

Strategic Plan

2020 - 2025



Why a Strategic Plan?

In 1920 Field Marshal The Earl Haig, established the Officers Association Scotland to help relieve distress of officers and their families following the Great War. It was founded as an independent charity in Scotland and, since then, its services have evolved to meet the needs of its clients. We now provide employment advice and guidance alongside continued welfare support. Our vision is that, all officers and their families across Scotland lead full and productive lives.

We are very proud of our history but, as we welcome our centenary year, it is important to look at how we take forward the next 100 years and beyond. In doing so we recognise that times are changing: the serving military community is decreasing and those we support are less likely to have served 22+ years, but more commonly, 10 years or less.

Transition presents challenges not only to officers but also to their family network. So it is essential that we encourage our clients to prepare and plan, encompassing employment, housing, education,

health and wellbeing for themselves and their dependants.

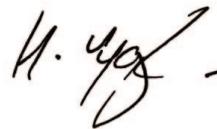
We must, then, review our services and adapt them, where appropriate, to ensure that we help our clients to meet these needs. We must encourage them to plan early. We need to provide training and guidance which match the ever-changing business market; and we must recognise the value of supporting spouses and partners, which will help smooth the transition for the whole family unit.

We must keep abreast of developments in fields of employment, and establish contacts in them. We can then advise our clients about new and exciting sectors, and offer them mentoring support to enhance their transition journey. Through collaboration with other likeminded military charities, we will enhance this provision and ensure that our clients receive appropriate support to ease their transition.

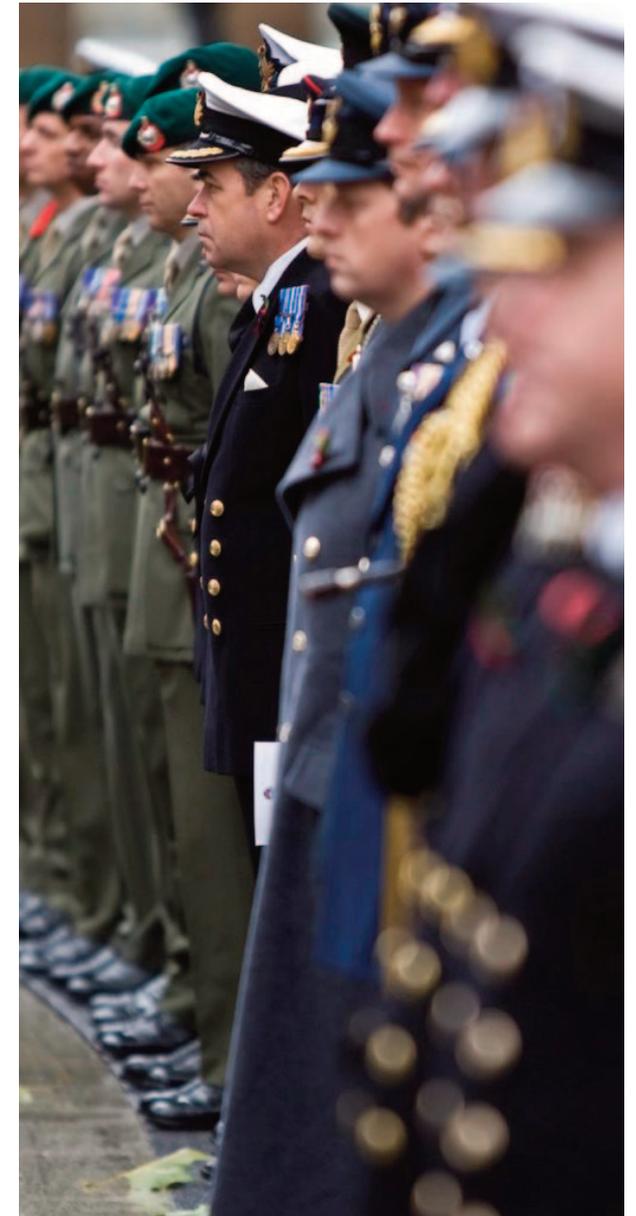
Our traditional welfare focus has been to respond to identified need.

However, we feel that an early intervention approach could make good practice, particularly if it had the potential to reduce demand in the longer term. Financial grants to military organisations and individual bursaries are currently offered providing support to veterans across the board. It is crucial that we assess the value of these grants to ensure that our clients' needs are being met in a sustainable way.

OA Scotland's new five-year strategic plan aims to improve and update our services to ensure that officers and their families receive personalised support, advice and guidance as they make their transition journey. This strategy sets out clear goals and a commitment to continue to provide lifelong support to all Officers and their families within the Armed Forces Community.



Heather McVeigh
Chief Executive



Our Vision

All Officers and their **families across Scotland are supported** to lead full and productive lives.

Our Mission

We exist to provide **lifelong support, resources, employment training and financial welfare assistance** to officers and their families throughout their transition to civilian life and beyond to assist stability, security and independence.

Our Core Values

We are **Professional**, going above and beyond the basics to deliver a personal and bespoke service.

We **Respect** the unique worth of every individual.

We are **Proactive**, searching for new opportunities and connections for those we support.

We **Encourage** people to fulfil their potential.



Our Strategic Aims

1

Enhance Service Provision

Deliver a high quality, professional and tailored service to meet the needs of serving, ex-officers and their families

We will:

- Enhance our range of resources providing accessible training, networking and mentoring opportunities
- Increase and maintain strong employer relations to provide multiple employment opportunities
- Expand and strengthen our welfare provision to enable wider support of clients in need

How?

Upgrade our Employment provision

We will develop resources and innovative training programmes - including webinars and online courses - so that clients can have more a tailored, needs-led package of support

Develop Spousal & Partner support

We will develop our services to ensure that wider elements of the family are supported during the transition and beyond

Create a Scottish jobs board

To promote Scottish opportunities in Scotland

Establish a Mentoring programme

We will liaise with employers, ex-clients and our networks to develop a programme that provides an insight to different sectors, and prepares clients for the transition to civilian employment

Review Welfare support

We will review our bursary and organisational grants and work with partners to assess their social impact and sustainability, looking for innovative ways to have a wider and deeper impact

2

Raise Awareness

We will promote and advertise our service to ensure ultimate reach

We will:

- Enhance our brand to improve engagement
- Invest in innovative ways to reach individuals in need
- Improve our digital footprint

How?

Develop a marketing and communications strategy

We will establish a strategy to engage more effectively with officers, their families, employers and our partners, promoting our services of support within employment and welfare

Invest in campaigns

In order to reach out to those who are in transition from Service to civilian employment, or who are in need, we will promote campaigns such as #Plan Early and welfare support such as #Gotyourback

Highlight Key Issues

We will use our position, our experience and that of our clients to share learning, advice and support to others. Through our network events, social media and website we will highlight areas of challenge and opportunities for support

Upgrade our website

Our new website will be more accessible, engaging and interactive for all, with key information on employment and welfare support. We will complement this by increasingly using social media to promote our work and impact

3

Effective Organisation

Ensure the charity is efficient in its operation, utilising our resources effectively

We will:

- Increase opportunities for partnership working
- Increase our network of support
- Measure the impact of our services so that they can be better targeted
- Invest in technology that enables staff to work together effectively and efficiently

How?

We will work collaboratively

We will lead where best placed to do so, but will work with employment agencies such as RFEA, CTP, and welfare support agencies such as SSAFA and Poppyscotland. We will signpost to partner agencies where they are better able to support beneficiaries' needs.

Build an Alumni

This will enable us to strengthen links with existing and new supporters. We are proud of the relationships that we have nurtured but, through an Alumni, we can build them for longer, for better and so much stronger.

Review our Services

We will develop an evaluation framework to review progress and sustainability of existing support within welfare and employment. We will also assess new avenues of assistance, and implement those where our resources can be targeted to bring the most impact to our clients.

Install Database systems

Our new website will be more accessible, We will develop a stronger CRM system to record and report on our daily work, and enhance internal communications to enable distance working.

Case Study

Mark Gayfer



I first met Tom in January 2019 after **approaching OA Scotland to assist me in my transition to civilian life** after serving 30 years in the Royal Navy.

From the outset, I have been provided outstanding and personalised support, not just by way of professional advice, but also as an independent party, prepared to really listen and provide an impartial perspective, and equally importantly, sensitive challenge; OA Scotland has given most generously of its time, knowledge and network.

I have been supported throughout my resettlement journey, encouraged to take a step back, to look after me and this has given the time and much

needed reflection to focus my energy on the right roles for me.

I think it safe to say that the support of OA Scotland and Tom in particular has been amongst the most significant and valuable support that I have received from all the agencies that play a part in supporting servicemen as they move into civilian lives and (sometimes) second careers and it has gone well beyond purely career advice. I have now found the right role for me and I am much better placed to progress it now than when I first approached OA Scotland and first met Tom.



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