

**Minutes: Scottish Charity Regulator (OSCR) Board meeting, 16 December 2019, Dundee**



Board Members present: Lindsay Montgomery (Chair), Pat Armstrong (Vice Chair), Stuart Cross, Jessica Wade, Stephanie Fraser, Shona Ulrichsen, Jill Vickerman, Sophie Flemig

OSCR attendance: Maureen Mallon, CEO; Martin Tyson, Head of Casework; Dr Judith Turbyne, Head of Engagement & Targeted Response Unit; Laura Anderson, Head of Professional Advice and Intelligence; Judith Hayhow, Head of Support Services; OSCR's Communications Manager

OSCR's Business Planning & Learning Co-ordinator (Joined meeting for item 9)

Board Secretary: PA to CEO

Apologies: None received

<b>Private Business</b>		
<b>Agenda item</b>	<b>Area</b>	<b>Action</b>
<b>2.</b>	<p><b>Chairman's introduction and apologies</b></p> <p>Lindsay Montgomery (LM) welcomed everyone to the meeting. No apologies received.</p> <p>LM gave overview of the recent meeting he and MM had with the Cabinet Secretary. It had been a positive meeting. The Minister is very engaged in the issues facing OSCR and the Sector and wishes to work closely with OSCR on developing an agenda for prioritising the sector. It is sensible to be aware that wider priorities and resource priorities may impact on what can be achieved. MM confirmed she would be engaging with Director for Local Government and Communities to ensure that that this is kept on the radar.</p>	
<b>3.</b>	<p><b>Declarations of interest</b></p> <p>No significant declarations were made.</p>	
<b>4.</b>	<p><b>Minutes of previous meetings: 28 October 2019</b></p> <p>Approved</p>	
<b>5.</b>	<p><b>Matters arising &amp; Horizon Scanning</b></p> <p>The Board members gave updates on issues of relevance to OSCR's work from their recent experience and personal perspectives.</p>	
<b>6.</b>	<p><b>CEO Operational Report</b></p> <p>Maureen Mallon (MM) introduced the paper and asked for any comments or questions.</p>	

	<p>SC confirmed the SCIO Working Group was effective and working well. The Interim Report was due to be sent to the Cabinet Secretary the day after the meeting.</p> <p>LM asked if more detail was available with regard to OSCR and the Boards' enhanced role at the Gathering next year. JT confirmed a brief would be developed providing information, an action plan and outlining the high-level engagement of the Board Members.</p> <p>MM stated OSCR have now moved into a Sponsorship role at the Gathering that was higher profile than our previous engagement. It would be important to ensure significant added value from this extra commitment. JV felt it may be difficult to measure the success of this. JT confirmed there would be proactive thinking around the measures and asked the Board Members to feed back any thoughts/comments/ideas to her or OSCR's Engagement Manager.</p>	<p><b>JT</b></p> <p><b>BOARD</b></p>
<p><b>7.</b></p>	<p><b>Risk Register</b></p> <p>JH presented the updated RR to the Board. This had been developed moving from the original suite of 3 Registers to a combined Register that used SG scoring systems. The Audit Committee had led on the development of this with support from the working group. This is a live evolving document to be considered at every Board Meeting as a standing item. Board Members were asked for any feedback or comments.</p> <p>LM agreed this was much improved and thanked all involved in developing this document. It was particularly helpful in enabling the Board to discharge its responsibilities for oversight of the identification and mitigation of risk.</p> <p>There was a discussion about the potential of grouping the risks in other ways to improve readability. This is something that we will review through time.</p> <p>SC confirmed the AC had discussed the Risks at length and agreed this does actually look like OSCR now. He acknowledged we require to have a discussion on risk appetite but that could not be held until the Register was in place.</p> <p>Board members provided a range of specific comments on some additional areas to be considered and revised. All comments will be considered and appropriate amendments made and brought back in the next iteration to the board.</p> <p>MM acknowledged the work been done to this stage has been substantial and the Register was much improved. This was now a useful document that represented OSCR and will be used as a working document by the SMT going forward.</p>	<p><b>JH</b></p>

8.	<p><b>Board and Committees Responsibilities</b></p> <p>MM gave an overview of and moved through the draft document seeking agreements, revisions and clarifications.</p> <p>The meeting discussed the TORs of the Board, Audit Committee and Casework Committee and, subject to amendments agreed, all were adopted with agreed amendments. LM thanked JH and MM for their valuable work in developing the TOR for the Board.</p> <p><b>JH/MT will make the necessary agreed amendments.</b></p>	JH/MT
9.	<p><b>Corporate Plan</b></p> <p>OSCR's Business Planning &amp; Learning Co-ordinator (BPLC) joined the meeting for this item.</p> <p>Members were asked that any specific amendments and additions on wording or formatting issues be fed back directly to the BPLC and Judith Hayhow.</p> <p>The purpose of this session was to gather thoughts on whether this now felt like we were going in the right direction, whether anything was missing and if there was agreement the four strategic outcomes as presented accurately reflected OSCRs vision.</p> <p>MM stated a vast amount of work had gone into this by the Board, both around the table and at the Strategy Days as well as SMT and MS. JH/MS/MM had recently met with LM and PA to discuss to ensure this document truly reflects the OSCR vision and the measures/outputs to achieving that.</p> <p>Following discussion, members agreed the four strategic outcomes along with the general structure of the plan and content to date and look forward to considering the final draft in February.</p> <p>MS left the meeting.</p>	<p><b>Board</b></p> <p><b>JH/MS</b></p>
10.	<p><b>Engagement Strategy</b></p> <p>JT gave overview of the paper as presented reiterating the Strategy was based on previous discussions and had been based on a developing version of the Corporate Plan. The purpose of this discussion was to support the Strategy's further development and agree the engagement priorities.</p> <p>LM stated that it would be easier to agree this Strategy when the Corporate Plan was finalised as they did not sit in isolation. All agreed this was an improvement on previous Strategies and would be further developed once Corporate Plan was finalised.</p> <p>MM acknowledged this had not been an easy task and thanked all for their work so far.</p>	

	Work would continue to develop this and will come back to the February Board Meeting.	<b>JT</b>
<b>11.</b>	<p><b>Digital Update</b></p> <p>JH gave overview of the paper.</p> <p>At previous meetings, the Board had approved OSCR's digital future 2019-23 and had received a subsequent update. This paper provides assurance that our work is progressing at pace.</p> <p>JH confirmed work is ongoing and during January we will be finalising the business case that will inform the invitation to tender.</p> <p>The proposal will come to the Board for final sign off and the contract would be awarded March/April 2020.</p> <p>The Board were assured there were no budget surprises and spend was as expected.</p> <p>A detailed paper will come to the next Board Meeting in the New Year.</p>	<b>JH</b>
<b>12.</b>	<p><b>Performance Report</b></p> <p>JH presented this paper to the meeting.</p> <p>LM welcomed the narrative that gave context to the figures.</p> <p>Online applications is giving scope to tweak the questions asked at the very start of the process, particularly around public benefit, making this much clearer at the outset for the applicant.</p> <p>SC noted a paper in respect of performance reporting to the Board (for assurance) and the public (for transparency) will be prepared early in 2020 and be presented at the following Board Meeting. This was welcomed.</p> <p>SF felt it should be made clearer that OSCR prefer a web-link for financials as this is not clear enough at present. JT agreed and this would be looked at going forward.</p>	<b>JT</b>
<b>13.</b>	<p><b>Inquiry Policy</b></p> <p>MT provided an overview of the paper as presented. The update takes account of operational changes including recognising the notifiable events process.</p> <p>The meeting discussed various aspects of the paper as presented including the proposals for revisiting this area of policy next year on the basis of user research. Ideally, we would like to explore the experience of both those being investigated and those raising a concern, to fully consider what would</p>	

	<p>work better with all parties involved in the concern process. The more we can understand the better informed the policy and our work will be.</p> <p>MT confirmed that this policy would align, where possible, with others and the Corporate Plan.</p> <p>There is an opportunity for an exciting communication plan around publication of this with use of videos etc. The best methods of communications will be considered.</p> <p>MT confirmed the Policy would be published in the New Year subject to the minor amendments outlined at the meeting.</p>	<p><b>SMT/IG</b></p> <p><b>MT</b></p>
<p><b>14.</b></p>	<p><b>AOCB</b></p> <p>No additional business was raised.</p>	