



People Plan 2023-2026



Making a Difference Every Day

OSPREY GROUP PEOPLE PLAN 2023-26



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1. Introduction and Background

This strategy has been developed to ensure that Osprey can fully engage with our staff and Board Members to deliver great services to our tenants and future proof our business.

This People Plan is built on the Osprey Strategic Business Plan 2022-2025; our principle planning document. To support our vision, four Strategic Ambitions have been agreed across the organisation. They are to:

- make customers the focus of everything we do
- provide more and better homes
- be a stronger organisation
- be a great place to work

This strategy's purpose is twofold; to quantify our achievements over the last three years and also to facilitate Osprey delivering on all our ambitions but specifically on becoming 'a great place to work'. It provides a detailed narrative explaining the workforce planning assumptions included in our business planning process.

The People Plan is designed to respond to the opportunities and challenges we envisage we will face over the next three years to 2026. The next period will be significant in terms of internal and external change for Osprey and the aims of the People Plan, as well as quantifying our achievements so far, are to:

- Equip our people, both Board members and staff, to deliver our Strategic Business Plan commitments;
- Support the process of organisational change;
- Develop effective succession planning;
- Deliver a best practice HR Service to the organisation, at both strategic and transactional levels;
- Continue to work towards achieving the strategic objective of 'becoming a great place to work' by focusing on the following:
 - We matter
 - We feel heard
 - We can grow
 - Our Leaders matter
 - We feel appreciated



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2. We Matter

2.1 Achievements

Osprey provides a safe, comfortable, and inclusive working environment and over the course of the last three-year People Plan has achieved the following:

- Gold Accreditation for Investors in People
- Introduction of home/hybrid working and more flexible working patterns
- Re-modelling of Westhill office to a more creative space
- Reviewed and revised organisational structure design
- Scottish Housing Regulator low risk organisation
- Continued Living Wage employer status
- Supported our team through pandemic and cost of living crisis
- Reviewed pension provision with improved benefits

2.2 Ambitions

Strong collaboration and input from all team members is tremendously valuable. Performance can suffer when employees do not feel acknowledged or accepted. Everyone shall be respected and valued in our workplace.

To be certain that everyone feels safe and at ease, we will commit to rooting out unconscious bias and promoting an inclusive atmosphere. Our policies will be aligned to this and we will ensure they are widely understood.

3. We Feel Heard

3.1 Achievements

Over the course of the last three-year People Plan we have achieved the following:

- Regular meetings of Colleague Council
- Bi-monthly all staff training sessions
- Establishment of Ideas Sub Group
- Osprey Academy SharePoint site allowing for team collaboration and chat
- Implementation of Microsoft Teams
- Introduction of staff requested Long Service Award scheme

3.2 Ambitions

We will regularly ask our team for feedback on how we can improve their experience at work. Then, we will take that feedback and use it to make the improvements that are going to matter most to our team.

A key aim is to allow identities within our teams, departments, and the organisation as a whole to flourish. This will increase a feeling of ownership and pride in Osprey.



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However, we will aim to ensure we avoid silo working and include all our people equally.

4. We Can Grow

4.1 Achievements

Over the course of the last three-year People Plan we have achieved the following:

- Reviewed Performance Management policy to include 100% financial support for our staff team for appropriate qualifications and training
- Introduced a robust appraisal system and succession planning across the organisation
- Assisted three apprentices through their apprenticeships
- Continued to support development opportunities for our Board Members
- Rolled out Insights Discovery profiles for whole organisation
- Introduced a Resilience/Wellbeing Training programme for all team

4.2 Ambitions

By managing talent strategically, we intend to continue to build a high performance workplace, develop into a learning organisation, add value to our reputation, contribute to diversity management and achieve our strategic objective to be a truly great place to work. A robust system of succession planning for both staff and the Board will help us to achieve this.

We continue to support all our people to fulfil their potential - we have an obligation to enable our staff to achieve the best in their careers that they can and to support our Board members in any way we can. This is a conscious decision on Osprey's part to nurture and facilitate the continuous development of all our people.

5. Our Leaders Matter

5.1 Achievements

Over the course of the last three-year People Plan we have achieved the following:

- The working relationships between Board members and the Leadership team continued to be constructive and robust, particularly through change of CEO and a reformed SLT
- Skills Appraisals and feedback processes continued to ensure that Board members feel equipped and supported in meeting the challenges ahead
- We implemented a Board self-assessment process which resulted in the development of a compliance spreadsheet detailing all the evidence of how we conform to the SHR Regulatory Standards.
- Developed a plan to identify and recruit new Board members
- Delivered opportunities to improve the link between Staff and Board members



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- Supported SLT members, both new and existing, in developing their leadership skills and becoming a more effective leadership team
- Introduced a Board Apprenticeship scheme

5.2 Ambitions

Effectively managing our talent is a crucial component in achieving success. If employees don't work cohesively, we will lack the team environment to get the work done and maintain morale. When our leaders are a source of confidence and inspiration for their teams, it will motivate those teams to rise to the level of the Osprey's expectations.

6. We Feel Supported and Appreciated

Over the course of the last three-year People Plan we have achieved the following:

6.1 Achievements

- Introduction of Osprey Long Service Award scheme
- Developed Osprey-wide shared understanding of what constitutes high performance
- Developed a system of rewards that captures and celebrates positive behaviours
- More consistent approaches to staff management in relation to the 'small things' – e.g. sending flowers during sickness periods, birthday cards.
- Continually developed our culture of prioritising flexibility and wellbeing
- Organisation wide initiatives such as 30 days wild, walkathon and sunflower competitions
- Increased the level of health care plan we provide for all team members to ensure they can access the health support and care they need, when they need it.

6.2 Ambitions

Our Team's mental wellbeing whilst always important has gained further momentum since a pandemic-stricken world has faced widespread lockdowns and restrictions. Both physical and mental health contribute to employee performance, and we will seek to combat stigmas and encourage our team's overall health, resilience, and mindfulness. Along with providing a wellness program, we offer ongoing education resources online and means for people to seek expert help during challenging times.



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Action Plan

Critical Success Factors	Main Actions	Status	Comments
<p>1. We matter</p>	<p>Provide a safe and comfortable working environment.</p>	<p>Ensure all HR processes, policies and procedures in relation to the employee lifecycle are legislatively compliant and are reflective of industry best practice and communicated widely to staff</p> <p>Promote an environment in which staff feel safe enough to raise any concerns</p> <p>We will seek to obtain platinum IIP status</p> <p>Continuously monitor and review the effectiveness of our HR practices to ensure that we are supporting our staff teams through quarterly Committee overseeing of HR metrics in People Plan</p> <p>Continuously monitor and review the effectiveness of our recruitment practices to ensure that we are widening our candidate pool and attracting from minority groups</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Nov 23</p> <p>Ongoing</p> <p>Ongoing</p>
<p>2. We feel heard</p>	<p>Allow identities within our teams, departments and the organisation as a whole to flourish. This will increase a feeling of ownership and pride in Osprey</p> <p>We will seek to ensure that an integral part of our change management process is effective use of our team's voice</p>	<p>Continue to encourage and support people to come up with actionable ideas and develop options for the delivery of the suggested improvements or developments</p> <p>The Colleague Council will lead and contribute to organisational initiatives and communication in a positive way</p>	<p>Ongoing</p> <p>Ongoing</p>



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	Continue to develop our use of digital and IT systems to improve communication across the organisation	We will conduct regular surveys to measure levels of staff motivation and satisfaction and an action plan will be drawn up to address the main issues of concern Involvement in working groups eg Digital and sustainability	Annually Ongoing	
3. We can grow	Provide staff with ongoing opportunities to learn, develop and grow both in job specific skills but also in wider, social skills Take pride in providing a service that adds value to the communities we work in Support all our staff to fulfil their potential - a conscious decision on Osprey's part to nurture and facilitate all team continuous development	Monitor the Appraisal process to ensure it is fit for purpose and there is consistent application of performance review across Osprey Insights Discovery work – individually and in teams OD programme for teams Development of training and competency framework to cover all roles. Celebrate our successes with the whole team. Cascade best practice	Ongoing Ongoing Ongoing Oct 23 Ongoing	
4. Our Leaders matter	Continue to strengthen the culture of Osprey, particularly the skills in Leadership throughout the organisation Continue our ongoing programme of development of Board members' skills and experience in 2023 and subsequent years	SLT meet on weekly basis, full training provided Board member appraisal and succession plan/skills gap for Board	Ongoing Annually	



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	We will also develop opportunities to improve the link between staff and Board members	Board member/SLT recruitment - newly appointed individual leaders embody Osprey values	Ongoing	
		Continue to promote joint learning events with Board members, managers and staff	Ongoing	
5. We feel supported and appreciated	We will seek to understand better what motivates our staff and strengthen our rewards policy to reward high performance	Hybrid/flexible working	Ongoing	
		Consolidate benefits available to staff and further develop them	Ongoing	
		Develop an approach to wellbeing that includes health promotion and awareness events to staff e.g. Resilience Training 'Fit Like' Programme	Ongoing	
		Ensure that high performance is recognised and appreciated	Ongoing	
		Reward loyalty with Osprey Housing Long Service Award	Annually	