

Members Present: George Walker (Interim Chair), Pat Armstrong (Deputy Chair), Stephanie Fraser (StF), Jessica Wade, Shona Ulrichsen

ARAC external member: Anthony Daye (OSCR ARAC Committee Co-opt Member)

Apologies: Jill Vickerman

OSCR attendance: Maureen Mallon, CEO
 Martin Tyson, Head of Regulation & Improvement;
 Judith Hayhow, Head of Corporate
 Senior Manager Communications & Digital
 Finance Governance & Business Manager (items 4 and 13)
 HR & Learning Co-ordinator (item 11 onwards)

Board Secretary: PA to CEO

Private Business		
Item	Area	Action
1.	<p>Chair's introduction, welcome, apologies and declaration of interest</p> <p>GW welcomed everyone to the meeting. The meeting heard that Anthony Daye was attending today's Board Meeting in his capacity as co-opted member to ARAC apologies were received from Jill Vickerman.</p>	
2.	<p>Minutes of previous meeting/Action Log: 22 April 2021</p> <p>The Minute was agreed as an accurate record and approved. Members were content Actions as outlined in the Action Log were either dealt with or were progressing as agreed.</p> <p>The question was raised regarding Board fees. The exercise carried out to identify any monies due was clarified. Members heard the possibility of streamlining the process to claim fees was currently being reviewed. GW will be kept updated.</p> <p>ACTION: - Streamlining process for claiming fees being considered; GW to be kept up-to-date</p>	
3.	<p>Business Plan Progress</p> <p>MM presented the paper to provide the Board with a progress report on the Business Plan priorities. This report is a new way of presenting our business delivery updates to the Board. It is intended to be more relevant and provide more clarity. This information was previously contained within the CEO Report. It was suggested the CEO Report would come to the Board only when there was something specific to report and the BP priorities would be presented separately at each meeting.</p> <p>The BP update paper is currently a work in progress and refinement will be applied as we go through the process. It was confirmed the Leadership Team (LT) were coming together to lead on this. There is a lot of work going on across the organisation with those leading on the outcomes populating the information as presented. These outcomes link across the whole organisation. The Finance Governance & Business Manager is currently looking at tools to improve the presentation/information such as Microsoft Project.</p> <p>In terms of the CEO Report, Members agreed there was a need for a high level strategic overview introduction; what has been the biggest priority, what has the organisation been dealing with and what do the Board need to know since last meeting. MM confirmed she was happy to provide that going forward.</p> <p>Business Plan;</p>	

	<p>The meeting discussed the BP objectives and made some suggestions. A revised version will be provided.</p> <p>The meeting asked if this links with the KPIs or targets. The Finance Governance & Business Manager confirmed the plan to review linking the KPIs to the BP objectives for both internal use/review and board reporting.</p> <p>The meeting discussed the benefits of being more sophisticated in our approach and heard that the Finance Governance & Business Manager is liaising with our Technical Support providers to discuss our requirements and explore the best options to give us what we need. Microsoft Project is being considered. JW expressed an interest in Microsoft Project from a personal perspective.</p> <p>ACTION:</p> <ul style="list-style-type: none"> - Move to agreed new format from next meeting; This report will contain a high level introduction/report from MM as CEO and this will be considered at each meeting - review linking KPIs to BP objectives - keep JW up to date as we investigate Microsoft Project and other planning software solutions 	
4.	<p>People Strategy (HR & Learning Co-ordinator joined for this item)</p> <p>The HR & Learning Co-ordinator provided a verbal update on progress of the People Strategy.</p> <p>The meeting heard a staff focus group had been established. The group included staff from across departments, grades and those not currently members of other working groups. Staff representative on the Group are below LT level and consists of 5 members plus the HR & Learning Co-ordinator. The remit of the Group is to lead on the Strategy looking at new ideas, making adjustments in terms of ensuring the language is correct, reviewing the action plan and how best to launch it to staff. There are 2 meetings scheduled, one in June and another in July with scope for an additional meeting. It is envisaged the Plan will be shared with the Extended Leadership Team mid-July for feedback with final adjustments to the Strategy being made in August. The Board will receive early sight of the Strategy, prior to August Board, by email/Connect to allow comment/feedback.</p> <p>The Strategy will be shared with staff in August. Actions will involve staff and the LT and will be progressed with the Focus Group and the LT where appropriate.</p> <p>SU felt it was difficult to discuss the plan prior to considering feedback from the Temperature Check Survey. SU had recently attended the Chair's lunch time session with staff to hear directly from staff. Feedback would need to be considered when developing the plan. GW agreed the Staff Working Group was a good way to involve staff. Actions will be influenced by the Temperature Check results with specific actions emerging as we go through it.</p> <p>Action:</p> <ul style="list-style-type: none"> - Members to have early sight of People Strategy/Plan. To be circulated for comment/feedback before further discussion at OSCR Board 	
5.	<p>Strategy Day Action Notes</p> <p>The meeting agreed the Strategy Day had covered a lot of ground and the note as presented provided clear actions from that.</p> <p>The meeting discussed building relationships within Scottish Government and, in particular, working with the Director and DD for Local Government and Communities and the wider Third Sector Team. Shona Robison The Cabinet Secretary for Social Justice, Housing and Local Government has the overall remit for the sector but the Board feel it is unfortunate that this is not more explicit. OSCR need to strongly encourage engagement. The meeting heard</p>	

	<p>GW had recently written to the Cabinet Secretary, Shona Robinson requesting a meeting where he will be joined by MM. GW has a meeting with the Director for Local Government and Communities, SG next week by way of introduction and to discuss Board recruitment. MM has had an initial meeting with him.</p> <p>MT shared that the structure within SG has undergone more of a change with Charity Law aspect now detached from the Third Sector Team. We currently have a member of OSCRC staff in SG and it was confirmed she would be involved in taking charity law proposals forward. This is a positive for OSCRC and we will be watching how these discussions, including the building of the Bill Team, progress.</p> <p>MM clarified she had discussed the changes with DD for Local Government and Communities and that both teams sit within her department. MM confirmed that the Bill Team would have the lead relationship with OSCRC as part of their remit.</p> <p>OSCR will work to ensure that the charity sector is considered widely across SG and the Scottish Parliament and emphasising this will be part of our overall approach and upcoming discussions.</p>	
6.	<p>Engagement Strategy (Senior Manager Policy & Engagement joined for this item)</p> <p>Senior Manager Policy & Engagement presented the paper. The Board considered the final draft of the Engagement Strategy as presented for approval.</p> <p>The Strategy had been developed through a number of sessions directly with Board, with SMT, with the wider leadership team and with key members of staff from across the organisation. The version presented followed useful updating and reflections from the Board Strategy Day held on 24 May 2021. Key steps that need to be taken to fully launch the Strategy both internally and externally include:</p> <ul style="list-style-type: none"> - Publication and external communications around that publication - Internal communication work, ensuring all staff across the organisation are aware of the Strategy and how their roles fit into it - Close working across the organisation to fully operationalise the Strategy going forward <p>The meeting discussed and approved the plan subject to minor revisions. The meeting heard it was important that the language harmonised with the language in the Corporate Plan and this had been considered in drafting the Strategy. It was agreed the Senior Manager Policy & Engagement will consider comments and revise accordingly.</p> <p>Members approved the Strategy and next steps subject to agreed minor revisions.</p> <p>ACTION</p> <ul style="list-style-type: none"> - review and revise in light of comments prior to publication 	
7.	<p>Annual Report & Accounts</p> <p>JH presented the paper. Members were invited to consider the information contained within the report prior to laying before Parliament and publication.</p> <p>GW thanked everyone involved in preparing the AR & Accounts and noted it had been beneficial to see and discuss an early draft of this. Members were asked to provide and comments regarding typos etc. by email to JH. The meeting heard that this latest version included updated narrative provided at the Strategy Day and took account of recent feedback at the June meeting of ARAC. Members were asked for comments.</p> <p>GW thanked all involved for excellent work and, subject to agreed amendments, approved the Annual Report and Accounts.</p> <p>ACTION:</p> <ul style="list-style-type: none"> - Amendments to be made as agreed - a final check for typos is required 	JH

8.	<p>ARAC Annual Report to the Board</p> <p>As the new Chair of ARAC, SU presented the paper. There had been a meeting of ARAC on 4 June. All members of ARAC were present at today's Board meeting and were happy to provide updates on discussions that took place at their meeting. Members heard that consideration would be given to expand the report for next year. SU explained ARAC had a different focus for different meetings e.g. June meetings had a heavy Agenda and included consideration of Annual Report & Accounts, IA Reports and EA Reports as well as Self-Assessment. Members heard that ARAC took the opportunity at the start of their June meeting to discuss ways of working together, to ensure added value for the Board and wider organisation as well as forward thinking for new members coming on to ARAC in terms of induction. SU had spoken to ARAC members and will be scheduling a discussion with our co-opted member shortly. Members are keen that the work of ARAC should support the wider Board and would welcome thoughts on what the Board need when looking at Risk and what support ARAC can provide. The SG publication "Risk Management – The Scottish Government Guide" had been discussed at ARAC and is available in Connect for all members. This document is very accessible, visual and contains useful tools and information. Consideration should be given to adopting some of this in relation to how we review and deal with risk.</p> <p>ARAC members appreciated the approach SU had taken in the role, looking at things differently to better understand how ARAC can support the Board. The June ARAC meeting had been very productive.</p> <p>The meeting were content and noted the report. Next steps discussion:</p> <ul style="list-style-type: none"> - what we want ARAC to do/support to Board and wider organisation (cases committee) - what more ARAC can do - Risk appetite discussion including process <p>ACTION:</p> <ul style="list-style-type: none"> - ARAC support for Board and organisation/Risk wider discussion to be scheduled into the August Board meeting - GW will discuss with SU/JH format and outline for discussion prior to August Board - Invite Co-opted ARAC member to the discussion (August Board) 	GW/SU GW/SU/JH
9.	<p>Risk Register</p> <p>JH presented the RR. The RR was considered by the Board at its meeting 20 April and by ARAC on 4 June 2021. The RR presented included revisions agreed at those meetings. SU confirmed that ARAC had also reviewed and amendments had been incorporated.</p> <p>The comments and discussion were helpful. It was previously agreed, it was important the terminology and language would be reviewed regularly to keep the RR current. It was agreed to look again at the language.</p> <p>ACTION:</p> <ul style="list-style-type: none"> - discuss at August Board as part of wider Risk discussion 	ALL
10.	<p>Temperature Check (HR & Learning Co-ordinator joined for this item)</p> <p>MM presented the paper that provided Board Members with information about the questions posed to staff in the quarterly temperature check survey. Information on the results of the first survey was given verbally at the meeting. Members heard the survey closed Friday 11 June and a high level of staff (45) had responded. JF/AR took members through the results, confirming the full results would be shared with the Board following this meeting and with staff early next week.</p>	
11.	<p>Casework Report</p> <p>SF gave overview of the Report. The Casework Committee had met recently on 7 June and the Minutes were circulated to the Committee and wider Board.</p>	

	<p>This Report marks the passing of the Committee's first year. The opportunity was taken to look back on lessons learned and what added value. Board Members serving on the Committee have good engagement with the staff team as individuals come to the Committee to speak on their particular cases. JV asked her thanks be passed to staff involved for rising to the challenge.</p> <p>The Committee spent time looking at the criteria, what is the purpose of staff bring a case to the Committee and we agreed the Committee would advise:</p> <ul style="list-style-type: none"> - on generic approaches - where need for improvement, focus on processes - where case could impact on OSCR reputation and have media or public interest <p>Since adopting this, the number of cases coming to the Committee has decreased substantially with more meaningful involvement now happening.</p> <p>GW thanked JW for stepping up to join the Committee. MT confirmed that staff found the Committee added value and it was right to challenge.</p> <p>ACTION: - TOR of Committee will be revised and brought to August Board for discussion and approval</p>	JV/JW/MT
12.	<p>Performance Report</p> <p>The performance report contains corporate information in respect of our operational performance in the period from the start of April until the end of May 2021. It provides an update on the revised KPIs and how they map to the business plan priorities.</p> <p>Members noted this paper was a hybrid with some performance stats reported in the original format and some looking at the KPIs. Areas to note included:</p> <ul style="list-style-type: none"> - the rise in number of charities not submitting on time - routine business coming in back up to pre pandemic levels <p>Members heard that the KPIs have evolved since the last Board meeting with LT working together to make more meaningful to provide us with what we want. These will be up and running soon.</p> <p>Members agreed they could see the progress. In regard to non-submitting charities, work has been done on this but there is still more to do. The question was raised regarding any complaints received and where and how we track these. The Finance Governance & Business Manager confirmed we had revised our complaints procedure in line with SPSO recommendations and undertook to include this going forward.</p> <p>ACTION: - include complaints tracking in future performance reporting going forward</p>	