








OSCR Business Plan 2022-23

Contents

	Overview	3
	Our approach	4
	Priorities for the year	5
	How we will know we are succeeding	6
	How we will report on progress toward the priorities	7

Overview

The Scottish Charity Regulator (OSCR) is the independent regulator and registrar for Scotland's 25,000 charities, including community groups, religious charities, schools, universities, grant-giving charities and care providers.

We grant charitable status, monitor registered charities, and identify and take action where we believe misconduct including mismanagement has occurred. All charities in Scotland must be registered with us and must meet annual reporting requirements to keep their status. As an enabling regulator, we offer a wide range of services to support and encourage improvement in the sector, using our knowledge and intelligence to positively influence and inform the development of national policy, legislation and practice.

OSCR has a vision to maintain and support a trusted and respected Scottish charity sector which positively contributes to our society. People in Scotland should have faith that our 25,000 charities are properly regulated and well-run, which will build public confidence and allow these vital organisations to thrive and cement their place at the heart of our day to day life.

Our day to day activities are delivered with a focus on efficiency, supported by streamlined processes and the use of technology to minimise duplication.

Our work with charities ultimately supports public confidence in the sector. We support and champion the charity sector through a collaborative working approach, working with other organisations, government and charities to build strong and effective internal governance, share good practice and encourage improvement, in order to drive up standards within charities.

Our **2020-23 Corporate Plan** sets out the following four strategic priorities:

- 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

Our approach

During 2022-23, we will build on the positive lessons and approaches which we have implemented over the past two years, including using technology to streamline processes, enhance delivery to stakeholders and generate operational efficiencies. We will continue to maintain a focus on the use of technology, and also maximise the use of the data and information we uniquely hold about Scottish charities to shape, inform and influence our communications and joint work with partners, and our contribution to the delivery of national and government priorities.

To regulate effectively and in an agile way, we will focus on ensuring that our people have the skills and knowledge required to respond to increasingly complex regulatory work. In April 2022, we welcomed 5 new Board Members, and later in the year a new Chair will be appointed. These changes will undoubtedly impact on OSCR, and we will work closely with new Members when setting the strategic direction for 2023-24 onwards.

Our regulatory activities will focus on those areas where their impact and benefit will have the greatest effect and address the highest risks. We will be more transparent about the way we conduct our business, and develop new ways to share outcomes and report on our performance. Through hybrid working, our staff will be able to maximise the benefits of both collaborative office based work with remote

working, and we will monitor and adapt our approach and guidelines throughout the year to ensure that the balance of business and wellbeing needs is effectively met.

Our work and activities, and those which we carry out with other organisations, government and the charity sector helps to build strong and effective internal governance, share good practice and encourages improvements which drive up standards in charities. By doing this, we are supporting the people of Scotland to live better, healthier, happier and more prosperous lives, whilst also supporting public confidence in the sector.

Priorities for the year

The table below outlines those activities we will prioritise during the year, to enable delivery of our strategic priorities.

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
<p>We will use our data and analysis to develop straightforward communications and will proactively share information about our work and the work of charities with the public, to increase awareness and trust in the sector.</p>	<p>We will identify areas of risk for charities and tailor our engagement activities and guidance to address these priorities.</p>	<p>We will use our regulatory experience to influence and inform proposed amendments and improvements to charity law and other legislation that has a significant impact on the sector.</p>	<p>In line with our People Strategy we will develop our people (including our Board) to enhance their skills and knowledge so that as an organisation we can work flexibly and prioritise our work more responsively. All our people will feel confident and resilient about their role in delivering our priorities, as well as developing themselves.</p>
<p>We will increase public awareness, trust and understanding of charities and charity regulation through being more transparent about our regulatory activities and their outcomes.</p>	<p>We will work with those who support charities to ensure they have the knowledge and materials required to enable charities to perform effectively, and trustees to fulfil their duties.</p>	<p>We will share the information and data we hold about charities with policy makers and MSP's to influence and inform the development of wider legislation and policy which impacts on the sector and the public.</p>	<p>We will maximise the use of digital tools, and continue to streamline internal and external processes to generate operational efficiencies across our activities.</p>

How we will know we are succeeding

The impact of our activities is measurable through a number of qualitative and quantitative measures, including the following:

- Public awareness and trust in relation to charities will increase
- The Scottish Charity Register will contain more charities with accurate and up-to-date financial information
- 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 and their beneficiaries face
- The number of charities who do not fulfil their legislative obligations will reduce
- We will respond to casework matters more quickly and consistently than at present, and share lessons learned from our activities with the public
- Staff engagement levels amongst our people, as outlined in the Civil Service People Survey, will increase
- An increasing numbers of charities and stakeholders will use enhanced digital services and web content for reporting, advice and support resulting in a reduction in telephone, email and postal contact.



How we will report on our progress toward the priorities



The annual report and accounts

Sector overview and thematic reports

Inquiry reports

Monthly key performance indicators

Charity and public survey results

Annual Civil Service People Survey results

Expenditure reports

Public body reporting duties

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