



# PEOPLE STRATEGY 2026-29

# Contents

<b>Introduction</b>	<b>3</b>
<b>Purpose of this Strategy</b>	<b>5</b>
<b>OSCR and our people</b>	<b>6</b>
<b>Our ambition</b>	<b>8</b>
<b>People principles</b>	<b>9</b>
<b>What success will look like</b>	<b>14</b>
<b>Delivering the Strategy</b>	<b>15</b>
<b>Measuring success</b>	<b>15</b>

# Introduction

At the Office of the Scottish Charity Regulatory (OSCR), our people are central to everything we do. Our ability to regulate effectively, building trust and confidence in Scotland's charity sector depends entirely on the commitment and professionalism of our staff. It is essential that we create the conditions in which everyone feels valued, supported and able to contribute fully to OSCR's work.

This Strategy sets out how we will support and develop our people so that they can thrive while delivering the outcomes described in our Corporate Strategy. It has been developed with staff to ensure that their insights are incorporated and reflects not only the aspirations of the Board but also those of our staff group.

The next three years will almost certainly bring continued change and challenge for OSCR. From an



executive perspective, this means sustaining staff wellbeing and engagement while ensuring that

OSCR continues to be able to deliver its statutory functions. Agility and resilience at both individual and corporate level will be key. From a Board perspective, it means continuing to provide clear strategic direction and being assured that that our people are supported and able to meet current and future operational challenges.

This strategy sets out clear principles and practical actions aimed at ensuring a supportive, inclusive and collaborative working environment, creating

## OSCR People Strategy 2026–29

meaningful opportunities for learning and development and promoting confident leadership. It also reinforces the importance of our values in the organisation.

We are grateful to colleagues who have contributed to shaping this strategy, and to those who will play an active role in delivering it. By working together, we are confident that OSCR will continue to be a strong, effective regulator and a positive place to work throughout the period 2026–2029.



*Quentin Fisher,  
Interim CEO*



*Marieke Dwarshuis,  
Board Chair*

# Purpose of this Strategy

This People Strategy sets out how we will support, develop and engage our people during the period 2026–2029 in order that we can deliver our Corporate Strategic priorities.

The strategy reflects our organisational direction and the views of our Board on future priorities, and has been developed with the input of staff and using insights from the Civil Service people survey. The strategy provides a clear framework about how we will support all of our people, delivered through training and business planning processes.

Our strategy also aligns with the wider Scottish Government People Strategy, reflecting a shared commitment to supporting a dynamic, diverse, connected and high performing Civil Service that can respond effectively to current and future challenges.



# OSCR and our people

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

## Our mission:

We regulate Scottish charities in a proportionate and targeted way that promotes **trust** and **confidence**, ensures **accountability**, and strengthens the sector's ability to deliver **public benefit**.

Our work is directed by a Board, whose members are appointed by Scottish Ministers. They are supported by approximately 40 staff. Our staff are Civil Servants and therefore operate within the standards of behaviours and core values of the Civil Service Code.

This strategy is relevant to all.



## Core Values



**Integrity** – putting the obligations of public service above your own personal interests



**Honesty** – being truthful and open



**Objectivity** – basing your advice on rigorous analysis of evidence



**Impartiality** – acting solely according to the merits of the case and serving equally well governments of different political persuasions

OSCR’s people are central to ensuring that we achieve our objectives as the regulator and registrar for Scottish charities. As a small organisation operating in a changing environment, maintaining high levels of staff engagement, wellbeing and performance is essential, as is positive collaborative working between the staff and Board members.

The period 2026–2029 will require OSCR to continue adapting to change, making best use of organisational expertise, and supporting staff to thrive while delivering priorities.

# Our ambition

In our Corporate Strategy, OSCR has set out an ambition to achieve high levels of staff engagement and performance. To support this, the People Strategy will:

- ◆ Create a supportive and engaging working environment that encourages collaboration and recognises everyone’s contribution.
- ◆ Make the most of the experience and expertise within the organisation by strengthening capability of staff and aligning their development with organisational priorities.
- ◆ Consult and involve colleagues meaningfully in decisions that affect them.

Leadership will provide direction and support, all colleagues will be encouraged to take ownership of how they contribute, seeking opportunities to improve ways of working, sharing ideas and taking

initiatives within their own roles. This shared responsibility is key to building a responsive, resilient and high-performing organisation.

# People principles

The People Strategy for 2026–2029 is focused around five principles.



Collectively, the five principles will ensure that the organisation has the capacity, capability, resilience and culture needed to deliver our strategic objectives.

The principles are designed to support the organisation to adapt effectively to change, sustain staff wellbeing and engagement, strengthen how our people work together, develop the skills needed now and in the future, and ensure leadership at all levels supports high performance and alignment with OSCR and Civil Service behaviours and values.

Together, they provide a coherent and integrated framework for enabling high employee engagement and effective operational delivery over the period 2026–2029.

## Supporting change

### Strategic intent

To empower our people to be actively involved in change, approach change collaboratively, and to promote effective, flexible and efficient ways of working while making best use of existing expertise.

### Key actions

We will:

- ◆ Develop change principles that support our people to navigate change, utilise lessons learned and provides communication early, and throughout any change process
- ◆ Continue to provide opportunities to involve staff in creating ideas and shaping implementation changes, setting out development pathways to demonstrate the opportunities for growth.
- ◆ Provide change readiness training to equip staff with the tools to navigate change, ensuring managers are equipped to lead their

teams through uncertainty, including communicating effectively and spotting early signs of disengagement or challenge.

- ◆ Regularly review our resource requirements, organisational flexibility and agility to ensure we can deliver our functions effectively, whilst also providing and enhancing the resilience and wellbeing of our teams.

## Safe and welcoming environment

### Strategic intent

To support a safe, inclusive and welcoming working environment where our people feel respected, supported and able to thrive, with a focus on wellbeing and psychological safety.

### Key actions

We will:

- ◆ Proactively support wellbeing and inclusion through fostering inclusive ways of working and everyday practices that help our people

feel valued, respected and able to contribute fully.

- ◆ Foster confidence and develop skills to promote a safe and open culture, empowering our people to challenge constructively and share ideas
- ◆ Embed psychological safety by encouraging open dialogue and visibly reinforcing respectful behaviours at all levels, equipping managers and leaders with tools to recognise and respond to early signs of workplace distress.
- ◆ Increase awareness and accessibility of reporting mechanisms and informal feedback channels to ensure that staff are able to raise concerns safely and confidentially.
- ◆ Develop confidence and awareness of bystander behaviour, respectful communication, and conflict resolution and reinforce a clear understanding of what constitutes bullying and harassment, differentiating it from healthy feedback or performance management.

## Collaboration and engagement

### Strategic intent

To strengthen collaborative working across OSCR by enabling our people to work effectively together, share knowledge and expertise, and engage meaningfully in shaping how work is delivered.

### Key actions

We will:

- ◆ Build on our existing culture of cross organisational working helping to ensure effective communication and sharing of ideas and knowledge.
- ◆ Foster effective communication by empowering staff, leaders and managers to support local engagement, cascade messaging and continuing to build trust through open, two-way communication channels.
- ◆ Explore how we enable staff voice within the leadership space.

- ◆ Continue to create a culture of creativity and innovation at all levels.
- ◆ Enhance clarity, consistency, and timeliness of communication by building a shared standard for communication across the organisation and continuing to optimise the intranet as a central hub for leadership, project and team updates.

## Learning and development

### Strategic intent

To provide learning and development that is tailored to the needs of the organisation and its people, supporting capability, confidence and future sustainability.

### Key actions

We will:

- ◆ Provide targeted learning and development opportunities to support delivery of operational objectives and career development.

- ◆ Create a culture where learning and development is prioritised and where our people are given time and resources to engage in training.
- ◆ Explore the development of internal training, utilising the expertise of our staff.
- ◆ Build confidence and knowledge of how to effectively develop individual and team learning plans and opportunities.

## Confident leadership

### Strategic intent

To support effective and confident leadership throughout OSCR with all leaders and managers having the appropriate skills to lead staff well, support performance, and model OSCR's and Civil Service values and behaviours.

### Key actions

We will:

- ◆ Build trust and alignment through transparent leadership messaging by establishing regular,

consistent, authentic communication from the leadership team.

- ◆ Provide targeted development to support objective setting and assessment aligned with organisational values and role expectations with a focus on embedding equality in goal setting and performance evaluation.
- ◆ Strengthen confidence in providing constructive feedback and having appropriate, respectful conversations by equipping managers with guidance and development to support timely feedback and address issues early and fairly.
- ◆ Support resilience-focused leadership by developing managers' capability to recognise wellbeing pressures, hold supportive conversations, and balance compassion with performance, ensuring staff feel supported while maintaining clear expectations.
- ◆ Embed regular career and development conversations by supporting managers to hold regular, meaningful career coaching

discussions that encourage development, build confidence, and support inclusive progression and opportunity.

# What success will look like

- ◆ Our people will feel engaged, supported and involved, with a strong sense of trust, inclusion and shared purpose across the organisation.
- ◆ Change within OSCR is approached collaboratively and confidently, with staff actively involved in shaping how work is delivered, supported through clear principles, communication and development.
- ◆ Our people work effectively across the organisation, sharing knowledge, ideas and expertise, supported by open two-way communication and opportunities to contribute at all levels.
- ◆ Our people take responsibility for their contribution, demonstrate initiative and personal accountability to deliver outcomes, identify opportunities for improvement and contribute positively and proactively to how work is delivered.
- ◆ Staff wellbeing and psychological safety are actively promoted and protected, with leaders and managers equipped to recognise pressures, respond appropriately and foster a respectful, safe and welcoming environment.
- ◆ Learning and development are valued and prioritised, with opportunities aligned to organisational needs, individual aspirations and future sustainability, making best use of internal expertise where appropriate.

# Delivering the strategy

Delivery of the People Strategy will be supported through:

- ◆ Detailed actions aligned to business and operational planning cycles.
- ◆ Ongoing engagement with staff and Board members.
- ◆ Proportionate consideration of workforce capacity, succession planning and organisational context.

# Measuring success

Progress and impact will be monitored using a range of qualitative and quantitative measures, including staff feedback, engagement activity, learning insights and Civil Service People Survey data.

