

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

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 Communications Manager, OSCR Senior Legal Advisor

Board Secretary: PA to CEO

Apologies: Jessica Wade

<b>Private Business</b>		
<b>Agenda item</b>	<b>Area</b>	<b>Action</b>
1.	<b>Update from CEO</b>  Private update.	
2.	<b>Chairman’s introduction and apologies</b>  Lindsay Montgomery (LM) welcomed everyone to the meeting and tendered Jess Wade’s apologies.  Sophie Flemig has now left the board as her term ended. LM wrote to Sophie to express the Board’s thanks for her service and valuable contributions and had received a nice response.	
3.	<b>Declarations of interest</b>  Stephanie Fraser (StF) declared an interest in respect of a Casework report item.	
4.	<b>Minutes of previous meetings: 25 February 2020</b>  The Minutes of the meeting held on 25 February 2020 were agreed as an accurate record and approved. In relation to the item on encouraging charities to submit online links to their accounts, Stephanie noted that the guidance on our website had still not been updated to reflect this. JT noted that a specific news piece had been sent out encouraging this, but undertook to make sure the website was also updated.  <b>ACTION: JT to update website</b>	<b>JT</b>
5.	<b>Matters arising &amp; Horizon Scanning</b>  No matters, unrelated to Covid-19, were highlighted. These were raised under item 6.	
6.	<b>COVID-19 Actions Update</b>  MM gave an overview of the paper. The COVID-19 action paper will be presented as a standing item at future Board meetings.  There was a broad discussion on various topics arising from the paper including mail being delivered to the office. It is intended to put in place arrangements from the week after the Board meeting to deal with this mail. The Board heard that communication channels including the option to request a call back, email and web contact was working well.  MM reassured the Board that any communications being received outside official channels e.g. direct twitter messages are being fed back into the system to ensure	<b>JT</b>

	<p>appropriate recording/logging is taking place. Members were further assured correspondence including FOIs continues to be dealt with appropriately. It was agreed a reminder would be sent to staff in relation to feeding back any direct requests into the system.</p> <p>MM stated it was important to recognise that work is being done albeit a little slower due to system constraints. It is important to remember staff have varying levels of caring responsibilities and are using a variety of IT kit to work from home. OSCR, as an organisation, was not set up for all staff to work remotely and it has been a significant achievement to make that happen.</p> <p>MM gave a short readout from the recent Line Manager's meeting and the Board heard that a small cross organisation working group working with SMT is being set up to discuss transition arrangements preparing for a possible return to the office.</p> <p>MM/LM recently met with the Director and Deputy Director for Local Government &amp; Communities to discuss a wide range of issues affecting the sector and appropriate engagement at a strategic level between Scottish Government and OSCR going forward. MM and the Deputy Director have a scheduled weekly call to take this forward.</p> <p>There was a wide-ranging discussion around charities reserves, funding issues and potential problems the charity sector face. JT had been involved in discussions with the Grant Makers Trust and will discuss possibility of joining a virtual meeting.</p> <p>As part of MM/LM discussions with SG the possibility of conducting a short survey, covering all charities was discussed to get a better understanding of how the pandemic was affecting charities of different sizes, locations and purposes. . OSCR will liaise closely with SG and other colleagues to gather their input so that the survey could be as useful as possible.</p> <p>The development of a Charities Reference Group, which will operate as a sounding board for OSCR, will be looked at and prioritised.</p> <p><b>ACTIONS:</b></p> <ul style="list-style-type: none"> <li>- JT to consider and implement plan for dealing with office mail</li> <li>- Reminder to be issued to staff regarding feeding back direct communications into system</li> <li>- JT to explore meeting with/engaging with the Scottish Grant Makers</li> <li>- the setting up of a Charities Reference Group would be examined in early course</li> </ul>	<p><b>MM/JH</b></p> <p><b>SMT</b></p> <p><b>JT</b></p> <p><b>JT/MM</b></p> <p><b>JT</b></p> <p><b>JT/MM</b></p> <p><b>JT/MM</b></p> <p><b>JT/SMT</b></p>
7.	<p><b>CEO Operational Report</b></p> <p>Maureen Mallon (MM) introduced the paper and asked for any comments or questions.</p> <p>The meeting discussed possible funding issues acknowledging there are discussions being held across SG regarding various schemes available. MM confirmed that work is ongoing across teams to ensure that the necessary skills and capacity are in place.</p> <p>LA confirmed that planned SORP business was continuing and headway was being made. Members will be kept updated.</p>	
8.	<p><b>Risk Register</b></p> <p>JH presented the updated RR to the Board. This evolving document will be</p>	

	<p>considered at every Board Meeting as a standing item. The Register was considered at the March SMT and Audit Risk &amp; Assurance meetings.</p> <p>Members discussed the Risk Register and agreed some updates to the narrative and scoring of some risks. It was acknowledged that the Register is an evolving document and some risks will change or require to be updated as we move through the issues associated with COVID-19. JH will make the agreed amendments and the updated Register will be circulated to the Board. Subject to those changes being made, the Board were content the Register reflects the accurate position. LM considered that in light of the fast changing situation the organisation was facing the Register should be considered more regularly by the Board than at present (current Board meetings). SMT will discuss and consider how this could be facilitated.</p> <p><b>ACTIONS:</b>  - JH to make agreed updates  - SMT to consider possibility and mechanism for Board to consider Register more frequently during the pandemic</p>	<p><b>JH</b></p> <p><b>SMT</b></p> <p><b>JH</b> <b>SMT</b></p>
9	<p><b>Performance Management</b></p> <p>JH reiterated the limitations that our current systems and situation place on the effective gathering of fully up to date data. The performance information gives Members an overview of how quickly we are processing casework and meeting our statutory and internal key performance indicators. The financial summary is a working draft, but indicates that we are likely to outturn exactly around budget once the full year-end accounts are prepared.</p> <p><b>ACTION: SMT will work together to review KPIs for the June board meeting</b></p>	<p><b>SMT</b></p>
10.	<p><b>People Survey Action Plan</b></p> <p>MM gave a verbal update assuring the Board that work was progressing on the overarching themes including Learning &amp; Development, Individual Support and inclusive decision making. Unfortunately, due to COVID19 constraints, some planned learning, such as Engaging the By-stander, had not been able to go ahead. Further work is being done on this Plan and a detailed report will come to the June Board.</p> <p>MM gave a short read-out from the recent Line Managers meeting which had focused on what it means being a line manager, importance of keeping connected in informal way, prioritising people working towards the new normal (whatever that may be). Information will continue to be included in the staff newsletter.</p> <p><b>ACTIONS:</b>  - Detailed update to come to June Board</p>	<p><b>MM</b></p>
11.	<p><b>Surveys</b></p> <p>JT gave overview of the paper as presented highlighting some of the areas that will come through in the final report. These are initial findings, as analysis and reflection is ongoing. A fuller Board discussion will take place once the full report is available.</p> <p>Some key findings were discussed including:  - public trust in charities has increased.  - challenges facing charities; financial challenges remain high along with recruitment issues  - public awareness of charity regulation and OSCR remains low  - what charities think about OSCR; charities have a high level of trust in OSCR</p>	

	<p>It is important to take into account that these conclusions were drawn prior to the COVID19 pandemic and there will be more to reflect on once the final report is available. This will be a valuable resource to support OSCR thinking and planning as we implement the Corporate Plan.</p> <p>An action plan will be developed to take forward the results after analysis.</p> <p>The meeting felt there would be merit in comparing results against other regulators and other organisations of a comparable size/structure. PA highlighted the issue of awareness of OSCR to the meeting. While 93% think our communications are good, public awareness of OSCR remains low. This would indicate that although our communications are good they are not reaching the target audience.</p> <p>Further discussion will be required and JV volunteered to be part of that discussion.</p> <p><b>ACTIONS:</b>  <b>- Action Plan to be drafted and brought to Board for consideration</b></p>	JT
12.	<p><b>Corporate Plan</b></p> <p>JH presented the final version of the Corporate Plan for consideration and approval.</p> <p>The Plan is a result of many previous discussions and incorporates all of this feedback succinctly, and conveys clearly to readers the work and direction of travel for OSCR over the next 3 years.</p> <p>Once approved the Plan will be given a design treatment by APS, and will have a soft online launch thereafter. We will look at a possible parliamentary event and fuller launch post Covid-19, and will have a relatively small number of hard copies of the plan published to facilitate any future event.</p> <p>It is clear that the Corporate Plan has a degree of flexibility given the evolving situation at present. The Plan will be updated as necessary throughout its 3-year duration.</p> <p>PA asked if the plan should have specific reference to “Governance” in the Who are we and what we do section. The meeting agreed. This will be incorporated prior to finalisation.</p> <p><b>ACTION: specific reference to “Governance” to be incorporated in the Who are we and what we do section</b></p> <p><b>Subject to incorporating the reference to “Governance” the Board approved the Corporate Plan</b></p>	JH/MS
13.	<p><b>Business Plan</b></p> <p>MM gave an overview of the draft Business Plan as presented.</p> <p>This year our business plan is based on our new Corporate Plan 20-23. The meeting heard the Plan reflects both the lockdown situation we find ourselves in now and will transition to reflect our overall ambitions and priorities for the year ahead. The Plan outlines tangible measures we can easily measure and be held to account on. Agreement of the Plan allows us to move into the more detailed Operation Plan.</p> <p>PA suggested the overview should include how we gather and analyse data on the impact on the charity sector. MM agreed this should be considered and incorporated.</p> <p><b>ACTION: Revise wording and finalise</b></p>	MM

14.	<p><b>Digital</b></p> <p>JH presented the paper to update Members on progress in respect of replacement of OSCR online system, procurement of Cloud Hosting services and provided an outline of plans regarding the network support service replacement.</p> <p>The meeting heard the replacement of OSCR online system had been delayed due to aspects of limitations from the current COVID19 situation. Procurement work in relation to Cloud Hosting is progressing and, with Board approval, will move to procurement stage.</p> <p>Our network support contract is ending in June, and we have prepared a detailed specification in respect of our anticipated requirements. This is currently being considered by SG Procurement colleagues. The tender will be advertised via a Scottish Government collaborative framework, and we hope to proceed to tender stage in May. In the meantime, current support arrangements will be extended with our existing supplier. The further consideration will ensure we secure the best end product which is flexible and fit for purpose.</p> <p>The meeting discussed the recommendations and <b>agreed</b> to proceed to tender in respect of the Cloud Hosting as set out in the paper.</p> <p><b>ACTION: Proceed to tender in respect of Cloud Hosting and continue to move forward on the rest of the digital action plan</b></p>	JH
15.	<p><b>Casework Report</b></p> <p>JV provided an update on the first meeting of the Casework Committee that took place on 15 April.</p> <p>The Committee agreed that the Terms of Reference should be reviewed in respect of the Board Chair's membership and to clarify the committee's role in decision-making on cases. These suggestions will be submitted to the June Board for agreement.</p> <p>The committee will meet again in 4 weeks' time. This meeting will be a longer virtual meeting with greater structure and in-depth presentation, familiarisation and discussion of case processes.</p> <p><b>ACTION: ToR to be revised and circulated to Board for approval</b></p> <p>MT presented the Casework report and updated Members.</p>	JV/MT  MT/JV
16.	<p><b>Future Business</b></p> <p>- Half day Board Strategy Day to be organised in June focused on what is required next in relation to charity legislation</p>	
17.	<p><b>AOCB</b></p> <p>The process for Members claiming fees/expenses was raised. JH confirmed there is no change to the process for Members submitting claims. A note clarifying the process will be circulated to Members.</p> <p><b>ACTIONS:</b></p> <ul style="list-style-type: none"> <li>- Circulate note clarifying process for claiming fees/expenses</li> <li>- Expenses/Fee form to be made available for Members</li> </ul>	JH MD