

Board Members present: The Very Rev Dr Graham Forbes (Chair), Pat Armstrong (Vice Chair), Prof. Stuart Cross, Jessica Wade, Dr Sophie Flemig, Jill Vickerman, Stephanie Fraser, Shona Ulrichson

OSCR attendance: David Robb, CEO; Judith Hayhow, Head of Support Services; Martin Tyson, Head of Casework; Dr Judith Turbyne, Head of Engagement and Targeted Response Unit; Moira Cathcart, Senior Legal Advisor.

Board Secretary: Paula Meise, Engagement Manager

Observers: Alasdair McIntosh

Apologies: Laura Anderson, Head of Professional Advice and Intelligence

Preliminaries		
Agenda item	Area	Action
1.	Chairman's introduction Graham welcomed the Board members and Alasdair McIntosh to the meeting.	
2.	Declarations of interest <ul style="list-style-type: none">• Prof Stuart Cross declared an interest in Butterstone School• The Very Rev DR Graham Forbes declared an interest in Robert Gordon University	
3.	Minutes of previous meetings: 13 September 2018 (507) Approved. Minutes to be uploaded to website.	PD
4.	Matters arising & environmental scanning The Board members gave updates on issues of relevance to OSCR's work from their recent experience and personal perspectives.	

	<p>Themes discussed included:</p> <ul style="list-style-type: none"> • Three priorities from the Health Cabinet Secretary include waiting lists, integration and mental health and a medium term financial framework is being prepared. 3 delivery plans across Scotland to include local authorities, health and social care integrated health boards. Questions raised about how will the third sector be included • The Law Society of Scotland commend PFG commitment to charity law consultation • The Health and Social Care Audit will be released on the 17th December • There is a new implementation plan for adult social care reform • A thematic review of SDS will be published by the Care Inspectorate in early spring • The National Advisory Commission for Neurological Conditions launched the national neurological plan which is currently out for consultation • Two board members reported that feedback on the new Governance Code has been positive and people are using it • It was Trustees Week in November and two positive events held • ACOSVO and their Northern Irish partner CO3 have just finished a 3 year research project called Path to Impact looking at board leadership by using a core capacity assessment tool. The report will be published on the ACOSVO website shortly • ACOSVO have joined the cyber catalyst working group at Scottish Government 	<p>Letter from CabSec re TSIs to be sent to board PD</p>
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<p>5.</p>	<p>Operational report (514)</p> <p>The Board noted the content of the paper. Verbal updates were given on:</p> <p>Engagement:</p> <ul style="list-style-type: none"> • All six Meet the Regulator events have been held and evaluation shows good impact made. • Charity investments: guidance and good practice was published in Trustees' Week. • Registration logo has been downloaded over 15,800 times. • Continuing work with SCVO, Scottish Government and Scotland's International Development Alliance on safeguarding. • We have contributed to the Cyber-resilience campaign and are promoting a funding stream to help small charities become more cyber-resilient. • The Head of Engagement visited Malawi on an educational visit to talk about charity regulation and strengthen relations between Scotland and Malawi. <p>1.2 PROJECTS</p> <p>Risk assessment project:</p> <ul style="list-style-type: none"> • Consultants were appointed in September to help us consolidate and improve the way risk assessment takes place across the office. • The option of a dedicated risk assessment function which performs a triage service has been selected • The consultants are working with staff to prepare an implementation plan which will help determine resource requirements and structures going forward. • The QA element will help us determine the rules at the triage stage are correct; this will be reviewed and tested as the process is developed. • Martin explained that the third element of importance is the forecasting and planning to help improve our preventative work strand and to be more consistent with the risk framework. 	
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	<ul style="list-style-type: none"> • The board agreed to review the risk framework annually. <p>Online applications project:</p> <ul style="list-style-type: none"> • The online form is now open to external users for beta testing and we are now receiving live applications with the plan to using it as our primary channel from January. <p>2.1 Scottish Government:</p> <ul style="list-style-type: none"> • SG are preparing for a no deal outcome for Brexit and putting contingency plans in place. • The advertisement for the Chair position closed on the 23 November. A good number of applications were received. • Discussions with SG officials continue on OSCR budget proposals. • The review and update our Framework agreement is nearing completion • Consultations: <ul style="list-style-type: none"> ○ Barclay implementation ○ Land Reform – Register of Controlling interests. • There was some discussion about the charity law project and the three month consultation planned by Scottish Government. OSCR will produce an easier read version of the main proposals and encourage people to take part in the consultation. OSCR may submit a response which requests wider changes. <p>2.2 SORP:</p> <p>It was noted that the SORP governance review is underway and Judith Hayhow is part of the oversight panel. The recommendations following consultation are currently with the SORP making committee.</p> <p>3.1 Staffing:</p> <ul style="list-style-type: none"> • Staff survey results were published on the 3rd December. SMT disappointed with the results and recognised that the recent departure of a 	
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	<p>number of colleagues and other factors had contributed.</p> <ul style="list-style-type: none"> • SMT are considering procuring external assistance to help with organisational and HR work. The emphasis is on cultural change and behaviours. Two tenders have been received and a decision will be reached once the budget has been announced. • JV questioned why we have an underspend on learning and development and what the boards role is to help. What board engagement with staff would be welcome. • On a positive note the staff appear to be responding well to the consultants <p>3.2 Internal and External Audit</p> <p>The Head of Support Services explained the remit for internal audit was considered by the audit committee and SMT and fieldwork commenced at the end of November. The review will focus on three areas:</p> <ul style="list-style-type: none"> • Strategic financial and resource governance • Operational performance and delivery • Organisational HR processes and culture <p>The draft external audit remit is to be considered at the February audit committee meeting.</p>	
<p>6.</p>	<p>Performance Management Report (515)</p> <p>The Head of Support Services introduced the paper and highlighted the following:</p> <ul style="list-style-type: none"> • that there had been a significant reduction in the percentage of late submissions and the number of cases which were flagged for review had decreased • the financial summary shows we are on target to spend to budget; the impact on the last pay settlement is now being realised 	

	<ul style="list-style-type: none"> • the draft budget and draft pay policy will both be released on the 12th December • there is a pension re-evaluation exercise underway. This could have a significant impact on OSCR and JH has been trying to obtain further information, without much luck. 	
7.	<p>Digital update</p> <p>Dr Sophie Flemig provided an update to the board about the work she had been undertaking with staff and the digital subgroup.</p> <ul style="list-style-type: none"> • The user research document is to be shared and discussed at the next board meeting • Induction is an area which should be focussed on • Discussion about a staff intranet for information sharing and knowledge management and the challenges of being part of the SG family • It was noted that the Engagement manager for research and policy had offered significant support but that external expertise was needed to drive change forward • SF and DR had met Nicola Gilray from SSSC to discuss their recent digital transformation journey <p>Some specific questions were posed:</p> <ul style="list-style-type: none"> - What do we think about a specific strategy to use as a change management tool? - Do we need to reconsider the role of the digital subgroup? - Who is/should be driving timing and accountability? <p>There was some discussion about the creation of a business transformation strategy. DR expressed his thanks to SF and the digital subgroup for their work to date</p>	

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