







OSCR Business Plan 2021-22

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Overview

Our vision is for a trusted and respected Scottish charity sector which positively contributes to society. We believe that the Scottish public should have faith that our 25,000 charities are well-run, and building public confidence will allow these vital organisations to thrive, and cement their place at the heart of our day to day life.

Our Business Plan for 2021-22 sets out our areas of action as we work towards achieving the four strategic outcomes as set out in our **2020-23 Corporate Plan**:

- The public have confidence in charities
- Charities are well run and thriving
- Charities are at the heart of a vibrant and sustainable Scotland
- The Scottish Charity Regulator is a highly effective organisation.

While the onset of the global COVID-19 pandemic significantly disrupted the Scottish charities sector, as well as our local operations, at the beginning of last year, our team have now settled into our new working environment with staff now working from home. We've also settled into our new organisational structure, which combined with the forthcoming People Strategy will continue to deliver benefits to our organisational efficiency and productivity over the course of this year. Building these strong foundations will stand us in good stead in the year ahead as the environment in which we work continues to evolve.

At the same time, we will continue to deliver the projects set out in our Corporate Plan.

Our Digital Strategy (including our replacement for OSCR Online) will continue to modernise our business infrastructure, and enable further organisational developments over the course of this year, while our updated Engagement Plan will employ the insight we've gained through our new Sector Overview Report to raise awareness of said the charities sector and our work across parliament, government and amongst the public.

We will implement our plans to improve the use of knowledge and intelligence to support the future development for the sector, and drive positive change to charity law. Over the period of this plan we will focus on supporting and developing our staff team, improving the way that we work and seeking to communicate more effectively with the public and our stakeholders.

We also set out how we will measure our progress towards our goals so that we can be clear about where we are succeeding, and what further progress needs to take place.

Through the work set out in this document, we are confident that OSCR will continue to make progress in supporting Scotland's charities, and creating the conditions required to allow these vital organisations to flourish in the months and years ahead.

Priorities for the year

The Public have confidence in Charities	Charities are well run and thriving	Charities are at the heart of a vibrant and sustainable Scotland	The Scottish Charity Regulator is a highly effective organisation
We will refresh and review the Scottish Charity Register to ensure it contains only active and fully compliant charities.	We will increase the level of publication of the actions and decisions we take in respect of charities and will further develop materials and other approaches to support stakeholders and charities to support learning and improvement from these.	We will work to raise awareness of charity regulation and increase our influence with the Scottish Parliament, Scottish Government (MSP's, Ministers and officials) and local government. This will be particularly important in this year of substantial political change.	We will introduce operational efficiencies and improvements to enhance customer experience and develop a suite of performance information which enables us and stakeholders to track progress.
We will work to increase public confidence in charities and awareness of the diversity of the sector through increasing awareness of OSCR and our work amongst the public.	We will have an increasing emphasis across all of our activities to support charities to improve and to sustain these improvements.	We will review how we work in partnership with other organisations, to ensure that we are making the best use of each other's skills, knowledge and expertise, and that the burden of regulation is minimised where possible, ensuring the best use of resources.	We will continue our work to reduce internal backlogs thereby improving experiences for the public, charities and wider stakeholders as well as our overall efficiency.
	We will continue to adapt and shape our activities and guidance to help support charities to respond to the current and legacy challenges which the COVID-19 pandemic has created.		Through our People Strategy, we will support our people to develop the skills and behaviours required to deliver our priorities, whilst also ensuring that staff wellbeing is paramount.

How we will know we are succeeding

We will measure our success in different ways:

- Public awareness and trust in relation to charities will increase.
- The charity register will only contain active and compliant Charities.
- Policy makers and legislators will have an increased understanding of the charity sector, which will help ensure that decisions they take reflect the needs, diversity and challenges which charities face.
- The number of charities who do not fulfil their legislative obligations will reduce.
- We will consider and respond to casework matters more quickly and consistently than at present, clearing any backlogs, and sharing lessons learned from our activities.
- Staff engagement levels, as outlined in the People survey, will increase and we will secure HWL gold accreditation.
- We will see a reduction in telephone, email and postal contact in relation to advice, support, reporting and concerns as increasing numbers are able to self-serve using enhanced digital services.



How we will report on our progress toward the priorities



The annual report and accounts

The annual review

Sector overview and thematic reports

Inquiry reports

Key performance indicators

Charity and public survey results

Annual civil service people survey results

Expenditure reports

Public body reporting duties

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