a positive, constructive and agile way.
- Encourage a culture of flexibility and agile working where our people have the skills, ability and knowledge to ensure priorities are responded to as they arise.
- Review our people management processes and guidance to make them simple, business focused and compliant with legislation.
- Develop key performance indicators which work to support our people.
- Work with the Scottish Delivery Bodies Group to improve and influence SG shared HR services.
- Develop networks of contacts within the wider SG and delivery bodies, and with other regulators to share innovation, information and best practice.

We will demonstrate our commitment to HR & Learning by:

- Focussing our learning and development activity on supporting delivery of our business objectives; and on personal development.
- Taking a holistic approach to career and skills development to give our people opportunities to engage in projects, work with new colleagues and gain new skills and experiences.
- Promoting learning available across all available platforms both in-house and across Scottish Government to support a culture and mind-set of continuous learning and development.
- Developing and sharing annual learning plans.
- Providing professional, proactive HR support and advice through our dedicated full time officer and access to SG shared services.
- Promoting the Civil Service code of conduct and behaviour framework.

6. Measuring success

All of our people have a role to play in delivering this strategy.

We will measure our success in achieving the goals using the following quantitative and qualitative measures:

- Through various short life working groups (e.g. transition working group, healthy working lives)
- Feedback, polls and engagement in meetings (Team, Line Manager, All Staff, Leadership)

- Monthly Conversations
- Monitoring and analysing learning requests from Personal Learning Plans
- Monitoring staff movement, and seeking feedback through exit interviews
- Staff Temperature Check Surveys
- Civil Service Pulse Surveys – annually



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