



COMMUNITY INTEREST COMPANIES

CORPORATE PLAN 2015 - 2018

BUSINESS PLAN 2015 - 2016

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Companies

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Introduction to the Corporate and Business Plan

The Corporate Plan sets out the strategic objectives of the Office of the Regulator of Community Interest Companies (the Office) for 2015 to 2018.

The Business Plan sets out the shorter-term objectives for the Office for 2015 to 2016. It sets out the operational deliverables and outlines our plans, identifying our intentions to customers and stakeholders.

The primary document on strategy affecting our Office is the Strategic Plan of the Department for Business, Innovation and Skills (BIS) which the Office is part of.

The Regulator ensures the Corporate and Business plan is aligned and fits with our Vision, Mission and Values.

Vision, Mission and Values

Vision

Community interest companies thriving throughout the UK at the heart of our communities, synonymous with integrity and excellence, recognised and trusted by the communities they serve, the public, business and government agencies.

Mission

To facilitate the growth of community interest companies in the UK, through the provision of information and effective regulation

Values

The promotion of equality and diversity and mutual respect, integrity, accountability, teamwork and professionalism

Corporate Plan 2015 - 2018

This is an evolving strategy, which will be continually reviewed and revised in light of experience, feedback and changes in landscape. Key stakeholders have been consulted, in particular through the Regulator's Technical Panel and their views have been taken into consideration. Strategic priorities over the next four years support BIS in achieving its objectives.

Key Strategic Objects

Although the powers of the Regulator are quite extensive the aim is to remain light touch, in accordance with good regulatory practice as laid out in the Regulators' Code 2014 and having regard to the likely impact of our actions on those who may be affected; to seek resolution rather than enforcement where possible. Statistical information will provide year on year indicators of our key activities in this regard.

The Office seeks to create a balance; to provide a level of regulation that inspires confidence and trust in the activities of CICs by those affected by them, whilst ensuring the level of regulation is sufficient to maintain good governance within this sector. Good governance and better regulation is the key if community interest companies are to grow and flourish.

It is essential that the Regulator is informed, fair and impartial in the application of the law and to make the reasons for decisions as transparent as possible within the legal framework. In this regard we will consult and take into account advice provided by outside parties, such as the Social Enterprise UK, CIC Association and other sector bodies as well as central government. We will also, where appropriate, suggest the need for change in the current legislation to government.

We will provide advice and guidance to support community interest companies and those involved with them.

There is a balance between ensuring regulatory burdens on community interest companies are kept to a minimum, whilst also ensuring they continue to meet regulatory requirements. We, therefore, facilitate and monitor compliance to ensure CICs deliver benefit to the communities and bring jobs, support, and services to areas where they are needed.

The Office strives to ensure that the CIC model is understood in all corners of society to enable individuals to make informed decisions.

We will endeavour to gauge the effectiveness of the CIC model by developing statistical information, consulting with stakeholders on their growth and activity and working with key organisations and BIS to report on this.

We will continue to monitor the level of satisfaction by those who are affected by our activities, and act accordingly. We will meet with sector bodies and the Regulator's Technical Panel to inform our decisions. In addition, we will continue to engage with individuals directly at events and through correspondence.

We will identify other organisations that can play a key role in helping us to fulfil our mission and build strong links with them. We will continue to develop Memoranda of Understanding with other regulatory bodies as the foundation for reducing regulatory burden; minimising cost by reducing duplication of effort; and facilitating the transfer of relevant information in making regulatory decisions.

We will continue to benchmark against, and learn from, the lessons of other organisations and regulators such as the Charity Commission. This will enable us to improve and refine our own systems so that we may better support community interest companies.

We will seek to provide value for money keeping cost within agreed levels and seeking to reduce outgoings through efficiency gains while maintaining high levels of service. To this end and during this period we will revisit the area of fees and fees income to consider the potential to increase fees or introduce a fee structure appropriate to the size of the organisation.

As a regulatory body we will be pro-active in identifying risk so that we can reduce the impact as early as possible and plan our way forward. Where issues arise we will work as a team to ensure they are mitigated as quickly and as far as possible.

We want to build on experience and continue to develop an organisation that listens, learns and develops appropriately. We want to create a reputation where individuals want to develop themselves and others. An organisation in which individuals are happy to work and others are happy to approach, with an atmosphere of mutual trust and respect. The Office has built an environment of trustworthiness and transparency and is highly respected. It is essential that this momentum is maintained through good communication and exposure to relevant sectors.

We will:

1. Fulfil the statutory role as laid out in the Companies (Audit Investigations and Community Enterprise) act 2004, the Community Interest Company Regulations 2005 and consequential amendments.
2. Build greater confidence in the CIC model by developing regulatory responses and exercising our powers to the extent necessary to ensure effective impartial regulation, paying particular attention to being proportionate, accountable, consistent, transparent and targeted.
3. Maintain strong links with key organisations to ensure an integrated approach to regulation.
4. Ensure those affected by the regulation of CICs are highly satisfied with our services. The Regulator will continue to provide efficient and responsive services with a focus on providing clearer and more focussed guidance on

the website and in its responses to enquiries to ensure a consistently high standard of delivery.

5. Pro-actively instigate and support activities that will develop the profile of CICs and create greater awareness of the model and build sector, business and public confidence through effective impartial regulation.
6. Ensure that the Office's resources are best used to regulate community interest companies in the most efficient and economical way

Business Plan 2015 - 2016

The Office will assess applications to become CICs to ensure they meet the statutory requirements of the community interest test. This process will be reviewed regularly to remove any duplication of work that would result in delaying registrations unnecessarily. This includes working with Companies House on a timetable for e-enablement for registration and annual reporting. The Regulator will monitor that the requirements of the legislation are being met.

The Office:

- Operates management information and accounting systems which enable it to review its financial and non-financial performance against the budgets and targets set out in the Corporate and Business plan in a timely and effective manner.
- Reports on performance against key targets to BIS and provides an Annual Report to Parliament.
- Attends performance and financial monitoring meetings with BIS and Companies House
- Informs BIS of any complaints about the Office accepted by the Parliamentary and Health Service Ombudsman for investigation, and our response to any subsequent recommendations from the Ombudsman.

Operational Detail

The Office is open Monday to Friday 9am to 4.30pm. It is based at Companies House in Cardiff and operates a 24 hour voicemail service. Our [website](#) provides information and guidance about CICs including related forms for download.

Staffing Establishment

Regulator	SCS 24 Hours p/w
Policy Manager	SEO
Case Managers	EO x 4
Support	AO x 1

Operational Requirements

Budget of £300,000 for 2015/16

Salaries	225,000
Office Costs	50,000
T&S	15,000
Contingency	10,000
Total	300,000

Key Objectives 2015 - 16

Objective 1 – Developing the profile of Community Interest Companies

- Meet regularly with key stakeholders that provide support to, or influence policy in the social enterprise sector.
- Where possible attend diverse events to raise the profile of the model generally.
- Respond to requests and queries from the media promptly and in accordance with BIS policy.
- Engage with private sector organisations wanting to explore their corporate social responsibility.
- Achieve greater exposure by developing information held on the Regulator's website on GOV.UK and Twitter feed.
- Investigate and introduce new ways of informing and engaging with stakeholders including social media and promotion together with Companies House. Re-visit the idea of presentation videos via the website/You Tube and webinars.
- Review existing paper information such as leaflets and case studies and information provided on the website. Possible joint working with the CIC Association and Social Enterprise UK on this. A sub group of the Regulator's Technical Panel will take the lead on this.

Objective 2 – Demonstrate good governance and proactively manage risks

- Publish a Corporate and Business plan.
- Report to the Secretary of State annually.
- Review Memoranda of Understanding to ensure co-ordinated regulation.
- Ensure Business Continuity and Disaster Plan meets with Companies House and BIS policy.
- Maintain appropriate record management.
- Maintain appropriate risk management.
- Monitor and report on expenditure against budget.
- Monitor and report on activities to meet objectives.

Objective 3 – Promote equality and diversity

- Equality-screen all policies within the Regulator’s remit.
- Ensure all staff are trained and act appropriately.
- Maintain a culture of equality of opportunity and mutual respect.

Objective 4 – Maintain services whilst ensuring value for money

- Collaborate with Companies House.
- Review key processes to gain further efficiencies to manage an anticipated increase in workload.
- Review of fee policy in line with the aim to move towards full cost recovery.
- Review the delegation of the Regulator’s functions to improve the effectiveness of the Office.
- Develop and maintain, Memoranda of Understanding with key stakeholders, which clarify expectations.
- Inform stakeholders by publishing a quarterly operational report.
- Monitor and report on staff performance and development.
- Maintain internal scrutiny of the CIC34 and associated monthly office report.

Objective 5 – Meet published targets

Event	2015 - 2016
Application to form, or convert to a CIC	Decision notified to Registrar within 5 working days
Alteration of the objects statement	Decision notified to Registrar within 5 working days
Changing or specifying an asset locked body	Decision notified to Registrar within 5 working days
Appeals against decisions	Acknowledgement sent within 1 working day Case forwarded to Appeal Officer within 14 working days
Voicemail	Caller contacted within 2 working days
Letters and e-mails	Response sent within 5 working days
Complaints about our Office	Response sent within 20 working days

Complaints about the activities of a CIC

Response sent within 20 working days

Freedom of information requests

Response sent within 20 working days

Payment of invoices

80% processed within 5 working days of receipt
