

## **Setting the Charity Commission for Northern Ireland's new strategic agenda and engagement strategy.**

Seeking your views on the Commission's strategic agenda and engagement strategy following the Independent Review of Charity Regulation.

This consultation process will run from 14 November 2022 to 06 February 2023.

## General Introduction

The Charity Commission for Northern Ireland (the Commission) is the regulator of charities in Northern Ireland, a non-departmental public body sponsored by the Department for Communities.

The Commission is developing a new strategic plan and a new engagement strategy. Both of these are being undertaken following the Independent Review of Charity Regulation<sup>1</sup> commissioned by the Minister for Communities.

The draft strategic plan aims to outline how the Commission will develop as an enabling regulator to deliver the updated statutory framework governing charity regulation in Northern Ireland over the next three years. The draft Strategic Plan outlines priorities the Commission aims to address as it develops as an enabling regulator to deliver statutory framework governing charity regulation in Northern Ireland over the next three years. Actions to deliver these priorities will be set out later in annual business plans. The sequence and timeline for delivery of priorities may change year to year in light of resourcing of the Commission.

The draft engagement strategy aims to set out how the Commission will become more outward facing and actively engage with stakeholders to enable the sector to comply with charity regulation.

The Commission is calling for your support in developing our strategic direction for the future and outlining how we will engage with the sector and all our stakeholders.

This document seeks your comments on the Commission as an enabling regulator in terms of its future:

- vision
- mission
- values
- priorities in terms of change and ongoing service delivery
- key aims and business goals
- strategy.

## How you can engage with the Commission during this consultation phase.

The consultation will be open from 14 November 2022 to 06 February 2023. We would like to hear your views on both the strategic plan and the engagement strategy. However, if you prefer you can also provide your views on only the strategic plan or the engagement strategy.

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<sup>1</sup> [Independent Review of Charity Regulation Northern Ireland \(communities-ni.gov.uk\)](https://www.communities-ni.gov.uk/independent-review-of-charity-regulation-northern-ireland)

To respond to both plans – continue through the document.  
To respond to the draft strategic plan 2023-2026 only – go to page 4.  
To respond to the draft Engagement strategy only – go to page 15.

Other ways you can provide your feedback:

- Complete an online [SurveyMonkey](#) questionnaire which will be available at [Current consultation](#) page of the Commission’s website.
- Complete the questions in this document and either: email it to [consult@charitycommissionni.org.uk](mailto:consult@charitycommissionni.org.uk) or post it to the Charity Commission for Northern Ireland, Marlborough House, Craigavon, Northern Ireland, BT64 0FF.
- Take part in an in-person consultation event on Friday 9 December 2022, from 10:00am – 12:30pm at the Craigavon Civic Centre, 66 Lakeview Rd, Craigavon BT64 1AL
- Take part in an online consultation event on either Wednesday 18 January 2023, 2:00pm – 4:00pm or Tuesday 24 January 2023, 6:00pm – 8:00pm.

To book a place at any of these events, please contact [consult@charitycommissionni.org.uk](mailto:consult@charitycommissionni.org.uk), letting us know whether you have any special requirements.

## Equality & Accessibility

The Charity Commission for Northern Ireland is committed to equality and diversity in all that we do. The materials and process used for this consultation have been screened to ensure that they are accessible to all who want to take part in the consultation. You can read a copy of the [Equality Screening](#) on the Commission’s website. If you would like to take part in this consultation and have any accessibility requirements, please do not hesitate to contact us.

You can also keep updated on our engagement, and other Commission news, via our Twitter feed **@CharitycomNI** using **#NIcharities**

## **Setting the Charity Commission for Northern Ireland's new strategic agenda.**

Consultation phase – seeking your views on the Commission's strategic agenda following the Independent Review of Charity Regulation.

This consultation process will run from 14 November 2022 to 06 February 2023.

## **1.0 Introduction**

The Charity Commission for Northern Ireland is developing a new Strategic Plan for 2023-26 and beyond. The Strategic Plan is our most practical means to make our ambitions a reality. Views are being sought through this consultation phase on what our ambitions should be for the next three years, reflecting the conclusions and recommendations from the Independent Review of Charity Regulation.

The purpose of the engagement is to seek views and suggestions from interested parties on the possible contents of a strategic plan. This includes questions about our overarching vision and mission, values, priorities and approach.

The Commission believes it is time to develop a fresh strategic approach and focus on setting organisational priorities to deliver the statutory framework governing charity regulation in Northern Ireland in a way that is more enabling for our stakeholders.

## **2.0 Context**

The Independent Review of Charity Regulation which reported early in 2022 made a large number of recommendations relating to the Commission, the Department for Communities and the charity sector. They include the Commission maintaining a focus on registering charities, developing further as an enabling and proportionate regulator and continuing to develop a risk-based approach via a new Risk Assessment Framework. This will allow us to target our resources on the highest risk issues and leave the vast majority of charities to get on with their work without any significant interactions with us.

We are keen to hear from stakeholders what they understand by an 'enabling regulator' and what is it that the Commission needs to do during 2023-26 to make charities and the public feel supported and enabled.

The Commission's sponsor, the Department for Communities, is currently working to establish a work plan for the implementation of the recommendations in the Independent Review report and the Commission's strategic plan will form part of the overall delivery of that work plan.

Throughout the period of this strategic plan the Board will take the lead on setting the tone and direction for taking every opportunity to build relationships between the Commission and its stakeholders.

## Overview of our approach to charity regulation

Our approach to charity regulation in Northern Ireland is designed to meet the obligations set out under the Charities Act (Northern Ireland) 2008 (the 'Act') with the resources provided by the Northern Ireland Executive. The Charity Commission for Northern Ireland's statutory objectives, functions, powers and duties are set out in the Act, in particular the objectives are:

1. *Public confidence objective*: to increase public trust and confidence in charities.
2. *Public benefit objective*: to promote awareness and understanding of the operation of the public benefit requirement.
3. *Compliance objective*: to promote compliance by charity trustees with their legal obligations in exercising control and management of the administration of their charities.
4. *Charitable resources objective*: to promote the effective use of charitable resources.
5. *Accountability objective*: to enhance the accountability of charities to donors, beneficiaries and the public.

### 3.0 Vision

A new overall ambition has been identified:

*Well run and trusted charities making a difference in peoples' lives*

Do you agree with the Commission's new vision?	
Yes	No
<input type="checkbox"/>	<input type="checkbox"/>
Why do you say that? Click or tap here to enter text.	
Are there any suggestions you would make to develop this further?	
Click or tap here to enter text.	

### Mission

Our new mission is:

*enabling charities to do things right through proportionate regulation, best practice and advice*

<b>Do you agree with Commission's new mission?</b>	
<b>Yes</b>	<b>No</b>
<input type="checkbox"/>	<input type="checkbox"/>
Why do you say that? Click or tap here to enter text.	
<b>Are there any suggestions you would make to further develop this?</b>	

#### 4.0 Values & Enabling Behaviours

The Commission aspires to be respected and valued in the execution of its functions and to demonstrate best practice as a regulator and as a public body. We want to develop further as an enabling, rather than an enforcing, regulator. In the performance of our role as the charity regulator for Northern Ireland we will adopt the following values and the behaviours that will deliver those values:

<b>Value</b>	<b>Enabling Behaviours</b>
Integrity	Honest, open, supportive, fair, trustworthy, respectful, valuing diversity, accountable.
Independence	Impartial, fearless, supporting equality, rigorous.
Excellence	Striving to be the best we can be, implementing best practice, learning, influencing, responding, leading, seeking continuous improvement, innovating, proactive, targeted, proportionate.
Accessible	Good communications, flexible approach, listening, respectful in tone, reflective, engaging, collaborative, encouraging and positive, visible.

<b>Do you agree with the values and enabling behaviours the Commission has set out?</b>	
<b>Yes</b>	<b>No</b>
<input type="checkbox"/>	<input type="checkbox"/>
Why do you say that? Click or tap here to enter text.	
<b>Are there any comments or suggestions you would make to further develop these values &amp; enabling behaviours?</b>	
Click or tap here to enter text.	

## Priorities

The Commission believes it can best fulfil all its statutory objectives, with the resources at its disposal, and deliver the recommendations in the Independent Review by concentrating on the following four main priorities in the coming three years:

1. Progressing charity registration to enhance accountability.
2. Progressing our development as an enabling regulator.
3. Continuing to develop proportionate regulation.
4. Operating as an effective and efficient public body.

Do you agree with the main priorities the Commission has set out?	
Yes	No
<input type="checkbox"/>	<input type="checkbox"/>
Why do you say that? Click or tap here to enter text.	
Are there any other comments or suggestions you would make to help the Commission fulfil its statutory objectives and deliver the Review?	
Click or tap here to enter text.	

### Key delivery aims under each priority

**These key aims are in addition to the regular ongoing work of the Commission, which will feature in business plans for each of the three years. Some of the additional delivery aims are also dependent on the resources that are made available to the Commission over the life of the plan, we will endeavour to deliver as many as possible within the resources made available.**

#### **1: Progressing charity registration to enhance accountability.**

##### Year 1 – 2023/24

1. Continue to prioritise registration and build the register.
  - Provide advice, guidance and support to applicant organisations.
  - Analyse and work through the combined list by calling forward or removing organisations from the list as appropriate.
2. Scope streamlining the registration application system to be more proportionate to the size of applicant.
3. Review information requested at registration to speed up the process.
4. Work with the Department for Communities on implementing a registration threshold for charities and scope impact on Commission systems and guidance.



### Year 2- 2024/25

1. Continue to prioritise registration and build the register.
  - Provide advice, guidance and support to applicant organisations
  - Analyse and work through the combined list by calling forward or removing organisations from the list as appropriate.
2. Develop streamlined application system to be more proportionate to size of applicant.
3. Prepare to open up registration to new applicants, dispense with expressions of intent and calling forward organisations in tranches.
4. Promote the register as a resource for charities and the public.
5. Continue work on a registration threshold.

### Year 3 – 2025/26

1. Continue to prioritise registration and build the register.
2. Implement more streamlined application system.
  - Provide updated advice, guidance and support to applicant organisations.
3. Open on line charity registration processes so that any organisation seeking registration can simply go onto the website and submit an application when they are ready, without submitting an expression of Intent and waiting to be called forward.

<b>Do you agree with what the Commission has set out in terms of progressing charity registration to enhance accountability?</b>	
<b>Yes</b>	<b>No</b>
<input type="checkbox"/>	<input type="checkbox"/>
Why do you say that? Click or tap here to enter text.	
<b>Are there any other comments or suggestions you would make to help the Commission develop in this area?</b>	
Click or tap here to enter text.	

## **2: Progressing our development as an enabling regulator.**

### Year 1 – 2023/24

- Implement new engagement strategy, communications plan and research programme.
- Introduce a refreshed Communications strategy, including a redesigned website.
- Begin to review and simplify how our guidance is pitched (a fixed number of pieces of guidance per year, dependent on resources)
- Review how we communicate our existing guidance.
- Review how we acknowledge and feed back to charities when they have submitted their annual reports and accounts.
- Devote more resources to support charities to achieve compliance, as part of more proportionate enforcement.

- Begin more in-person engagement, increase roadshows (both in person and virtual platforms) and explore other options for using technology to facilitate other methods of engagement.
- Consider options for basic trustee training to help trustees understand their statutory responsibilities, in partnership with helper groups, and other stakeholders.
- Develop work with the stakeholder forum.
- Continue to progress charity casework alongside registration.

Year 2 - 2024/25

- Continue to implement the engagement strategy, communications plan and research programme.
- Continue to amend and simplify guidance and how it is communicated.
- Continue to implement changes to how we acknowledge and give feedback on annual reports and accounts.
- Progress options on Trustee training.
- Review the operation of the stakeholder forum.
- Review how our internal review procedures operate and are communicated when applicants are unhappy with a Commission decision.
- Carry out an increased rate of basic compliance checks on annual reports and accounts, with annual numbers dependent on resources and decisions regarding review recommendations on changes to annual return requirements.

Year 3 – 2025/26

- Continue to implement engagement strategy, communications plan and research programme.
- Continue work on reviewing our guidance.
- Begin to explore developing a list of potentially dormant charities to form the basis of a Revitalising Trusts project in Northern Ireland.
- Explore new ways of sharing learning from compliance cases.
- Improve communication with the Courts Service, the Bar Council and Law Society of Northern Ireland, etc.

<b>Do you agree with the main goals the Commission has set out in terms of developing as an enabling regulator?</b>	
<b>Yes</b>	<b>No</b>
<input type="checkbox"/>	<input type="checkbox"/>
Why do you say that? Click or tap here to enter text.	
<b>What does an enabling regulator look like to you?</b>	
Click or tap here to enter text.	
<b>Are there any other comments or suggestions you would make to help the Commission develop in this area?</b>	
Click or tap here to enter text.	

**How could the Commission increase collaboration with the charity sector and its supporters and funders in terms of developing further as an enabling regulator?**

Click or tap here to enter text.

**3: Continuing to develop proportionate regulation**

Year 1 – 2023/24

- Prioritise completion of the new Risk Assessment Framework (RAF) through continued development and initial implementation and testing.
- Develop our learning approach to include how the new RAF informs the culture of the Commission and proportionate regulation.
- Resume the Annual Monitoring Return process in line with the Charities Act 2022, including basic compliance checking.
- Continue to investigate concerns about charities, prioritised by risk and informed by a pilot of the RAF as it develops.
- Explore a traffic light system for Annual Monitoring Returns to show reports submitted on time, slightly late and not submitted, dependent on resources and decisions regarding other review recommendations.
- Review and improve communications about compliance and concerns about charities.

Year 2- 2024/25

- Further apply, test and refine the Risk Assessment Framework (RAF).
- Continue to implement the reinstated Annual Monitoring Return process including compliance checking, piloting a new risk based approach informed by the RAF.
- Investigate concerns about charities with risk-based prioritisation informed by the pilot of the RAF.
- Continue to progress charity casework alongside registration.
- Continue to develop our learning approach and culture change to more proportionate, risk-based regulation.

Year 3 – 2025/26

- Continue to roll out and refine the Risk Assessment Framework (RAF).
- Continue to implement the Annual Monitoring Return process including compliance checking on risk basis informed by the RAF.
- Continue to investigate concerns about charities with risk-based prioritisation informed by the RAF.
- Continue to progress charity casework alongside registration.
- Scope development of an Application Programming Interface (API) for submission of annual monitoring returns.

**Do you agree with the main goals the Commission has set out in terms of delivering proportionate regulation?**

**Yes**

**No**

Why do you say that?

Click or tap here to enter text.

**Are there any other comments or suggestions you would make to help the Commission develop further in this area?**

Click or tap here to enter text.

**4: Operating as an effective and efficient public body.**

Year 1 – 2023/24

- Implement any potential scheme of delegation.
- Continue Transformation project implementation, to include redesign and streamlining of decision-making processes.
- Scope out/establish timeframe/plan work in partnership with the Department for Communities on the introduction of Charitable Incorporated Organisations (CIOs).
- Review Schedule 1 Terms of Reference.
- Consider co-opting external experts to Board and Committees.
- Implement new Partnership Agreement with our sponsor department.

Year 2- 2024/25

- Continue development work in preparation for introduction of CIOs, including decision-making processes, guidance and IT development.
- Continue Transformation project implementation, to include redesign and streamlining of decision-making processes.
- Carry out external Board effectiveness review.

Year 3 – 2025/26

- Work with the Department for Communities (DfC) on review and commencement of Section 167.
- Further development and introduction of CIOs, subject to regulations being in place.
- Continue Transformation project implementation, to include redesign and streamlining of decision-making processes.
- Review Partnership Agreement with DfC.

**Do you agree with the main goals the Commission has set out in terms of operating as an effective and efficient public body?**

**Yes**

**No**

Why do you say that?

Click or tap here to enter text.

**Are there any other comments or suggestions you would make to help the Commission develop these goals further?**

Click or tap here to enter text.

**With a finite budget, what areas of activity should the Commission be prepared to reprioritise or stop altogether?**

Click or tap here to enter text.

**How could this strategic plan result in better equality outcomes for all?**

Click or tap here to enter text.

**Are there any additional comments you would like to make?**

Click or tap here to enter text.

**Questions about you:**

**Are you providing this response as an individual or on behalf of an organisation?**

Individual	Organisation	Other
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If Other, please specify: Click or tap here to enter text.		

**How would you describe your role?**

Charity trustee	Charity employee	Charity volunteer	Funder/Donor	Professional adviser	Other
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If Other, please specify: Click or tap here to enter text.					

**Are you happy to be listed as having provided input to the Commission's strategic plan?**

Yes	No
<input type="checkbox"/>	<input type="checkbox"/>

If Yes, can you provide: Click or tap here to enter text.

Your Name, or Click or tap here to enter text.

Name of your organisation: Click or tap here to enter text.

**Are you happy to have your comments attributed?**

Yes	No
<input type="checkbox"/>	<input type="checkbox"/>

If you would like to be added to our stakeholder database for use in updates and future research, please provide your details below:

<b>Name</b>	Click or tap here to enter text.
<b>Organisation</b>	Click or tap here to enter text.
<b>Role</b>	Click or tap here to enter text.
<b>Email</b>	Click or tap here to enter text.
<b>Any accessibility requirements.</b>	Click or tap here to enter text.

If you would like to provide feedback on the Commission's draft Engagement strategy, please continue through this document. If you only intend to provide your views on the draft Strategic plan, we would like to thank you for taking the time to provide your comments. Your views are important to us.

## **Developing the Charity Commission for Northern Ireland's new Engagement strategy.**

Consultation phase – seeking your views on the Commission's draft engagement strategy.

This consultation process will run from 14 November 2022 to 06 February 2023.

## 1.0 Introduction

The Charity Commission for Northern Ireland is developing a new Engagement strategy. The strategy aims to set out how the Commission will become more outward facing, actively engaging with stakeholders and empowering the sector to comply with charity regulation. The strategy will relate to the full spectrum of work undertaken by the Commission. It will consist of proactive efforts to include the views of people and organisations that represent not only those within the nine equality characteristics but charity trustees of smaller charities from both rural and urban areas.

The engagement strategy will interact to a high degree with the Commission's communications strategy. To increase flexibility, we will treat engagement and communications as options on a spectrum rather than drawing a clear distinction between the two.

<b>Do you agree with the aim of the Commission's engagement strategy?</b>	
<b>Yes</b>	<b>No</b>
<input type="checkbox"/>	<input type="checkbox"/>
Why do you say that? Click or tap here to enter text.	

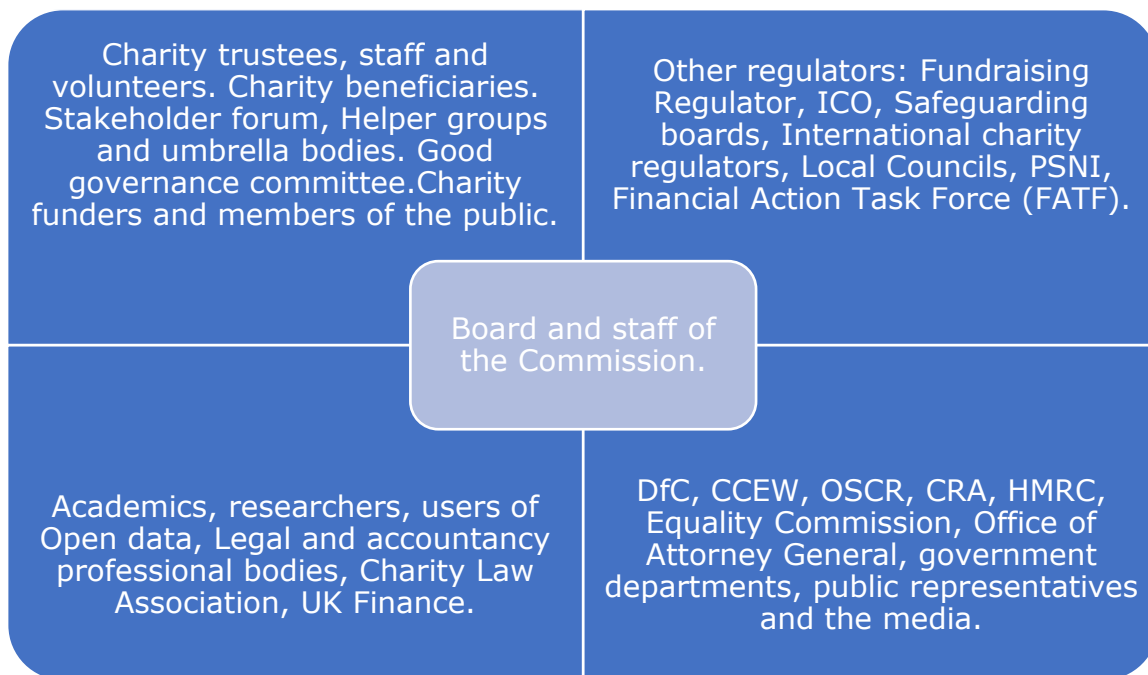
<b>Are there other aims which, in your view, the Commission should include?</b>	
<b>Yes</b>	<b>No</b>
<input type="checkbox"/>	<input type="checkbox"/>
Why do you say that? Click or tap here to enter text.	

## 2.0 Who are our key stakeholders?

To ensure effective engagement we will robustly identify all stakeholders that have an interest in the charity sector and its proportionate regulation and provide opportunities for them to get involved in the development of policies and processes that affect the sector.

The diagram below offers an overview of the stakeholders we have identified.





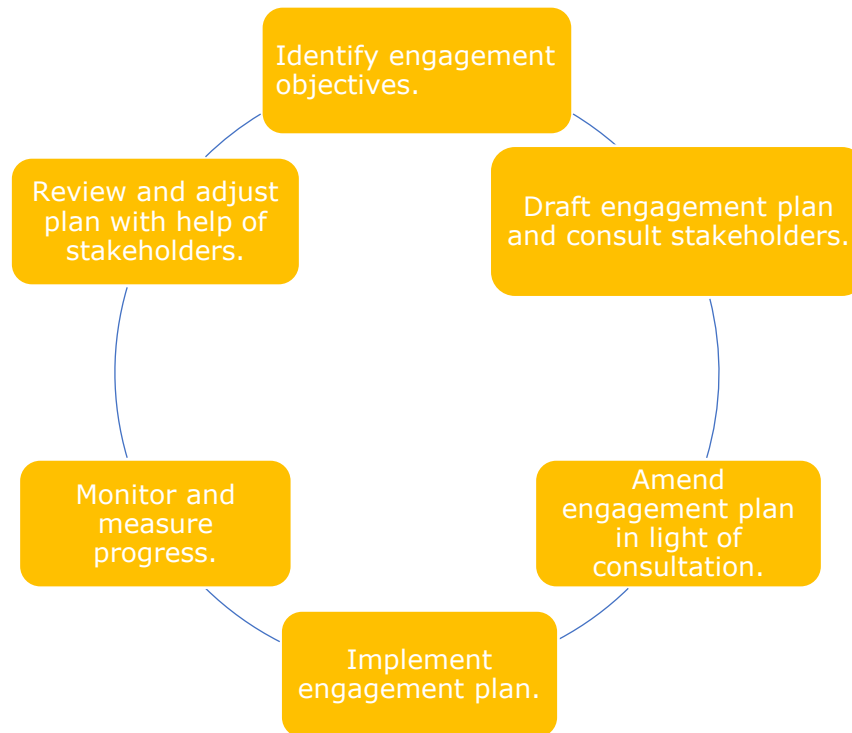
<b>Do you agree with this list of stakeholders?</b>	
<b>Yes</b>	<b>No</b>
<input type="checkbox"/>	<input type="checkbox"/>
Why do you say that? Click or tap here to enter text.	
<b>Are there any stakeholders you think we should add to this list?</b>	
Click or tap here to enter text.	

### 3.0 Why have an engagement strategy?

Engagement is a two way process. By becoming a more outward facing regulator the Commission will raise awareness of charity regulation across the charity sector, the general public, other interested parties such as funders or professional advisers and public representatives. Increased engagement with charities, individuals, and other bodies ensures that our approach to regulation will reflect the needs and aspirations of the general public.

Increased engagement will also provide stakeholders with opportunities to inform the development of Commission processes and policies and may increase the capacity, confidence and skills of charity trustees. This will contribute to improved charity regulation and increased participation in the regulatory environment.

By developing a strategy, we can plan our activities and monitor their success and learn from the experience. Adopting a continuous learning and improvement cycle as illustrated below.



#### 4.0 What values and behaviours will underpin our engagement?

The Commission aspires to be respected and valued in the execution of its functions and to demonstrate best practice as a regulator and as a public body. We want to develop further as an enabling, rather than an enforcing, regulator. In the performance of our role as the charity regulator for Northern Ireland, and in our engagement with stakeholders, we will adopt the following values and the behaviours that will deliver those values:

## Value

Integrity

Independence

Excellence

Accessible

## Enabling Behaviours

Honest, open, supportive, fair, trustworthy, respectful, valuing diversity, accountable.

Impartial, fearless, supporting equality, rigorous.

Striving to be the best we can be, implementing best practice, learning, influencing, responding, leading, seeking continuous improvement, innovating, proactive, targeted, proportionate.

Good communications, flexible approach, listening, respectful in tone, reflective, engaging, collaborative, encouraging and positive, visible.

<b>Do you agree with the values and enabling behaviours the Commission has set out?</b>	
<b>Yes</b>	<b>No</b>
<input type="checkbox"/>	<input type="checkbox"/>
Why do you say that? Click or tap here to enter text.	
<b>Are there any comments or suggestions you would make to further develop these values and enabling behaviours?</b>	
Click or tap here to enter text.	

## 5.0 How will we engage?

The table below sets out the approach of the engagement strategy:

	<b>Inform</b>	<b>Educate</b>	<b>Consult</b>	<b>Collaborate</b>
<b>Our goal</b>	Communicating with our stakeholders so that they have the information they need, when they need it.	Helping stakeholders to understand our work, how to use our services and how to meet their obligations.	Listening to our stakeholders to ensure their needs are understood and considered.	Partnering with our stakeholders to achieve the best results in shared goals.
<b>Our promise</b>	We will keep you informed and provide you with accurate, timely and relevant information.	We will support you to understand how to interact with us when you need to.	We will make sure you have the opportunity to have your say on matters that have an impact on you.	We will recognise and draw on your experience and expertise in informing our work.
<b>Examples</b>	<ul style="list-style-type: none"> <li>• Newsletters</li> <li>• Social media</li> <li>• Media</li> <li>• Sector briefings</li> <li>• Advice service</li> </ul>	<ul style="list-style-type: none"> <li>• Guidance</li> <li>• Webinars</li> <li>• Workshops and information sessions</li> <li>• Text and email reminders</li> </ul>	<ul style="list-style-type: none"> <li>• Public consultation</li> <li>• User experience surveys</li> <li>• Stakeholder forum</li> <li>• Critical friends</li> <li>• Existing forums</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder reference groups</li> <li>• Stakeholder forum</li> <li>• Critical friends</li> <li>• Partnership project deliveries</li> </ul>

**Do you agree with the Commission’s approach to engagement?**

Yes	No
<input type="checkbox"/>	<input type="checkbox"/>

Why do you say that?  
Click or tap here to enter text.

**Are there any other approaches to engagement which you think the Commission should include in its strategy?**

Yes	No
<input type="checkbox"/>	<input type="checkbox"/>

Why do you say that? Click or tap here to enter text.

**In the past the Commission has used various methods to engage with stakeholders. New ways have also been developed during the pandemic. Looking at the list below which of these would be your preferred method of engagement with the Commission?**

Twitter	<input type="checkbox"/>
Facebook	<input type="checkbox"/>
Online questionnaire	<input type="checkbox"/>
Pilots/Test groups	<input type="checkbox"/>
Events/Conferences	<input type="checkbox"/>
Written Consultation exercises	<input type="checkbox"/>
Consultation events	<input type="checkbox"/>
Face to face meetings	<input type="checkbox"/>
Telephone surveys	<input type="checkbox"/>
Zoom meetings	<input type="checkbox"/>
Hybrid meetings	<input type="checkbox"/>
Meet the regulator events	<input type="checkbox"/>
In person workshops – for registration or first time submitting an annual return.	<input type="checkbox"/>
Online workshops - for registration or first time submitting an annual return.	<input type="checkbox"/>

**Looking at the list below which of these would be your least preferred method of engagement with the Commission?**

Twitter	<input type="checkbox"/>
Facebook	<input type="checkbox"/>
Online questionnaire	<input type="checkbox"/>
Pilots/Test groups	<input type="checkbox"/>
Events/Conferences	<input type="checkbox"/>
Written Consultation exercises	<input type="checkbox"/>
Consultation events	<input type="checkbox"/>
Face to face meetings	<input type="checkbox"/>
Telephone surveys	<input type="checkbox"/>
Zoom meetings	<input type="checkbox"/>
Hybrid meetings	<input type="checkbox"/>
Met the regulator events	<input type="checkbox"/>
In person workshops – for registration or first time submitting an annual return.	<input type="checkbox"/>
Online workshops - for registration or first time submitting an annual return.	<input type="checkbox"/>

**Are there other methods the Commission should use to engage?**

<b>Yes</b>	<b>No</b>
<input type="checkbox"/>	<input type="checkbox"/>
Why do you say that? Click or tap here to enter text.	

**Thinking of key points of engagement with the Commission what are the main frustrations for stakeholders? Can you identify any solutions?**

<b>Activity</b>	<b>Frustration</b>	<b>Possible solution</b>
Registration process	<input type="checkbox"/>	<input type="checkbox"/>
Submitting an annual monitoring return.	<input type="checkbox"/>	<input type="checkbox"/>
Submitting a Concern.	<input type="checkbox"/>	<input type="checkbox"/>
Seeking consents for changes.	<input type="checkbox"/>	<input type="checkbox"/>
Communicating with the Commission.	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>

**In your experience, what three words would describe good engagement with the Commission?**

<b>1</b>	Click or tap here to enter text.
<b>2</b>	Click or tap here to enter text.
<b>3</b>	Click or tap here to enter text.

**In your experience, what three words would describe poor engagement with the Commission?**

<b>1</b>	Click or tap here to enter text.
<b>2</b>	Click or tap here to enter text.
<b>3</b>	Click or tap here to enter text.

### What are your views on the overall engagement strategy?

Click or tap here to enter text.

### What impact do you think this strategy, if implemented, will have on the charity sectors experience of the Commission as an enabling regulator?

Greatly increase experience of Commission as an enabling regulator.

Somewhat increase experience of Commission as an enabling regulator.

Neither increase nor decrease experience of Commission as an enabling regulator.

Somewhat reduce experience of Commission as an enabling regulator.

Greatly reduce experience of Commission as an enabling regulator.

### How could this engagement strategy result in better equality outcomes for all?

Click or tap here to enter text.

## 6.0 How we will monitor the implementation of the strategy.

The implementation of the engagement strategy will be monitored throughout its duration. Feedback will be gathered from each training or public event and key contacts with stakeholders. This feedback will be analysed and adjustments made to the strategy or our approach to similar events changed to reflect the learning from feedback.

Feedback information from the implementation of the Communications plan will also be applied to the engagement strategy.

Reports will be delivered to the senior management team on completion of key elements of the engagement strategy.



Update reports will be provided to the senior management team and Board of Commissioners in September and March each year and include details of outputs and outcomes achieved.

Emerging challenges and proposed solutions will be raised with the senior management team through the policy development manager’s monthly report.

<b>Please rate the extent to which you agree or disagree with how the Commission intends to monitor and report on the engagement strategy.</b>				
Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Why do you say that?  Click or tap here to enter text.				

## 7.0 Evaluation & Review

A review of the entire strategy will be conducted to evaluate indicators of success, identify learning which can be integrated into the work of the Commission and to inform any subsequent engagement strategy.

The evaluation will identify success as improved engagement across charities, the public, other stakeholders and staff. A survey of key stakeholders to seek feedback on how the engagement strategy is working will be conducted as part of this review. This full review will be conducted every two years.

<b>Please rate the extent to which you agree or disagree with how the Commission intends to review and evaluate the engagement strategy.</b>				
Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Why do you say that?  Click or tap here to enter text.				

## 8.0 Questions about you

Are you providing this response as an individual or on behalf of an organisation?		
Individual	Organisation	Other
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If Other, please specify: Click or tap here to enter text.		

How would you describe your role?					
Charity trustee	Charity employee	Charity volunteer	Funder/Donor	Professional adviser	Other
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If Other, please specify: Click or tap here to enter text.					

Would you be willing to take part in a survey of stakeholders as part of the review of the engagement strategy?	
Yes	No
<input type="checkbox"/>	<input type="checkbox"/>
If Yes, can you provide:	
<b>Name:</b> Click or tap here to enter text.	
<b>Name of your organisation:</b> Click or tap here to enter text.	
<b>Email address:</b> Click or tap here to enter text.	

Are you happy to be listed as having provided input to the Commission's engagement strategy?	
Yes	No
<input type="checkbox"/>	<input type="checkbox"/>
If Yes, can you provide: Click or tap here to enter text.	
Your Name, or	
Name of your organisation: Click or tap here to enter text.	
Are you happy to have your comments attributed?	
Yes	No
<input type="checkbox"/>	<input type="checkbox"/>

If you would like to be added to our stakeholder database for use in updates and future research, please provide your details below:

<b>Name</b>	Click or tap here to enter text.
<b>Organisation</b>	Click or tap here to enter text.
<b>Role</b>	Click or tap here to enter text.
<b>Email</b>	Click or tap here to enter text.

**Any accessibility requirements**

Click or tap here to enter text.

If you would like to provide feedback on the Commission’s draft Strategic plan- 2023-2026, please go to the start of this document. If you only intend to provide your views on the draft Engagement strategy, we would like to thank you for taking the time to provide your comments. Your views are important to us.

