

CLD Standards Council Scotland



Standing Orders and Operational Guidance

1. Introduction

- 1.1 In line with established practice for public bodies, the CLD Standards Council Scotland needs to have in place guidance that supports the operational processes required to effectively discharge its duties.
- 1.2 This guidance provides information for members of the Executive and Standing Committees in order to make their time with the CLD Standards Council both effective and fulfilling. It supplements the information contained in letters of appointment which formally set out the specific roles and responsibilities of an Executive/Standing Committee member.

The purpose of the “Standing Orders”

- 1.3 The CLD Standards Council was established by Scottish Ministers and works to the set remit of driving high standards of professional practice in the Community Learning and Development (CLD) sector. It operates as a distinct agency hosted by an identified Government agency; currently this duty falls to Education Scotland. The details of this relationship are set out in a Framework Agreement which is reviewed every three years.
- 1.4 The CLD Standards Council aims to govern itself and manage its business, as far as possible, in the way that an independently-constituted body carrying out public functions would do, whilst being aligned with a host government organisation for the purposes of access to, and support from, shared services – Human Resources, Finance, Digital Support, Corporate Governance, Legal and Communications.
- 1.5. In this context, the CLD Standards Council has developed a Members Charter to sit alongside the Framework Agreement and the Standing Orders, setting out the CLD Standards Council’s purpose, role, operating principles and aspirations.

2. The Purpose of the CLD Standards Council

- 2.1 The CLD Standards Council is the professional body for those working or volunteering in CLD in Scotland. It is charged with driving high standards of professional practice across the sector.
- 2.2 The CLD Standards Council’s purpose is articulated by its vision statement:

that the communities and people of Scotland are served by CLD practitioners that are recognised as competent, confident and committed to equality, empowerment and life-wide learning for all.

- 2.3 The Standards Council's mission is to drive high standards of professional practice in the CLD sector by the approval of professional learning, the registration of practitioners (including volunteers) and the enabling of professional development, working with its membership body to be a voice for the profession
- 2.4 The core responsibilities of the Standards Council are to:
- Deliver, maintain and further develop a professional Approvals structure for qualifications, courses and development opportunities for everyone involved in CLD.
 - Maintain and develop the Registration system and establish members services for practitioners delivering and active in CLD.
 - Maintain and develop models of Profession Learning and training opportunities for CLD practitioners.
 - Provide a voice for the profession, enhancing its confidence, influence and identity.

3. Principles of Corporate Governance and how they apply to the CLD Standards Council

Corporate Governance

- 3.1 Corporate governance is concerned with the strategic direction and effective stewardship of the organisation. It is the way in which organisations are directed, controlled and led. It defines relationships and the distribution of rights and responsibilities among those who work with, and in, the organisation; determines the rules and procedures through which objectives are set; and provides the means of attaining those objectives and monitoring performance. Importantly, it defines where accountability lies throughout the organisation.

Current Status of the Standards Council and Direction of Development

- 3.2 The CLD Standards Council is not formally constituted as a legal entity nor as a public body or Scottish Charity. Nonetheless it is recognised as having a distinct identity with ownership of its own strategic areas of responsibility. The Chair of the Standards Council is formally appointed by the Chief Accountable Officer of the host agency with a recommendation submitted to Scottish

Ministers for endorsement. The roles of the Executive and Standing committees are noted in the Framework Agreement.

- 3.3 To ensure that the CLD Standards Council fulfils its purpose and functions effectively, the Council continues to develop, implement and maintain corporate governance arrangements based on those required of a formally constituted public body.

Responsibilities of Standards Council Executive Members

- 3.4 Board members of Public Bodies have a responsibility to ensure the effective governance and financial management of their Public Body¹; Executive Committee members of the Standards Council are expected to take on similar responsibilities. Public bodies are “required to demonstrate their commitment to public service delivery and reform”² and members of the Standards Council Executive and Standing committees should also adhere to this principle.

Core Principles of Corporate Governance for members of the Standards Council Executive and Standing Committees

- 3.5 Upholding Standards in Public Life (2021) notes a set of general principles that act as a guide for members of the CLD Standards Council Executive and Standing Committees.

[Upholding Standards in Public Life - Published Report - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/91822/20210323-upholding-standards-in-public-life.pdf)

- **Selflessness**
- **Integrity**
- **Objectivity**
- **Accountability**
- **Openness**
- **Honesty**
- **Leadership**

4. Roles and Responsibilities

Values and Ethics

- 4.1 All members of the Executive and Standing committees, should support and be informed by, the CLD Values and Code of Ethics.

<http://cldstandardscouncil.org.uk/resources/>

¹ On Board – A Guide for members of Statutory Boards <http://www.gov.scot/Publications/2017/03/9182>

² On Board, – A Guide for members of Statutory Boards

Fundamental Principles of Committee Life

- 4.2 The Scottish Government's Guide for Members of Statutory Boards sets out "*three fundamental principles of Board life*", which can be adapted to provide guidance for members of the Standards Council Executive and Standing Committees:

Principle 1 – Corporate Responsibility

- 4.3 While Executive Committee or Standing Committee members should be ready to offer constructive challenge, they must also share collective responsibility for decisions taken by the respective committee as a whole. If they fundamentally disagree with the decision taken by the committee, they have the option of recording their concerns in the minutes. However, ultimately, they must either accept and support the collective decision of the committee, or resign.
- 4.4 Similarly if members of a Standing Committee fundamentally disagree with a collective decision made by the Executive Committee, they have the option of recording their concerns in the minutes. However, ultimately, they must either accept and support the collective decision of the Executive Committee, or resign.
- 4.5 Committee decisions should always comply with statute and take account of the objectives of the Scottish Government as appropriate (noting that the CLD Standards Council is required to demonstrate independence as a separate membership-based organisation).

Principle 2 – Confidentiality

- 4.6 All committee members must respect the confidentiality of sensitive information shared with them in writing, verbally or by electronic means. This includes commercially sensitive information, personal information and information received in confidence by the organisation. It is also essential that debate of a confidential nature inside the committee room is not reported outside it.
- 4.7 All committee members will strive to avoid any conflict of interest between the interests of the organisation on the one hand, and personal, professional, and business interests on the other. This includes avoiding actual conflicts of interest as well as the perception of conflicts of interest. Upon appointment each committee member will make a full, written disclosure of interests, such as relationships, and posts held, that could potentially result in a conflict of interest. This written disclosure will be kept on file and will be updated as appropriate.

On receipt of the meeting agenda and background papers, committee members should notify the Chair of any conflicts of interest in advance of the meeting. In the course of meetings or activities, committee members will disclose any interests in a discussion or decision where there may be a conflict between the organisation's best interests and the committee member's best interests, or a conflict between the best interests of two organisations that the committee member is involved with.

Principle 3 – Conduct

4.8 Concerns about the manner in which the organisation is being managed and/or governed should be raised with the Chair in the first instance. If the concerns relate to the conduct of the Chair, these should be discussed in the first instance with the Director of the CLD Standards Council.

If the concerns are not satisfactorily resolved, the committee member can escalate the concerns to the Chief Executive Officer of the host organisation.

The Role of the Executive Committee

4.9 The three main functions of the Executive Committee are to:

- Provide **strategic leadership**, ensuring that the organisation delivers on its responsibilities, as set out in Section 3 above;
- Ensure that the Standards Council **manages the resources** available to it effectively; and
- Hold the Director of the Standards Council **to account** for their role in relation to the first two points.

4.10 In its strategic leadership role, the Executive Committee:

- Oversees the development of, agrees and keeps under review, the business plan and its effective implementation.
- Ensures that the business plan aligns with the stated purpose, remit and functions of the CLD Standards Council.
- Monitors the implementation of the Framework Agreement.
- Ensures that any issues in which more than one of the functional committees has an interest, or that one of the functional committees refers to it, is dealt with in an appropriate way.
- Seeks continuing improvement in the governance of the Standards Council, through development of statements of values, codes of conduct, systems for management of finances and risk as required and appropriate.

- Focuses on the positive impact that the organisation is making in the outside world, i.e. the effects on Members and citizens.
- 4.11 In ensuring effective management of resources, the Executive Committee:
- Prepares and submits an appropriate budget plan, directly aligned with the priorities of the CLD Standards Council, as per the host organisation's guidelines.
 - Agrees and keeps under review, the Standards Council's budget planning and expenditure.
 - Ensures that budget planning aligns with the purpose, remit and functions of the CLD Standards Council.
- 4.12 In securing accountability, the Executive Committee:
- Ensures that the work programmes of the Director and staff team align with the purpose, remit and functions of the CLD Standards Council;
 - Recognises that it has no authority to instruct the Director, or any member of the staff team, on operational matters.
- 4.13 Individual Executive Committee members should contribute fully to Executive Committee deliberations and exercise a healthy challenge function. The Chair will ensure that all committee members have an opportunity to contribute to Executive Committee discussions. More information on the role of the Chair is provided below.
- 4.14 The Executive Committee will consist of eleven general members (excluding the Chair), all of whom shall be members of the CLD Standards Council (at Registered or Associate status). In addition, the three Standing Committee Chairs, will be automatically appointed to the Executive Committee and will have full voting rights. Along with the Chair, the maximum number of voting members of the committee will be fifteen.
- 4.15 Committee meetings will be deemed as quorate with a third of the total appointed committee members, in addition to the Chair, being present.
- 4.16 In addition to the general executive committee members, a further four non-voting members will be invited to take up a place on the Executive Committee. They will be invited to provide specialist areas of expertise relevant to the business requirements of the organisation, or to provide challenge from the wider CLD Sector.

- 4.17 General executive committee members may be eligible to serve two terms of four years per term. Committee members may be eligible for re-appointment after a one term break (four years) by taking into account the performance appraisal process.

The Role of the Standing Committees

- 4.18 The Standards Council currently has three standing committees, each with responsibility for one of the core areas of the Council's business remit:

- Approvals;
- Registration; and
- Professional Learning.

- 4.19 Each Standing Committee oversees and directs the work of the Standards Council in its area of responsibility. It is supported by the staff team to achieve the ambitions of the committee work plan.

- 4.20 The Standing Committees report to the Executive Committee in order to advise of work developments and progress; highlight issues of note or concern; and refer decisions that carry implications for the work or reputation of the CLD Standards Council. Each Standing Committee should liaise with the others on issues of shared interest.

- 4.21 Each Standing Committee should nominate a Chair and a Vice-chair, with the option of appointing two Vice-Chairs if appropriate. On receipt of the nomination details, the Executive Committee will confirm the appointments at the next available executive meeting date, or may convene a single item agenda to undertake appointment activity.

The Chairs of the Standing Committees are automatically appointed as members of the Executive Committee, and they are responsible for reporting and communicating achievements, areas of concern and amendments to work plans. If the Chair of one of the Standing Committees is unable to attend a meeting of the Executive, the Vice-Chair may attend and participate in the discussion.

- 4.22 The period of office to be served by the Chair and Vice-Chair of a Standing Committee will be an initial four year period with an optional consecutive second term consisting of a maximum of four years. This allows for a maximum consecutive period of eight years to be served in these offices, and can be served in addition to the general committee terms of office as stated at 4.25.

- 4.23 On completion of a period of office a previous Chair or Vice-Chair of a Standing Committee can be re-appointed following a break of one term of office.
- 4.24 Individual members of Standing Committees should contribute fully to committee deliberations and exercise a healthy challenge function. The committee Chair will ensure that all committee members have an opportunity to contribute to committee discussions.
- 4.25 Standing Committees will consist of a maximum of fifteen members appointed from within the CLD Standards Council membership body. General committee members will be eligible to serve two terms of four years per term. On completion the general committee member has the option to serve as a member of another Standing Committee for a further period of one full term.
- 4.26 Committee meetings will be deemed as quorate with a third of the total appointed committee members, in addition to the Chair or Vice-Chair being present.
- 4.27 The Executive Committee may establish additional committees, practitioner networks or working groups to direct or develop particular areas of work. If it does so the Executive will determine the way in which the committee or working group will relate and report to it.

The Role of the Chair of the Standards Council

- 4.28 The Chair of the Standards Council is appointed, and re-appointed, through a formal process by Scottish Government. This will be led by the Chief Executive, or other senior Civil Servant, as identified by host agency.
- 4.29 The Chair will serve a maximum of two consecutive terms of office, consisting of four years per term. On completion of the term of office, they will not be eligible for re-appointment at any future date.
- 4.30 The key role of the Chair is to provide strategic direction for the Standards Council, representing and promoting the Council effectively within the sector and to partners and policy makers at senior and strategic levels across Scotland.
- 4.31 The Chair's specific responsibilities are to:

- Establish and articulate a clear, well evidenced strategic direction for the Standards Council.
- Lead the Executive and Standing Committees in monitoring and reviewing the delivery, quality and impact of the Standards Council's work programme and achievements.
- Ensure that the organisation acts in accordance with the Civil Service Code, the Code of Ethics for CLD, its Vision and Mission Statement, its role and responsibilities as set out in the Framework Agreement with Education Scotland and relevant legislation.
- Liaise and build relationships with Scottish Government, Education Scotland, CoSLA officials and other key stakeholders as required in the context of CLD Standards Council business.
- Report annually to the Scottish Government, the host organisation and the sector on the impact of the Standards Council's work.
- Undertake an annual review process with the Chairs and Vice-Chairs of the Standing Committees and the general members of the Executive Committee to support a model of succession planning and talent development across the membership, as a means of supporting future recruitment to both the Executive and Standing committees.

The Role of the Director of the Standards Council and the Staff Team

- 4.32 The Director of the CLD Standards Council and other members of the Standards Council staff team are Scottish Government employees.
- 4.33 The Director of the CLD Standards Council is responsible for operational delivery of the Council's strategic objectives, liaises with the Chair and is the principal adviser to the Board on all matters.
- 4.34 Members of the staff team have responsibility for working with the Standing Committees and the Executive Committee, to develop and deliver specific aspects of the Standards Council's remit, including approvals of courses and qualifications, registration of practitioners, professional learning, members services and policy input and awareness.
- 4.35 Executive Committee members have no authority to instruct the Director or other members of staff who are Scottish Government employees on operational matters.

5. Recruitment to Executive and Standing Committees

- 5.1 The Standards Council aims to secure a broad and balanced membership of its Executive Committee and Standing Committees that is reflective of the CLD profession. Consideration will be given to the range of knowledge, experience and skills required, and to reflect the regions of Scotland and the legislative requirements around equality duties and gender balance.
- 5.2 The Standards Council is a member-led body. While co-options to the Executive Committee may be considered to bring in people with particular specialist or technical expertise, with this exception, recruitment to the standing committees is from the membership body of the Standards Council.
- 5.3 The Executive Committee oversees the processes for recruitment to itself and to the Standing Committees, and keeps them under review, to ensure that they reflect the Standards Council commitment to being a member-led professional body and to delivering effectively, equitably and efficiently on its remit, vision and mission.

6. Induction & Training

- 6.1 This guidance is the starting point for induction into the Executive and Standing Committees of the CLD Standards Council. All new committee members should also receive further induction guidance and training on a range of topics, including:
- The structure, governing legislation and work of the CLD Standards Council and its links with the host agency, the Scottish Government and the Scottish Parliament.
 - The Code of Ethics and Code of Conduct for all Committee members.
 - Corporate roles and responsibilities as a Committee member.
- 6.2 All new committee members should discuss their individual induction requirements with their Committee Chair and/or the Assistant Director of the CLD Standards Council.
- 6.3 A review and evaluation of Committee member induction and training will be undertaken regularly and reported to the executive committee.

7. Planning and Management of Business

Business Planning

- 7.1 The Standards Council's business planning is underpinned by its vision, mission and strategic objectives. The Executive Committee sets out its longer-term growth and development strategy in a five-year strategic plan which is published on the website.
- 7.2 Standing Committees are required to produce and submit to the Executive Committee a three-year action plan that is linked to the objectives and ambitions of the business plan.
- 7.3 The Standing Committee Chair or Vice-Chair will be required to provide a quarterly update to the Executive Committee.
- 7.4 An annual report shall be collated and published in August of each year providing an overview of the progress and development of the organisation.

Meetings

Annual cycle of meetings

- 7.5 The Executive Committee agrees and sets out an annual cycle of meetings to oversee its operational and developmental work; and that the three standing committees can carry out their business effectively.
- 7.6 The cycle includes arrangements for the executive and the three Standing Committees to meet together for review and planning sessions as required.
- 7.7 The annual cycle also includes regular meetings of the Director, Assistant Director, CLD Standards Council Chair, Chair and Vice-Chairs of the Standing Committees and when appropriate any short-term working groups or practitioners' networks.
- 7.8 Short-life working groups to progress particular issues or projects can be established when required. Membership of working groups will be formed from volunteers from the Executive and Standing Committees. In addition, co-options, agreed by the Executive Committee, can be made to these groups to include representatives of the wider membership body and/or individuals with specialist or technical skills/knowledge.

Availability of papers

- 7.9 Papers for meetings are made available at least five working days in advance by means of an e-mail notification to all committee members. Papers will be accessed via a secure central digital platform managed by the organisation.

- 7.10 Any papers that it is not possible to make available five working days in advance are communicated to committee members, timeously by the best means possible.

Expectations/attendance

- 7.11 The CLD Standards Council recognises and values the contributions of all its committee members.
- 7.12 Having committed to becoming a member of the Executive or one of the Standing Committees, members should bear in mind that this represents a significant responsibility for the standards, reputation and future development of the CLD profession.
- 7.13 Members are expected to make every effort to attend meetings on a regular basis and to participate actively and constructively in these. If this becomes difficult for reasons such as workload pressures in a committee member's own workplace, change in job or remit, the member should discuss this with their committee chair and/or the staff team member linked with their committee.
- 7.14 The Executive and Standing Committees will collate an attendance record for all committee members and report on this annually through the executive committee meeting structure.
- 7.15 Failure by a committee member to attend, or actively participate in, three or more consecutive meetings of their respective committee, with no apologies given, or no advance notification to any of the Committee Chair/Vice-Chair, may result in the committee member being removed from the committee membership and the position considered vacant for recruitment purposes.

8. Communications

- 8.1 All members of the Executive and Standing Committees have taken on a leadership role in the Standards Council and therefore on behalf of the CLD profession. A part of this responsibility is to communicate the role, values, aims and priorities of the Standards Council effectively and consistently.
- 8.2 The following key messages identified in the communications strategy should be used to assist in this:
- The CLD Standards Council is the professional body for people working in CLD across Scotland.

- Our members include youth workers, adult education tutors, and community development workers and volunteers working in the CLD sector, across all stages of their careers.
- Members also include students, academics, managers and workplace assessors.
- We are a peer-led organisation, representing the views, ethos and ambitions of our members, to influence policy and practice, both locally and nationally
- We administer and maintain the membership register for Community Learning and Development professionals in Scotland.
- As an organisation, the Standards Council supports, promotes and develops career-wide professional learning for people working or volunteering in CLD settings.
- The CLD Standards Council provides members with professional recognition in the sector, and a range of member benefits.
- We set and support CLD standards of practice by providing quality assurance and formal approval of CLD qualifications and learning delivered by employers, training providers, colleges and universities.
- As an organisation, the CLD Standards Council encourages and advocates the setting of high and ever-improving standards for CLD practice across Scotland's diverse communities.
- As an organisation, the CLD Standards Council plays a lobbying role, actively promoting and seeking recognition for the important work being done by our members for those diverse communities.

Standing Orders and Operational Guidance as approved by the Executive Committee of the CLD Standards Council Scotland – February 2024