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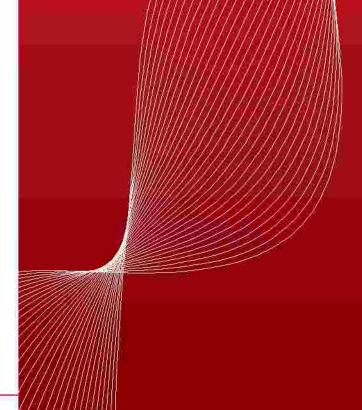
CLD Standards Council
Practitioner Registration Market Research

Report

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To

Angus Williamson, CLD Standards Council	Richard Hardie, Chair, Registration and Membership Committee, CLD Standards Council

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Summary

1. Summary of Findings and Recommendations

This report presents the findings of the study undertaken by Sopra Group examining the market for the proposed Community Learning and Development, (CLD), practitioner registration system and possible software for the administration of the system. 13 focus groups were conducted in different locations, and the views of 129 participants were canvassed. Most of these were active CLD practitioners or managers.

Although participants at such groups are inevitably those who are most active or interested, there was nevertheless significant support for practitioner registration. The majority supported the proposed voluntary model; however a significant minority, approximately one-third, favoured a compulsory register.

Participants felt that the name of the register, and the language used to describe the process of registration will need to reflect the decision to adopt a voluntary model. It is recommended that the CLD Standards Council should identify an appropriate name for the register. Corresponding and consistent language should be used in documentation and marketing material, for example "joining" instead of "registering", and "membership" rather than "registration". (For further detail, please refer to Section 3.2, Recommendation 1).

The attitude of employers to the register was identified as a significant factor that would contribute to the success of a voluntary register. When employers expect that successful job applicants should be registered practitioners, and openly state this in job adverts, the register would be able to claim a measure of success. This would also help to raise the status of the register and profession.

Participants also felt that the membership categories should be kept simple, and, although some were attracted by the concept of a membership category that distinguished those with degree level qualifications, the general consensus was that the graduate member category should be discarded. It is recommended that the CLD Standards Council should reduce the number of membership categories to two. These should be "Associate Member" and "Member". Normal entry requirements to the "Member" grade should be a degree level qualification together with an appropriate period of professional experience. (Section 3.3, Recommendation 2).

Additionally it was felt that there should be a route to full membership available to those who do not hold formal CLD qualifications, if they are able to demonstrate sufficient professional expertise and experience as CLD practitioners. It is recommended that the CLD Standards Council should ensure that the proposed "Individual Recognition Process" will enable access to full membership for sufficiently experienced practitioners, whatever level of formal qualifications are held. The requirements for full membership by this route should be set sufficiently high to ensure that the reputation of the register is maintained. (Section 3.3, Recommendation 3).

The commitments expected of members were wholly endorsed by participants, who on the whole were well aware of the code of ethics and the competencies. The proposed expectation of 35 hours Continuous Professional Development, (CPD), was supported, as long as it is reduced pro-rata for part-time staff. The ability to record evidence of CPD, and to reflect upon it on line would be valuable for registered members whose employers do not already provide this facility. Registered members should not be required to do this in two systems however.

Participants felt that evidence of work according to the code of ethics and competencies, and compliance with the CPD requirement was a matter for practitioners' employers and line managers. The register should therefore presume that a practitioner was working professionally in the manner expected of a member unless a matter is referred. A disciplinary process will be required that may result in a member being de-registered. Focus group participants felt that being part of a professional association that represented their interests and profession was of great value, and one of the major benefits. The threat of de-registration is therefore significant.

Other key benefits valued by focus group participants were belonging to an organisation that would act as a voice for the profession, influencing policy development; raising the status and profile of the profession; networking, communication and conferences and access to CPD opportunities. (Sections 3.4 and 3.5).

It was recognised by focus group participants that a critical mass of members needs to be established rapidly enough to ensure that the register gains credibility and respect. The target figure is hard to gauge, most felt that a target in the region of 1,000 members in the first 12-18 months should ensure that this is achieved. This number is feasible; however an effective and sustained marketing campaign will be required, and as wide a range of potential members as possible should be targeted by this campaign. It is recommended that membership should be marketed to the full range of CLD practitioners including those working in the voluntary sector, to ensure that the CLD practice is completely represented from the outset and that initial recruitment is maximised.

Consideration of political, economic, social, technological, legal and environmental factors, (PESTLE), together with a SWOT analysis, (strengths, weaknesses, opportunities and threats), suggests that the time is ripe for the register to be launched, and that the Standards Council should act soon before competitor organisations recruit potential members.

CLD is widely recognised by practitioners as a meaningful term. It should therefore be exploited in the name and branding of the register. Participants were dismissive of logos with images, preferring a meaningful logo with words. Appropriate brands to consider as the name of the register are "CLD Professional Association" and "CLD Society".

Marketing should be targeted at potential members in the first instance; the task of raising the profile and status of the profession should be left to be undertaken by the register once established. Marketing material should clearly outline the benefits of membership, and should exploit existing channels such as organisational networks, web sites and newsletters. (Section 4, Recommendation 4).

The constitution of the register should be considered. An appropriate model would be one that is clearly independent of government. It is recommended that the register should be governed by a council of members, elected by current members. It is also recommended that the CLD Standards Council should be formally constituted as an independent, self-sustaining body. It should retain its current goals, objectives and activities, but be clearly independent of government. (Sections 5.1 and 5.2, Recommendations 5, 6 and 7).

The degree to which the Standards Council can be self-sustaining is a matter for careful consideration. Analysis of the funding of other professional associations indicates that few, if any, are fully funded by membership subscriptions; this is very likely to be the case for the proposed register. Some degree of public funding is therefore likely to be required unless other income streams can be identified. In the case of other professional associations these income streams are often generated by publishing,

training or consultancy. None of these are likely to generate significant income for the CLD Standards Council in the short term. The financial picture may be improved by registering the CLD Standards Council and/or the proposed register as a charity, and it is recommended that this is considered. An appropriate and simpler method of registration may have recently become available, and the CLD Standards Council should consider registration as a Scottish Charitable Incorporated Organisation, (SCIO).

In order to keep costs down, a management model that maximises the voluntary input of members should be employed, for example the application process could be administered by local panels of members who would only refer difficult cases to a central team. Such a process is outlined in this document. (Section 6).

Appropriate software to manage membership data was researched during this exercise. An appropriate "off-the-shelf" system has been identified, and indicative pricing has been obtained from the supplier. The year 1 cost to purchase the system is likely to be in the region of £22,000, with an ongoing annual cost in the region of £3,300. Hardware and/or hosting fees for computer servers to run the system must be added to this. It was noted that development of an online portal for CPD is currently underway, and that the CLD Standards Council currently has a website. It is recommended that the CLD Standards Council should undertake or commission an architectural review of the web site, CPD Portal and proposed registration system to ensure that fully integrated systems are established. (Section 7, Recommendations 8 and 9).

1.1. Summary of Recommendations

The following recommendations are made in this report:

n   Given the key decision that registration will be voluntary, and therefore that the register will be an association of professionals, The CLD Standards Council should identify an appropriate name for the register. Corresponding and consistent language should be used in documentation and marketing material, for example "joining" instead of "registering", and "membership" rather than "registration".

n   The CLD Standards Council should reduce the number of membership categories to two. These should be "Associate Member" and "Member". Normal entry requirements to the "Member" grade should be a degree level qualification together with an appropriate period of professional experience. The current descriptions of individuals who would register in the categories would need to be revised.

n   The CLD Standards Council should ensure that the proposed "Individual Recognition Process" will enable access to full membership for sufficiently experienced practitioners, whatever level of formal qualifications are held. The requirements for full membership by this route should be set sufficiently high to ensure that the reputation of the register is maintained, for example a minimum of 5 years full time professional experience together with a personal reference from an existing member.

n   Membership should be marketed to the full range of CLD practitioners including those working in the voluntary sector, to ensure that the full range of CLD practice is represented from the outset and that initial recruitment is maximised.

n   The register should be governed by a council of members, elected by current members of the register.

n   The CLD Standards Council should be formally constituted as an independent, self-sustaining body. It should retain its current goals, objectives and activities, but be clearly independent of government.

n   The register, and/or the CLD Standards Council should consider charitable status, and whether it would be appropriate to register as a Scottish Charitable Incorporated Organisation.

n   It is recommended that the CLD Standards Council consider use of the Membership Relationship Management software from Technology Services Group (TSG) (www.tsg.com).

n   The CLD Standards Council should undertake or commission an architectural review of the web site, CPD Portal and proposed registration system to ensure that fully integrated systems are established.

2. Introduction

This document is the final report covering the research and analysis carried out by Sopra Group on behalf of the CLD Standards Council. Sopra Group undertook market research amongst the CLD practitioner community in Scotland in order to:

n   Determine practitioner response to the proposed registration system

n   Identify the most appropriate governance and management models for the registration system

n   Identify the most appropriate marketing strategy for the registration system

In addition, Sopra Group researched options for the implementation of software to support the management of the registration system, including appropriate links to the CPD Portal to search for and record Continuing Professional Development.

2.1. Methodology

The primary research channel was 13 focus groups held in different locations across Scotland. 129 CLD practitioners from the public, health and voluntary sectors took part in these focus groups and contributed valuable thoughts and suggestions. In each of these a series of mind-maps or 'spider' diagrams were used to seed discussion, however discussion was not constrained to the issues contained in those diagrams. In most sessions sub-groups were used to ensure that all participants were able to voice their opinions, all sessions concluded with a group discussion to enable consensus to be developed and assessed.

Focus group participants were glad to have the opportunity to discuss the issues raised, and this exercise was effectively the first step in awareness raising and marketing of the register. The degree of the positive response indicated positive support for practitioner registration.

It should be borne in mind that those who attend focus groups are often those most interested in the subject under discussion, and that views expressed are not necessarily representative of the wider population. In particular, those practitioners who have little interest in registration are less likely to have attended focus groups.

This was supplemented by desk analysis and follow up research, including potential suppliers of software.

2.2. Terminology Used In This Document

One of the key findings is that care needs to be taken with the language used to describe both the registration model and the nature of an individual's registration. This is discussed in detail in section 3.2, where it is recommended that the language used should be "membership" rather than "registration", and "association" rather than "register".

"Register", "Registration" have however been used in most discussions and documents to date, and will be retained in this document for consistency. The word "Member" rather than "Registrant" has been used in Standards Council documents, and will also be used in this document.

A glossary of terms and acronyms used in this document is provided in Appendix A.

2.3. Document Structure

The summary of findings and recommendations presents the key points in a condensed format. Subsequent sections in this document discuss the proposed registration model; the recommended marketing strategy; recommended governance and management models; and options for software to manage the register. All sections are informed by the focus groups, and input from the focus groups is included in the appropriate context rather than in a separate section. Quotes from focus group participants are included in the text where relevant.

Appendices include a glossary, further references, benchmark financial data and material used in the focus groups.

3.   The Proposed Registration Model

Focus group participants were given a brief presentation covering the work of the Standards Council and a description of the proposed registration model.   In addition they were given a document describing the proposed registration model, included in Appendix C.   Most participants welcomed the concept of a register, although a small minority did not see that it would provide any value to them. The main findings from the group discussion are presented below.

3.1. Voluntary Registration

The decision to propose a voluntary registration model was endorsed by most participants; however a significant minority, in the region of one third, advocated a compulsory registration system.   Most of those who preferred compulsion were local authority employees.   Arguments advanced in favour of compulsion included:

n   Giving the register greater strength and meaning

n   Putting the register on the same footing as teaching and social work

          "voluntary is OK to start with but should be moving towards compulsory"

Arguments advanced against compulsion included:

n   A voluntary model would be much faster to implement.   Compulsion would require legislation.[1]

n   A voluntary model would not require legislation

n   A voluntary model would not require enforcement by, or on behalf of government

n   A voluntary model would permit the Standards Council to propose an appropriate constitution

n   A voluntary model would generate a mandate for the register to speak on behalf of the membership

n   Compulsory models are associated with regulation rather than encouragement or promotion of the profession.

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[1] The Scottish Social Services Council, established by the Regulation of Care Act 2001, has not fully implemented the register yet. Social Workers were required to be registered by 2005, with other categories following later. Managers of housing support services and managers of care at home services have until 31 January 2014 to register.

Focus group participants recognised that voluntarily choosing to join an organisation is, in itself, a statement:

> "what can we expect from someone who is signed up to this organisation?"

> "I belong to that and that means something"

The attitude of employers towards registration was also discussed. Many felt that the register would be seen to be successful when employers were explicitly seeking to employ registered practitioners, for example by listing registration as a desirable attribute for successful applicants.

> "the attitude of employers will be key to increasing the expectation that individuals would join"

Given the balance of opinions expressed in the focus groups, Sopra Group endorses the decision to propose a voluntary model.

Marketing of the register to recruit members will be essential. This is discussed further in section 4.

3.2. The Language of Registration

The decision to propose a voluntary model implies that the language used to describe the register should be carefully considered. The words "Register" and "registration" are more commonly used in association with a compulsory, licensing model, while "join" and "membership" are more likely to be associated with a voluntary model. Participants overwhelmingly endorsed this.

> "register suggests a formal structure with the possibility of being struck off"

> "registration has a ring of compulsoriness, similar to teachers"

It should be noted that the current literature published by the Standards Council uses a mixture of these terms, and a consistent style should be adopted.

Careful consideration should be given to the name of the register itself. While the phrase "register with the CLD Standards Council" makes sense, "join the CLD Standards Council" is unnatural. The word "Council", when part of an organisation's name, is usually associated with a licensing or regulatory function, and is less appropriate for a professional association with voluntary membership.

A further perspective was voiced by a representative from the Scottish Government, who pointed out that authorities are likely to view a "register" as a means to count practitioners, and would expect it to encompass all practitioners.

> **Recommendation 1**
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> Given the key decision that registration will be voluntary, and therefore that the register will be an association of professionals, The CLD Standards Council should identify an appropriate name for the register. Corresponding and consistent language should be used in documentation and marketing material, for example "joining" instead of "registering", and "membership" rather than "registration".

3.3. Registration Categories and Access to Membership

Focus group participants were broadly in favour of a simple structure, with fewer rather than more categories. Many called into question the relevance of the "Graduate Member" category, particularly the apparent elitism and exclusiveness implicit in the grade. During discussions it became apparent that this elitism is a double edged sword. Many participants were keen that their status as holders of a degree level qualification should be recognised by employers and other professionals; these tended to favour a membership category accessible only to graduates. In this sense, the elitism associated with this category was seen as positive, helping to enhance the status of the profession.

"who would want to join an organisation that lets in just anybody?"

"as soon as you have a club you exclude people"

Other participants recognised that the proposed structure is inconsistent with other professional associations, comparing unfavourably. For example a graduate is only entitled to associate membership of the Institute of Physics, (IoP), and can only become a "Member" after completing a minimum period of three years post-degree full time professional employment in a discipline using Physics[2]. "Member" is thus the main professional grade of the IoP. The expectation that the main grade of membership should require a degree level qualification is the norm in professional associations, and the CLD Standards Council should carefully consider the implication in the proposed membership structure that membership of the register is easier to attain than membership of other professional associations.

> Recommendation 2
>
> The CLD Standards Council should reduce the number of membership categories to two. These should be "Associate Member" and "Member". Normal entry requirements to the "Member" grade should be a degree level qualification together with an appropriate period of professional experience. The current descriptions of individuals who would register in the categories would need to be revised.

A number of participants pointed out that they, or individuals known to them, did not fit the descriptions accompanying the proposed membership categories, despite having worked successfully in the CLD profession for very many years. The individuals in question worked according to the CLD competencies published by the Standards Council, held qualifications not recognised by the Standards Council and would happily commit to the membership requirements including the code of ethics. They would however be prevented from accessing full membership.

"everyone who considers themselves a CLD professional should register"

"professional doesn't equal degree qualified"

"membership should be more about practice than qualification"

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[2] Joining the Institute of Physics, http://www.iop.org/membership/grades/file_38029.pdf

The Standards Council should note that many professional associations permit access to the main professional grade to non-graduates, even where the expectation is that members should be degree qualified. For example the BCS, The Chartered Institute for IT, (BCS), states "To become a Professional Member (MBCS), you will typically have 5 or more years of IT work experience. Relevant qualifications, such as a computing-related degree, reduce this requirement to 2 or 3 years."[3]

Recommendation 3

The CLD Standards Council should ensure that the proposed "Individual Recognition Process" will enable access to full membership for sufficiently experienced practitioners, whatever level of formal qualifications are held. The requirements for full membership by this route should be set sufficiently high to ensure that the reputation of the register is maintained, for example a minimum of 5 years full time professional experience together with a personal reference from an existing member.

There was also some criticism from representatives of voluntary groups that their staff were not sufficiently included in the proposed registration model.

> "The way the document reads seems to imply that volunteers are not CLD practitioners"

This was balanced by some concern that if the register were too inclusive it would lose definition and identity:

> "including volunteers detracts from credibility, looks like a half hearted attempt"

3.4. Registration Commitments

Focus group participants unanimously supported the commitments to be required of members. The majority of participants were already aware of the code of ethics published by the Standards Council, and also of the Competencies. Both of these were well received and respected. The registration commitments as currently stated help to define the register and its purpose, as well as helping to distinguish CLD as a profession apart from Social Work and Teaching.

The commitment to provide evidence of 35 hours of Continuous Professional Development, (CPD), per annum provoked a lot of discussion. Many sought reassurance that this would be a pro-rata requirement for part time workers. While some were concerned that their employers might not provide this level of CPD within working hours, others were encouraged by the thought that this might motivate employers to provide more and better CPD. Some were keen that this should be a requirement that employers would be obliged to comply with, however it was quickly recognised that this would be unenforceable. There was some debate about whether a member should be expelled if s/he did not complete this level of CPD on an annual basis, and how this should be policed. Some

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[3] BCS, The Chartered Institute for IT, http://www.bcs.org/content/conWebDoc/1082

voices called for a sample, perhaps 10% of members to be asked to provide a record that could be checked; however the consensus in most focus groups was that this would be managed between a practitioner and his/her line manager, and that a presumption of honesty and compliance would be appropriate.

All groups concurred that it would be valuable for the register to provide a means for members to record and reflect upon their CPD on line, and for them to be able to present this to managers or potential employers. It was noted by some that this facility was already provided by some employers and that members should not be called upon to record their CPD in two places.

Further discussion addressed how practitioners would demonstrate evidence of their compliance with the commitments. Two conclusions emerged as a general consensus:

n   Performance management, and therefore compliance with the competencies, is a matter for employers to assess as part of routine line management, and not something to be actively policed by the register

n   Members will be expected to comply with the code of ethics and membership commitments. If this presumption is ever called into question in particular instances, there will need to be a disciplinary process that may result in the member's de-registration.

3.5. Benefits of Registration

Focus group participants were encouraged to debate the purpose of and potential benefits accruing from registration. Very few were attracted by the thought that there might be financial benefits such as discounted insurance; although the thought that raising the status and profile of the profession might lead to better salaries was appealing to some. In the current financial climate many practitioners are facing cutbacks and potential redundancies. CLD was described in several groups as an "easy target" or "soft target" for local authority savings, when compared to the emergency services or transport for example. While it was recognised that the proposed register is not a union that would campaign against redundancies, exercising the threat of industrial action, it was still felt by many that the register might help safeguard the profession, particularly by raising its status and providing it with a voice.

"we need a sense of identity, a shared understanding of what we do to make people realise the value of the service"

Participants who highlighted job protection as a priority also tended to prefer a compulsory registration model rather than voluntary.

Only a very few participants were unable to see that they might derive benefit from joining the register and remained unconvinced after discussion.

The most important benefits identified by focus group participants were:

n   A voice for the profession. This was frequently identified as the most important benefit, sometimes summed up as "something to belong to". Practitioners felt that generating a sense of identity and a common voice would help them achieve greater recognition and influence policy decisions. "we need a body of expertise, a body that will stand alongside you"

n   Raising the status of the profession. This overlaps significantly with the first benefit; however it is seen as vitally important by many practitioners. Some described CLD workers as "poor second cousins", rather than professional workers who should be recognised as such alongside social workers, teachers and nurses. "this is about the development of a robust profession, so register" , "registration is about credibility and recognition for the sector"

n   Networking, Communication and Conferences. Facilitating better communication between practitioners to propagate best practice, discuss policy and engender a sense of community was also rated highly by many participants.

n   Career Development. Access to more and better CPD that would enable a practitioner to develop his/her career was also recognised as valuable.

4. Marketing

Given that the decision to adopt a voluntary model has been taken, effective, appropriately targeted marketing of the register will be essential in order to secure its success. A critical mass of members must be attained within the first year to ensure that the register gains sufficient traction, visibility and credibility both within and outside the profession.

The key targets for the marketing campaign must be identified, and the campaign must take into account the strengths and weaknesses of the proposed register, opportunities that should be exploited and potential threats, e.g. from competitors or the economic climate.

4.1. Critical Mass

It is hard to gauge exactly how large the CLD profession is within Scotland. The most recent estimate is that carried out by Lifelong Learning UK[4], (LLUK). LLUK gathered data on 9,460 individuals involved in the delivery of CLD in Scotland, of whom 4,328 were paid staff and 5,132 volunteers. The number of CLD practitioners employed by Scottish Local Authorities for 10 or more hours per week is estimated at 2,290.

While it is very hard to predict precisely what number is required for the register to achieve critical mass, the consensus amongst focus group practitioners was that if membership were to be measured in the low hundreds after 18 months that would be unsuccessful; if measured in the low thousands that would be more than enough. It is likely that the critical figure that must be achieved in the first year to eighteen months is in the region of 1,000 members. Note that this is the figure necessary to achieve credibility and respect as a representative body, not financial viability as a self-sustaining organisation.

This number is feasible; however an effective and sustained marketing campaign will be required.

4.2. The Market Environment

The market environment can be understood using PEST, (or PESTLE), analysis. This calls for the following factors to be considered:

- n Political
- n Economic
- n Social
- n Technological
- n Legal
- n Environmental

[4] Profile for the community learning and development workforce in Scotland, 2010; http://www.lluk.org/wp-content/uploads/2011/02/CLD-Workforce-Profile-for-Scotland-2010.pdf

4.2.1. Political Factors

The CLD Standards Council was briefed by the Scottish Government to "consider and establish a registration system" for CLD practitioners. This is a measure of the importance accorded by government to the role of the CLD profession in fighting social deprivation, encouraging inclusion and community development.

That brief was assigned before the most recent recession struck, at the time of writing there is also an imminent Scottish general election. There is no guarantee that a future administration would be either willing or able to fund the implementation of a registration system.

The decision to adopt a voluntary model considerably simplifies the implementation of the registration system by removing the requirement for legislation.

In November 2008 the joint statement issued by the Convention of Scottish Local Authorities, (COSLA) and the Scottish Government re-stated the political commitment to CLD: "It sets out our vision for an area of work that we both see as being of growing importance – community learning and development (CLD). CLD can play a vital role in relation to a range of national and local outcomes"[5]

4.2.2. Economic Factors

The current economic crisis has imposed a considerable stress on the CLD profession, with many practitioners under threat of budget cuts or redundancy. Although on the one hand practitioners are less able to afford any additional costs at this time, (e.g. for any membership subscription that may be required), the potential for the registration system to help safeguard the future of the profession is made more clear, and there is a correspondingly greater incentive for practitioners to register.

The consensus that the immediate priority of establishing the register with a sufficient membership base to ensure sustainability led to the conclusion that no investment should be made at this time on raising public awareness and the status of the profession; that task should be left as an action for the register once established. The immediate marketing need is to recruit members from within the profession.

4.2.3. Social Factors

Several previous local attempts made by the CLD profession to establish a professional association have failed for various reasons. The main reason appears to be a failure to achieve a sufficiently large number of members to ensure sustainability. CLD practitioners by their nature are co-operative and seek to collaborate. If a national initiative, especially if backed and officially recognised by government, were to engage effectively with the profession it is more likely to succeed than previous efforts.

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[5] Building on "Working and Learning Together to Build Stronger Communities": the role of community learning and development (CLD) in delivering change; http://www.scotland.gov.uk/Resource/Doc/1046/0069751.pdf

4.2.4. Technological Factors

There are many web based collaboration and membership systems now available at a reasonable cost. Social networking is now a mainstream technology. Technology can therefore be exploited to enable the collaboration and communication required to drive forwards the registration system, and ensure that small groups of practitioners in remote locations are fully engaged with fellow members.

4.2.5. Legal Factors

As noted earlier, the decision to adopt a voluntary model considerably simplifies the implementation of the register and will obviate the need for legislation. The Standards Council therefore has considerable freedom of choice with regard to how the register should be constituted. This is discussed further in sections 5 and 6.

4.2.6. Environmental Factors

There are no specific environmental factors to be taken into account. It is worth noting that CLD Practitioners, by their nature, are politically aware and well informed. The approach to marketing should therefore be as environmentally sustainable as possible so that it is clearly consistent with the values of practitioners.

4.3. Strengths, Weaknesses, Opportunities & Threats

If the immediate goal of the register is to ensure that it attains a critical mass of members within 1 year of launch, the following factors should be taken into account when planning the marketing initiative:

4.3.1. Strengths

From discussions at the focus groups there is clearly a desire for the register to be established, and broad consensus that the proposed model is correct. Focus group participants also felt that this is an appropriate time to establish a register.

4.3.2. Weaknesses

Focus groups have suggested that the proposed model should be revised as recommended elsewhere in this report, in order to make it more attractive and effective.

Previous attempts by the profession to establish associations have failed. Every effort must be made to achieve a level of membership that will ensure the register's viability and sustainability in as rapid a time as possible.

"experiences with ICE and SACES shows that we need people to organise us, we can't do it ourselves"

4.3.3. Opportunities

There is a clear need at the current time for a flagship professional association to be established that will become a voice, standard bearer and respected representative for the profession.

4.3.4. Threats

At present there are no competitor organisations that would rob the register of recruits. It is noted that recent changes to the constitution of the General Teaching Council for Scotland, (GTCS), allow it to register a broader range of professionals, and that professional qualifications that it recognises include Community Education. However it is clear from the web site for the GTCS[6] that the focus of its work currently remains teachers in mainstream education.

The GTCS is currently working towards becoming an "independent profession-led body", as directed by the Scottish Government. Sustainability and the ability to be self-supporting is therefore an issue that needs to be borne in mind by the GTCS, and it may seek to broaden its membership base. If it were to seek to recruit CLD professionals, it is clear that CLD practitioners would only become part of the spectrum of interests of the GTCS rather than the priority.

Discussion in focus groups has made it clear that CLD is clearly recognised by practitioners as a distinct profession with unique skills and approaches. A separate register can therefore be justified. If the CLD register is able to rapidly establish the critical mass of membership discussed elsewhere in this report, any subsequent attempt by the GTCS to recruit CLD practitioners should not threaten the viability of the CLD register. Direct competition for members before that is done would be likely to be harmful to the viability of the register however.

Like the Scottish Social Services Council, (SSSC), the GTCS is a compulsory register; enforcing a regulatory approach to the profession. This is inconsistent with the approach proposed by the Standards Council Registration and Membership committee and endorsed by the majority of the focus group participants. The GTCS would not be able to be as effective a voice for the CLD profession as one focussed solely upon CLD. If registration of CLD practitioners were to become compulsory, administered by the GTCS, there would still remain a role for an independently constituted organisation to represent the CLD profession.

4.4. Market Segmentation and Target Groups

Focus group participants were encouraged to discuss whom marketing should be aimed at. The consensus was that initial marketing effort should be restricted to recruitment of members, and that the target groups are as follows.

While CLD is an identifiable field, there are different types of practitioner and specialists, with their own interests.

n Specialist Areas

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[6] General Teaching Council for Scotland, About GTC Scotland: http://www.gtcs.org.uk/home/about-gtcs.aspx

- Adult Literacy and Numeracy
- Youth Work
- Community Development and Capacity Building

In addition, these practitioners work in different contexts, including:

n   Local authority employment

n   Health Authorities

n   Voluntary Groups – examples would include
- Young Mens' Christian Association
- Volunteer Development Scotland

n   Others, for example
- Housing associations

Appropriate marketing channels to reach these groups already exist in many cases and these should be exploited. There are already networks of organisations, particularly in the voluntary sector, and newsletters covering interests and groups. The use of social media such as Facebook may be appropriate in some cases, if there is already a community in existence.

It is clear that the biggest risk posed to the viability of the register as proposed is that of low take up, and therefore the register should seek to recruit from the full range of CLD practice from the outset.

> Recommendation 4
>
> Membership should be marketed to the full range of CLD practitioners including those working in the voluntary sector, to ensure that the full range of CLD practice is represented from the outset and that initial recruitment is maximised.

4.5. Marketing Approach and Materials

4.5.1. Two phase approach

The consensus amongst focus group participants was that initial marketing should be solely for recruitment. All recognised that there is considerable work to be done to raise the status and profile of the profession, however it was agreed that is a task for the register to tackle once established.

4.5.2. Name and Logo

As discussed in section 3.2, The Language of Registration, careful consideration should be given to the name, or brand, of the register. Suitable examples might be

"CLD Professional Association"

or

"CLD Society"

Focus groups were shown a number of logos, some featuring images, and some simple in the above style. Images included an umbrella, and stylised images suggesting single people or groups of people. Overwhelmingly participants preferred a simple style, without images. Images were more likely to provoke a negative reaction rather than a positive one. Participants associated umbrellas with insurance companies and protection – some asked "what do we need to shelter from?". The stylised people images were criticised as "too female", "too soft" rather than conjuring up images of collaborative working as intended.

A key message that emerged from these discussions is that the acronym "CLD" has both meaning and currency to practitioners, and that practitioners are proud to be associated with it. It should therefore be part of the name of the register.

"CLD is already highly valued in some areas in Scotland"

4.5.3. Clarity of Benefits

The marketing message needs to be clear about the benefits of membership, as discussed in section 3.5. Focus group participants were clear about what type of organisation they wished to join, and why. This should be used in the marketing approach. Attempts to 'gild the lily' by adding additional inducements to join are unlikely to yield significant benefit.

4.5.4. Leading by example

The concept of a prominent patron, to act as a public figurehead for the profession, was almost universally derided by focus group participants. Many, however, recognised that respected individuals within specialist fields or groups could lead by example, for example by contributing articles such as "Why the CLD Register is Important", "Why I have joined the CLD Register", "What the CLD Register will do for us" and so on.

4.5.5. Advertisement

Focus group participants felt that advertisements would be appropriate, if placed in existing newsletters and journals for the target groups identified. More general advertising would not be appropriate and might be counter-productive, potentially generating resentment at the expenditure.

5. Governance

5.1. Governing Council

Focus groups were asked whether independence from Government mattered. Some felt that a close link to government leant authority and status, while the majority were of the opinion that the register could act as a voice for the profession and represent members' views better if it were clearly independent.

<div align="center">

"I would pay for it if it was independent"

</div>

The desire, expressed in all focus groups, to have a voice for the profession indicates that a governance model should be adopted that permits members to set the agenda. A governing council formed of and elected by members is a model commonly adopted by professional associations and would be appropriate in this case.

<div align="center">

"members should have rights to influence the way the organisation is going"

</div>

> Recommendation 5
>
> The register should be governed by a council of members, elected by current members of the register.

5.2. Relationship with CLD Standards Council

Currently the CLD Standards Council describes itself as the professional body for CLD practitioners. The activities, and stated aims and objectives of the standards council are entirely consistent with this, for example setting standards and approving courses.

As noted earlier, the name CLD Standards Council is more appropriate with the language of compulsory registration rather than voluntary membership.

Two courses of action might be appropriate:

1. Retain the current constitution and name of the CLD Standards Council and formally constitute a separate register with a more appropriate name.

2. Formally constitute the CLD Standards Council as a self sustaining independent body with a more appropriate name.

In the first option, responsibility for setting standards and approving courses would probably be retained by the CLD Standards Council. An appropriate relationship between the register and CLD Standards Council could be established in the constitution of the register with a number of places on the governing council being appointed by the Standards Council. This number should not constitute a majority on the governing council, in order to preserve the nature of the register as led by the profession.

In the second option all the current functions of the Standards Council would be taken on by the new body. Note that this is more than a re-branding exercise – this would fundamentally change the nature of the Standards Council constitution, although its activities would remain unchanged.

Note also that the second option is very similar to the change currently being undertaken by the GTCS.

Option 2 probably offers greater long term stability, if an appropriate financial model can be established.

> **Recommendation 6**
>
> The CLD Standards Council should be formally constituted as an independent, self-sustaining body. It should retain its current goals, objectives and activities, but be clearly independent of government.

Invariably, professional associations are also registered charities, and able to benefit from ensuing tax advantages. The CLD Standards Council should also consider registration as a charity. A means of doing this which may be appropriate for the CLD Standards Council has recently been made available; Scottish Charities may now register with the Office of the Scottish Charity Register, (OSCR), as Scottish Charitable Incorporated Organisations. The SCIO is a new legal form which will allow Scottish charities to incorporate without becoming companies. The SCIO is intended to help charities enjoy the benefits of incorporation, including limited liability and legal personality, without being subject to the complex apparatus of company law and dual regulation currently faced by charitable companies[7].

> **Recommendation 7**
>
> The register, and/or the CLD Standards Council should consider charitable status, and whether it would be appropriate to register as a Scottish Charitable Incorporated Organisation.

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[7] Further information about Scottish Charitable Incorporated Organisations may be found at the OSCR web site: http://www.oscr.org.uk/scottishcharitableincorporatedorganisations.stm

6.   Management

6.1. Approach to Management

Management of the register and of the registration process must be provided.   If the above recommendations to establish the register as an independent association governed by its membership are followed, an appropriate management model would maximise the role of volunteer resources recruited from within the membership. This would help to keep the costs down.

Practitioner input to the administration of the register was endorsed by focus group participants:

 "Encourage scrutiny (of adherence to ethics, CPD, competences, values and principles) from the field"

The Governance committee structure could be supported by a core of permanent (paid) staff who would work with volunteer committees to provide the administration of the register. For example the application process could be primarily administered by local membership committees, who would only refer difficult cases to the central team for resolution.

The central core team is required to service the various committees, operate and maintain the registration software and web site, provide marketing and public relations and help to ensure consistency of approach between regions. The central core of permanent staff need not be large in the first instance however, and can grow as the register recruits more members.

6.2. Registration Process

An appropriate process is documented in the process diagram below.   This draft workflow can be revised as the membership grows and in the light of experience, and is consistent with the software discussed in section 6.3.

A similar process would be required to consider cases of professional misconduct; however design of such a process is outside the scope of the current exercise. That process is more likely to involve the governing committee and/or trustees rather than local committees.

6.3. Indicative Costs

Development of a fully fledged business plan is beyond the scope of this exercise, and therefore the financial estimates provided in this section must be regarded as indicative only. They are provided in order to illuminate key points, and to enable comparison against other professional associations.

6.3.1. Software Costs

This is discussed in greater detail in section 8.1.1. It is likely that software required to manage the register will cost in the region of £22,000 in year 1 (capital) with an ongoing cost in the region of £3,300 per annum thereafter (revenue). To this must be added the cost of any hardware that is required and/or hosting costs. These are likely to add a further £1,000 - £3,000 per annum approximately, although savings may be made if the registration system can be hosted together with the Standards Council web site. If this is done care must be taken to ensure that members' personal data is appropriately secure, and this may incur further cost. Advice should be sought in this regard from the company that currently hosts the web site.

6.3.2. Comparison With Other Professional Organisations

A short benchmarking exercise examining other professional associations raises some issues that should be taken into account when considering how the constitution for the register should be established.

The published accounts for four other associations were examined. These were the Chartered Institute of Housing, (CIH), The Chartered Institute of Personnel and Development, (CIPD), The Institute of Physics, (IoP) and BCS. In the published accounts for the financial year 2009-10, all four published their total income and expenditure, together with their subscription income and membership. The BCS, IoP and CIPD publish how many staff are employed by the association, the BCS and IoP additionally disclose the total salary and national insurance costs for their employees. The data is reproduced in Appendix D. Analysis permits the following conclusions to be drawn:

n   While all four organisations have a much larger membership than the CLD Practitioner Register can expect in the short term, none cover their budget from membership subscriptions alone. The CIPD has the highest average subscription at approximately £143 per member, yet this only equates to 56% of the annual turnover. The IoP raises an average of £34 per member which equates to only 3% of the annual turnover.

n   All have other sources of income, for example publishing books and journals in the case of the IoP, training courses and consultancy in the case of the CIH and CIPD. The BCS charges for examinations and also has a publishing business.

n   These other activities, while they represent a source of revenue, also require staffing, for example the CIPD employed 297 full-time-equivalent staff in 2009-10.

n   If the practitioner register membership subscription were set at an average of £50 per member, and if as many as 1000 practitioners were to register in the first year of operation, the total subscription revenue would only be £50,000. This is far short of the level required to fund the current work of the Standards Council. One or more additional income streams would need to be identified in order to provide full financial independence.

7.   Software Options

7.1. Background

During the period of this assignment an options appraisal of Membership Management Software systems was undertaken. This focused on a review of the various methods of delivery of such software systems and their suitability for the proposed governance model for the CLD Standards Council registration system.

This options appraisal has been conducted to establish what software and hardware requirements the CLD Standards Council will have to consider in order to implement a software solution to support a Registration System. The appraisal also includes indicative costs for implementation and setup, and on-going maintenance and support.

7.2. Initial Appraisal

There were 6 categories considered for this appraisal exercise:

n   Do nothing
n   Bespoke development
n   Simple complexity packaged solution
n   Medium complexity packaged solution
n   Hosted, web-based service
n   Customer Relationship Management (CRM) system

7.2.1. Do Nothing

The option to 'Do Nothing' was dismissed during the early stages of the options appraisal. The CLD Standards Council has (and will have) a low level of staffing. The effort that the staff member(s) would require to exert to manually manage the members of the CLD Standards Council register would be extremely onerous. This would require CLD Standards Council staff to make use of readily available desktop software applications, i.e. Microsoft's desktop products (Excel, Access, Word, etc.)

7.2.2. Bespoke Development

The option to recommend a bespoke development was very quickly discounted. A major driver for the bespoke development of any software system is if the organisation that the software is being built for has totally unique business requirements. This was not considered to be case for the CLD Standards Council as the registration model follows others that are already well established and that no particularly unique organisational needs were identified during the period of the study.

To develop such a software solution would require that the CLD Standards Council devote a significant amount of time, effort and money in specifying their requirements for a purpose built registration system.

7.2.3. Packaged Solution – simple complexity

An internet search identified a significant number of off-the-shelf membership management software solutions. Some of these solutions are aimed at particular industries or activities, e.g. for participants of sporting activities. However, many of them are much more general in nature and lend themselves to a wide range of different organisations and their requirements. A number of these were reviewed at a high-level simply to establish the degree of sophistication and complexity that these products had.

a. Simple Complexity

Simple Registration System products are 3rd party developed applications. These applications offered reasonably simple systems that had been developed using well designed computer programs that would operate on single desktop machines. Many of these made use of proprietary software such as Microsoft Access to store membership records. Typically these were not multi-user systems and their ability to be implemented as web-based applications is non-existent or are at best very limited.

b. Medium Complexity

The Registration System products in this category are significantly more sophisticated and have significantly more functionality. The functional design of such software systems is typically modular in nature thus permitting an organisation to implement as little or as much functionality as is required. These, more complex systems, are generally multi-user and have interfaces to other software products, i.e. Microsoft's desktop products such as Outlook and Word. Such systems are also more capable of being operated via a web interface.

As a consequence of increased operational complexity the IT infrastructure requirements are greater for such software systems.

7.2.4. Hosted, Web-based Service

A further common category of Registration Systems are those that are delivered as a web-based service. Such web-based Registration Systems are hosted on the computer servers of the service provider. The provided service provides all the software required to tailor a website to match the branding of the organisation using the service. Integration with desktop products is not so common

although there tend to be facilities to permit the creation of documents and email for distribution to the registered members.

Pricing tends to take a different model as there is typically a monthly fee based upon the number of registrations that take place, with an increasing fee as the number of registrations goes up.

7.2.5. Customer Relationship Management (CRM) system

CRM systems were initially considered but very quickly ruled out as not being the appropriate operational model for the CLD Standards Council registration model.

7.3. First Pass Appraisal

The following table describes the strengths and weaknesses of the various categories of registration systems:

Category	Strengths	Weaknesses
Do nothing	No cost, utilise existing desktop applications, i.e. MS Access, MS Excel, etc.	Significant overhead in staff time to manage the registration records
		Integration issues with other IT products
Bespoke development	Registration system designed to the exact requirements of the CLD Standards Council	A full system development exercise would be required – overheads of project management, detailed analysis and design, system build and testing
		Potentially expensive in time and money
		Significant time to deliver into production
Packaged solution – simple complexity	Registration available for use once installed	May not have all the required functionality required to manage the registered members
	Low cost, potentially one-off software costs	May require specialist support to install software system (and to upgrade with any future releases)
		Little or no technical support from product supplier

Sopra group

		Limited number of users
Packaged solution – medium complexity	Registration available for use once installed	Will require specialist support to install
	Technical support available from product supplier	Operational infrastructure required due to the more technically-sophisticated nature of the software
	Ability to interface to existing websites	Start-up and ongoing costs. Can be mitigated by gradual introduction of different modules as the requirements of the organisation develop
Hosted, web-based service	Initially cheap and scalable costs	Data held on remote servers
		Restrictions around interfacing to other desktop packages
		Does not lend itself to CLD Standards Council registration model
Customer Relationship Management (CRM) system		Not directly applicable to CLD Standards Council requirements

The outcome of this first pass appraisal was to further investigate products that fell under the 'Packaged solution – medium complexity' category.

7.3.1. Outcomes Discussion

The exercise to determine the nature of the Membership Management software required to service the CLD Standards Councils registration of CLD practitioners suggested that a package solution would be the best solution. However, it was considered important that any package solution have sufficient functionality to ensure the delivery of a professional registration process. The Membership Management software must also ensure that other membership services are able to be developed and delivered to the registered members over time.

Interfacing the registration system to the internet is seen to be of value but does not have to be functionality that is present from day one of operation. Rather, as the number of registered members grows then increased functionality can be made available; this includes the deployment of 'self-service' facilities to existing (and possibly new) members.

The ability to introduce further modules is important.

8. Registration Software – System Requirements

The following table is a list of the requirements that were considered as part of the options appraisal. These were used to help identify a suitable Registration System product for the CLD Standards Council.

Six primary categories were identified with a series of functions identified within each category.

Category	Functionality
Registration database	Import existing membership register
	Customise membership database
	Support for linked/hierarchical records
	Integrated contact database
	Quick search
	Advanced search
	New registrations workflow
	Manual processing of membership records
	Audit logs
	Reports
Subscription	Manage membership subscriptions
	Automatic renewals
	Pricing flexibility
	Subscription and opt-in/out process
Member communications	Mail merge function
	Privacy control for public-facing member profiles, email subscriptions, etc
	Event calendar
	Automatic event notices and reminders
	Registration confirmations and receipts
	Online event registration form
	Multiple event registrations
	Registration limits
	Workflow for incomplete registrations
	Publish list of attendees
	Attendance tracking
	Manual processing of event transactions
	Ability to select recipients by precise criteria
	Ability to manually select specific recipients

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	Social networking
Internet integration	Integration with other websites
	Online member self-service
	Upload electronic documents
General	System administration
	Training
	Ability to export data
	Support
	Support organisation location
Technical	Open systems
	Microsoft technologies
	Integration with other desktop products
	Modular product design
	Roadmap for product

Weightings for each of these functions were considered but these were discounted at this stage as it was felt that it would be important for a full functional set to be required for the Membership Management software package. Should the CLD Standards Council pursue the purchase of a Membership Management solution then it is suggested that these functional requirements are given a weighting. This will then permit a scored comparison between several such software packages to be performed.

8.1. Appraisal Outcomes

Using the criteria listed in the above table a suitable Membership Management software package was identified. This is not unique; however it is a good example of an appropriate system.

> Recommendation 8
> It is recommended that the CLD Standards Council consider use of the Membership Relationship Management software from Technology Services Group (TSG) (www.tsg.com).

Following an exercise of reviewing various Membership Management systems discussion was undertaken with the supplier of this system. This discussion clarified the nature of the Membership Management software and identified likely costs; in order to provide the CLD Standards Council with indicative amounts for budgeting purposes.

8.1.1. Budget Costs

Module	Purchase and setup cost (including training)	Subsequent annual charge (for software upgrades and support)
Core module (5 users)	£12,000	£1,800
Web integration	£6,000	£900
Event management (e.g. conferences)	£4,000	£600
Total	£22,000	£3,300

Initially the CLD Standards Council should implement the core module and add web integration and event management as and when ready to upgrade.

8.1.2. Assumptions

The TSG Membership Management product is built using Microsoft technologies. It requires space on a Windows server to operate. It also integrates with other Microsoft products, i.e. Outlook and Word. It is assumed that as part of the CLD Standards Council's hosting by Learning and Teaching Scotland that this infrastructure would be readily available in order to deploy this registration system software.

Should such facilities not be available then consideration should be made to what and where the platform for the TSG Membership Management software should be.

8.2. Further Discussion

The recommended Membership Management software package can be operated internally by the CLD Standards Council. While it is possible to integrate the system with other websites this is not essential in order to begin the process of registering CLD practitioners.

A short exercise to consider the overall use of the CLD Standards Council's website would be beneficial; this would specify the required interaction with the Membership Management system and CPD Portal and permit a fully integrated set of systems to be established. This review should take the following into account:

n It would be useful for the main CLD Standards Council website to host specific content for registered CLD practitioners. It would also be useful if those registered practitioners who have made use of the CPD Portal could be identified as they could then be offered specific CPD-related services.

n It is understood that there is a logon component to the CPD Portal. This logon facility, in conjunction with an indicator to identify registered CLD practitioners, could be used to provide access to additional content and services that are available on the CLD Standards Council website.

Recommendation 9

The CLD Standards Council should undertake or commission an architectural review of the web site, CPD Portal and proposed registration system to ensure that fully integrated systems are established.

9. Next Steps

The positive attitude of focus group participants indicates that this is an appropriate time to introduce a register of CLD practitioners. The current financial climate is difficult, however this emphasises the need for a professional association to represent CLD practitioners; this is also apparent to the potential membership of such an association. The CLD Standards Council should therefore proceed with the establishment of a register. In order to ensure that the register can be shaped by the CLD profession this should be done before any other organisation recruits CLD practitioners in any numbers. The time is ripe, and the Standards Council should act soon in order to grasp the opportunity.

Development of the CPD Portal is currently underway, the Standards Council currently has an established web site and a candidate system to support the practitioner register has been identified by this study. The Standards Council should undertake or commission an architectural review to ensure that these systems are established in an integrated manner to ensure that appropriate data is shared between them.

A decision must be made about the appropriate constitution of the register and Standards Council.

It is clear from the financial analysis and comparison with other professional associations that membership subscription fees are unlikely to fund the work of the Standards Council, although they may cover the costs of the registration system alone. A business plan needs to be developed, which will either identify other sources of revenue or form the basis of a business case for continued public funding on an ongoing basis.

A 'take to market' plan must be developed, based on the marketing strategy presented in this document.

Appendix A Glossary

The following terns and acronyms are used in this document.

Acronym	Term	Comment
	The Register	The proposed register for CLD practitioners. Note that this term is used in this document to retain consistency with previous Standards Council documents; however it is recommended that the term is not used and a more appropriate name should be found before launching the register.
	The Standards Council	CLD Standards Council for Scotland
	Windows	Microsoft™ computer operating system
BCS	BCS, The Chartered Institute for IT	http://www.bcs.org/ Formerly the British Computer Society
CIH	Chartered Institute of Housing	http://www.cih.org/
CIPD	Chartered Institute of Personnel and Development	http://www.cipd.co.uk/
CLD	Community Learning and Development	
COSLA	Convention of Scottish Local Authorities	http://www.cosla.gov.uk/
CPD	Continuing Professional Development	
CRM	Customer Relationship Management	
GTCS	General Teaching Council for Scotland	http://www.gtcs.org.uk/
IoP	Institute of Physics	http://www.iop.org/
LLUK	Lifelong Learning UK	http://www.lluk.org/
LTS	Learning and Teaching Scotland	http://www.ltscotland.org.uk/
MBCS	Member of the BCS	
OSCR	Office of the Scottish Charity Regulator	http://www.oscr.org.uk/Index.stm
PEST, PESTLE	Political, Economic, Social and	Sometimes extended to include Legal

		Technological	and Environmental (PESTLE)
SCIO	Scottish Charitable Incorporated Organisation	More information can be found at the web site of the Office of the Scottish Charity Regulator http://www.oscr.org.uk/Index.stm
SSSC	Scottish Social Services Council	http://www.sssc.uk.com/
SWOT	Strengths, Weaknesses, Opportunities and Threats	
TSG	Technology Services Group	Vendor of a suite of integrated membership management software for membership organisations and professional bodies http://www.tsg.com/
WALT	Working and learning together to build stronger communities	Scottish Executive January 2004

Appendix B References

Many documents and information sources were reviewed throughout this exercise. The following are particularly relevant to the information presented in this report:

Building on "Working and Learning Together to Build Stronger Communities" A joint statement on community learning and development (CLD), including adult literacy and numeracy (ALN), by the Scottish Government and COSLA; 2008

http://www.scotland.gov.uk/Resource/Doc/1046/0069751.pdf

Working and learning together to build stronger communities; Scottish Executive January 2004

http://www.scotland.gov.uk/Resource/Doc/47210/0028730.pdf

Profile for the community learning and development workforce in Scotland, 2010; Lifelong Learning UK

http://www.lluk.org/wp-content/uploads/2011/02/CLD-Workforce-Profile-for-Scotland-2010.pdf

Chartered Institute of Housing Annual Report and Accounts 2009-10

http://www.cih.org/about/annualreport/

Chartered Institute of Personnel and Development Annual Review 2009-10

http://www.cipd.co.uk/about/annual-review/cipd-annual-review-200910

Institute of Physics 2009 Annual Report

http://www.iop.org/publications/iop/2010/page_43884.html

BCS, The Chartered Institute for IT, Annual Report and Consolidated Financial Statements for the year ended 31 August 2010

http://www.bcs.org/upload/pdf/annual-report-2010.pdf

TSG Membership Software

http://www.tsg.com/page/for-membership/211/view.ashx

Appendix C Benchmark Data From Other Associations

Total Income	
BCS	£22,084,000.00
IoP	£45,059,000.00
CIH	£12,315,000.00
CIPD	£34,636,000.00

Membership	
BCS	70,000
IoP	40,000
CIH	22,000
CIPD	135,000

Average no. of employees	
BCS	267
IoP	409
CIH	Not published
CIPD	297

Members per employee
262
98
Not published
455

Subscription Income		Average subscription per member	Percentage of income derived from subscriptions
BCS	£4,365,000.00	£62.36	20%
IoP	£1,368,000.00	£34.20	3%
CIH	£1,913,000.00	£86.95	16%
CIPD	£19,438,000.00	£143.99	56%

Total wages / salaries	
BCS	£8,221,000.00
IoP	£17,297,000.00
CIH	Not published
CIPD	Not published

Salary Cost / Member
£117.44
£432.43
Not published
Not published

Notes

BCS	BCS, The Chartered Institute for IT
IoP	The Institute of Physics
CIH	The Chartered Institute of Housing
CIPD	The Chartered Institute of Personnel and Development

Data derived from published annual reports for financial year 2009-10

Appendix D Description of the Registration Model presented to Focus Groups

The Standards Council for Community Learning and Development for Scotland

Voluntary Registration Model – summary

Background

A major strand of work for the Standards Council is the development of a registration system for community learning and development practitioners. Practitioners from the CLD field, through the Registration Committee, have considered a wide range of options for a registration system and, following much detailed discussion and debate, the model as described below is the current preferred model.

Work will be beginning soon to develop the detail of the model and it is expected that this will be completed by the end of March 2011. Fieldwork practitioners will have opportunities to contribute to the development of the detail of the model within the agreed framework.

The essence of the registration system is as follows:

Voluntary nature of membership

Individuals will choose to register with the CLD Standards Council for Scotland

Minimum requirement for registration

There will be a minimum requirement for registration which will apply to all, regardless of the category they apply to

.

All individuals seeking registration with the Standards Council will be required to formally commit to the following principles

ü Commitment to the values underpinning CLD
ü Commitment to the Code of Ethics for CLD
ü Commitment to ongoing CPD
ü Commitment to practise using the CLD competences

Categories of Membership

Membership categories are based on qualifications;

Graduate Member[1]

- Practitioners who hold a Standards Council Approved degree or post-graduate qualification

Member[2]

- Practitioners who hold Standards Council Approved qualifications below degree level

Associate Member[3]

- Practitioners who have opted not to pursue qualifications to date
- Students on Standards Council Approved programmes

N.B Practitioners who have been through an Individual Recognition process will be registered within the most appropriate category of membership

The Standards Council for Community Learning and Development for Scotland
Voluntary Registration Model – explanatory notes and definitions

Background

The Cabinet Secretary for Education and Lifelong Learning has directed the Standards Council for Community Learning and Development in Scotland to:

1. Deliver a professional approvals structure for qualifications, courses and development opportunities for everyone involved in Community Learning and Development (CLD)

2. Consider and establish a registration system available to practitioners delivering and active in CLD practice

3. Develop and establish a model of supported induction, CPD and training opportunities

For the purposes of establishing a registration system for community learning and development practitioners the definitions below of what CLD is and who are regarded as CLD practitioners will apply.

What is CLD?

"Community learning and development (CLD) is learning and social development work with individuals and groups in their communities using a range of formal and informal methods. A common defining feature is that programmes and activities are developed in dialogue with communities and participants… [CLD's] main aim is to help individuals and communities tackle real issues in their lives through community action and community-based learning." WALT (2004)

Who are CLD practitioners?

The nature of CLD means that there is a varied and diverse workforce; some practitioners are full-time, salaried staff and others work on a part time or sessional basis, perhaps only for 2 hours a week. The contexts in which they work also differ widely, from those traditionally associated with CLD (youth work, adult learning and community capacity building in their various forms) to those primarily concerned with other areas, such as social enterprise, health, housing or the environment.

The Voluntary model

The Registration Committee considered in some detail the merits of a compulsory (Licensure) model and a voluntary model based on qualifications (a Certification model).

The development of a model of registration that would be compulsory and would effectively provide a licence to practise would require considerable legal input that would help deliver legislation through the Scottish Government to enable this to happen. This could be a very time consuming and expensive option – it could be as much as five years to take this process from consultation to opening the register – if everything went to plan. The Committee's remit is to establish a model of registration that is inclusive, peer led and established in accordance with CLD values and principles. .A mandatory licensure model was considered in some depth but it was felt that given the richness and flexibility of the current field a licensure model would be less inclusive than a voluntary certification model.

N.B. A certification model does not rule out a licensure model at a later date

Registration

Individuals who choose to register with the CLD Standards Council for Scotland will register in one of three categories.

The categories are intended to be inclusive with regard to the diversity of roles, qualifications, contexts and working patterns found in the CLD sector. Even so, they also emphasise the value of Standards Council approved qualifications and enable individuals to progress between categories should they wish to.

There will be a minimum requirement for registration which applies to all, regardless of the category they apply to.

Why register?

We want to encourage those working in CLD to take confidence in the quality of their work, to promote and protect the values and processes of CLD work, and to join together to become a voice for the sector. Together we can secure improved leadership and delivery of services for individuals and communities, no matter where these services are located.

We intend registration to:

- foster a strong sense of identity
- lead to a shared understanding of professionalism within CLD and its constituent strands
- increase awareness of and respect for our work by other partners

Additional tangible benefits could include:

- Membership card
- Newsletter / magazine including job vacancies
- Journals
- Members' website
- Conferences, awards, events and other networking opportunities
- CPD recording facility
- Access to CPD opportunities
- Reduced fees for CPD opportunities

The Minimum Requirement for Registration

All individuals seeking registration with the Standards Council will be required to formally commit to the following principles:

ü Commitment to the values underpinning CLD
ü Commitment to the Code of Ethics for CLD
ü Commitment to ongoing CPD
ü Commitment to practise using the CLD competences

We believe individual members will value their own accountability for these commitments whilst practising in a professional manner. The commitment to the Code of Ethics also gives a useful tool for employers to open discussions in cases where there is any concern over behaviours.

Categories of Membership

Categories are based on qualifications; there is some correlation with relevant SCQF Level Descriptors

Graduate Member[1]
- Practitioners who hold a Standards Council Approved degree or post-graduate qualification

Member[2]
- Practitioners who hold Standards Council Approved qualifications below degree level

Associate Member[3]
- Practitioners who have opted not to pursue qualifications to date
- Students on Standards Council Approved programmes

Examples

1. Individuals registering in this group will most likely:

- work in dedicated CLD roles although not necessarily in direct delivery (therefore managers, lead officers, academics etc would be included here)
- already clearly identify themselves as part of the CLD professional grouping
- be paid practitioners or have substantial paid experience
- work autonomously for the most part, exercising initiative and leadership skills

2. Individuals registering in this group will most likely:

- work in direct delivery in CLD contexts or using CLD approaches
- work under non-directive supervision, taking responsibility for a range of activities
- Take some supervisory responsibility for the work of others and lead established teams in the implementation of routine work.
- Manage limited resources within defined and supervised areas of work.

3. Individuals registering in this group will most likely:

- use CLD approaches in their role
- not identify themselves as part of the CLD professional grouping
- work under supervision in a specific context
- take leadership responsibility for some tasks

Additional Considerations

In addition to the minimum requirement and registration categories outlined above, the following considerations will also form part of the system:

- The need for a so called Sunset, or timed, tolerance clause and process, addressing issues related to the accreditation of experience: this will address the current state of the field and the wide range of experience within it

- Consideration of a requirement for ongoing CPD as a condition of continuing registration

- Investigation and consideration of potential processes for withdrawal of registered status (dependent on the final model in operation)