OSCR
Scottish Charity Regulator

BUSINESS PLAN 2023-24

Mission statement

The Scottish Charity Regulator will regulate in a way which builds trust and confidence in Scottish charities, holds charities to account and strengthens their ability to positively contribute to society.

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Introduction

Welcome to OSCR's Business Plan for 2023-24.

We are committed to making OSCR an even more **effective** public body and ensuring that charities continue to retain the **confidence** of Scottish society, and this plan sets out how we will achieve this.

This plan outlines the activities we will **focus** on during the year to deliver our corporate strategic **priorities**. It is **ambitious**, and our activities are focused on continuing our work as a **modern**, **forward thinking regulator**. We look forward to sharing updates on our progress throughout the year.

As Chief Executive, I am confident that our committed and dedicated staff can **deliver** the activities we've set out, and in turn put us in a great position to **achieve** the priorities in our 2023–26 Corporate Strategy.

Maureen Mallon
OSCR Chief Executive

Operating context 2023-24

As this Plan is published, the Charities (Regulation and Administration) (Scotland) Bill is making its way through the Scottish Parliament. Whilst the final aspects this legislation are still to be agreed by MSPs, the Bill as it stands will augment OSCR's current powers and give us a range of new responsibilities.

We will work closely with the Scottish Parliament and the Scottish Government to ensure that timings over the next few years in relation to commencement and implementation of the legislation take full account of awareness raising with charities and those who support them. This will require pragmatic planning in relation to required resource and meeting all of our regulatory priorities.

Our 2023-24 budget allocation of £3.3m for 2023-24 will make it challenging to maintain our core improvement agenda while getting ready for new powers. We share a number of services with other public bodies and have we have maintained a focus on efficiency and improvements across our activities over a number of years.

We will continue to innovate and expect to have to make difficult choices around our prioritisation of resources and activities throughout the year. It may be that we are unable to bring forward improvements at the pace and scale we would wish to. Information about those areas of our work which we will prioritise in 2023–24, together with information about how they relate to delivery of corporate outcomes are provided in the following sections.

Business priorities and measures of success

Corporate outcomes for 2023-26:

1. We will ensure the public have access to the information they need about charities in Scotland and how they are regulated.

2. We will provide charities with the tools and guidance they need to meet regulatory obligations.

3. We will deliver smart, responsive and effective regulation that positively impacts on Scotland's charity sector and its beneficiaries.

4. We will focus on our people and have a motivated, flexible and well supported workforce.

5. We will maintain a focus on best value, continuous improvement and collaboration.

Our 2023–26 Corporate Strategy identifies these 5 key outcomes as our priorities for delivery over the next three years.

Business priorities and how we will know we are succeeding

Corporate Outcome 2023-26

1. We will ensure the public have access to the information they need about charities in Scotland and how they are regulated.

Business Priorities 2023-24	How we will know we are succeeding
• We will continue with work to make the Scottish Charity Register more accurate through key projects including Revitalising Trusts and engaging with or removing defaulting charities. • We will publicise and publish more of our lessons learned from our inquiries, and share data on what we know about charities.	• The percentage of charities who are not up to date with filing their annual return and accounts is less than 11%. • The number of visitors accessing information about charities from our website increases by 5%. • The helpfulness rating for information about charities is 90%. • 80% of the public who provide feedback on their experience of using the website report they can find the information they need on the OSCR website. • The volume of publications on inquiries and lessons learned increases against the 2022–23 baseline of 11.
Additional Business Priorities 2023-24 following Royal Assent of legislation	
• We will begin initial discovery work in relation to the schedule of trustees.	

Business priorities and how we will know we are succeeding (continued...)

Corporate Outcome 2023-26

2. We will provide charities with the tools and guidance they need to meet regulatory obligations.

Business Priorities 2023-24	How we will know we are succeeding
• We will complete and launch a new annual return process which will make it more straightforward for charities to fulfil their reporting responsibilities and provide them with useful guidance and feedback. • We will clean up and refresh website access and signposting to existing guidance.	• The number of views and downloads of our guidance and tools from our website increases by 5%. • Helpfulness rating for our tools and guidance will be 90%. • The number of calls received about OSCR online services reduces by 20%. • The number of Freedom of Information requests we receive for information which we already publish decreases by 50%.
Additional Business Priorities 2023-24 following Royal Assent of legislation	
• We will make sure stakeholders are prepared for the changes resulting from the charities bill through planned programme of active engagement and in partnership with intermediary and umbrella bodies. • We will review and priortise specific changes to our guidance required to implement new legislation.	

Business priorities and how we will know we are succeeding (continued...)

Corporate Outcome 2023-26

3. We will deliver smart, responsive and effective regulation that positively impacts on Scotland's charity sector and its beneficiaries.

Business Priorities 2023-24	How we will know we are succeeding
• We will update and launch revised regulatory priorities for OSCR. • We will release a revised inquiry policy and update our concerns form to better manage the expectations of those who raise a concern about charities with us. • We will work with suppliers and others to identify areas where we can improve routine interactions with us and make it easier for charities to fulfil their obligations through digital channels with the aim of making interactions with OSCR 'digital by default'.	• 90% of status cases are completed within 6 months of receipt. • 60% of concerns cases are completed within 6 months of receipt. • 100% of consent applications are completed within 28 days. • The proportion of incoming concerns which are not appropriate to OSCR reduces by 50%.

Business priorities and how we will know we are succeeding (continued...)

Corporate Outcome 2023-26

4. We will focus on our people and have a motivated, flexible and well supported workforce.

Business Priorities 2023-24	How we will know we are succeeding
• We will maximise the skills and knowledge of our line managers through targeted development and learning. • We will increase use of automated solutions to enable our people to spend time on high value tasks.	• People Survey Engagement Score increase to 60%. • People Survey Proxy Stress Index decreases to 32%. • People Survey Perma Index increases to 72%. • People Survey L&D theme score increases to 50%. • Average working days lost to long term absence (AWDL) is under 7-day Scottish Government target. • Average working days lost to short term absence (AWDL) is under 7-day Scottish Government target.

Business priorities and how we will know we are succeeding (continued…)

Corporate Outcome 2023-26

5. We will maintain a focus on best value, continuous improvement and collaboration.

Business Priorities 2023-24	How we will know we are succeeding
• We will review our partnerships with other regulators and agencies to maximise value for service users and the public. • We will minimise duplication of work with other agencies through smart stakeholder signposting. • We will continue to seek new opportunities to share services and working arrangements.	• Our 2023–24 Business Plan activities will be delivered on time and by making use of our available resource. • 5% efficiency savings annually. • All MOUs and partnership agreements reviewed and refreshed.
Additional Business Priorities 2023-24 following Royal Assent of legislation	
• We will begin dialogue with technical and procurement specialists in respect of later digital requirements associated with the legislation.	