



Awards Network

Purpose and Operating Framework

(Revised and updated April 2021)

Awards Network

Purpose and Operating Framework Document

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This document sets out the purpose of the Awards Network and the operating framework that governs its activities. The Awards Network is an independent Scottish grouping or network, and is not owned by, or part of, any other organisation.

BACKGROUND

The Awards Network was established in Scotland in 2008 as a forum of providers of non-formal learning opportunities for young people, recognised by achievement of youthwork awards.

Its members work together to raise awareness of the range and impact of awards that accredit learning and achievements of young people aged 10 to 25. It recognises awards that use youth work approaches and are available throughout Scotland.

The origins of the Awards Network lie in a Volunteering Action Plan, a supplement of *Moving Forward*, the Scottish Government's first National Youth Work Strategy 2007 – 2010. The Volunteering Action Plan was developed to support youth work in Scotland to be smarter and better resourced in delivering positive outcomes for young people through a stronger network of volunteers.

With many youth work organisations including volunteering activity by young people within their programme as an award element and / or as a vehicle for learning, a number of organisations coalesced around a Volunteer Action Plan agenda on "Training and Development of Young People as Volunteers".

The formation of the Awards Network was a logical extension of this common interest, providing a vehicle for collaboration to raise awareness of youth work awards and to promote the benefits of such non-formal learning awards alongside formal education qualifications.

The Awards Network first published [Amazing Things](#) in 2008, a guide to youth work awards available in Scotland. Now in its fourth edition, and supplemented by the Awards Network's website www.awardsnetwork.org, Amazing Things has helped to foster greater recognition amongst

educators, employers and young people themselves, of the value of youth work awards and their wider impact on young people's learning, skills and personal development.

1. PURPOSE AND VISION

The Purpose of the Awards Network is summarised in the Awards Network [Strategy 2020 - 2023](#), approved by Members on 23 April 2020.

Our Purpose:

To promote awareness of youth awards and grow access to the opportunities they provide for recognition of young people's learning and achievement

Our Vision:

Young people's non-formal learning youth awards are nationally recognised and equitably valued with formal learning qualifications as evidence of attainment and achievement

Membership	Impact	Communication	Partnership
<p>Growing our membership</p> <ul style="list-style-type: none"> ➤ Our membership is representative of the range of youth awards on offer in Scotland ➤ Members feel valued, supported and committed to the Purpose and Vision of the Network ➤ Members are fully engaged in leading the work of the Awards Network ➤ Our Strategic Partners represent key stakeholder groups and are engaged in supporting our Purpose and Vision 	<p>Evidencing impact</p> <ul style="list-style-type: none"> ➤ The Awards Network can evidence achievement and impact of all member youth awards ➤ Case studies evidence impact of award achievement on young people in a range of settings ➤ The contribution of youth awards to development of skills for learning, life and work is clearly evidenced ➤ Youth awards are accepted as equitable evidence of attainment and achievement 	<p>Promoting award recognition</p> <ul style="list-style-type: none"> ➤ Members have an influential collective voice ➤ Key stakeholder groups are more fully aware of the positive impact of youth awards on attainment, achievement and skills development ➤ More young people secure opportunities for youth award achievement and recognition in a range of settings ➤ Youth awards are 'mainstreamed' in progression pathway options for young learners 	<p>Shaping policy and practice</p> <ul style="list-style-type: none"> ➤ Youth awards are championed by members, young people and Strategic Partners, influencing policy and practice ➤ Development of the Awards Network is shaped by young people ➤ Awards Aware is included as a good practice indicator within the inspection framework for educational establishments

The Awards Network brings together eligible organisations to:

- Promote youth award opportunities for young people in Scotland to young people, youth workers and other educators to encourage participation and improve access
- Promote information about the content, benefit and connections between Awards to prospective employers, educational establishments, other stakeholders and the wider public
- Share information, skills and good practice in appropriate areas
- Conduct any other partnership project or activity which develops or promotes access to individual learning awards in Scotland

The Awards Network's overarching Vision is of youth awards being widely valued and recognised as critical evidence of a young person's learning and achievement.

2. MEMBERSHIP

The Awards Network has four categories of Membership – Full Members that offer awards that meet all the learning award criteria; Associate Members offering awards that partially meet the learning award criteria but who aspire to Full Membership; Affiliate and Strategic Partner. The requirements for each category are outlined below:

2.1 Membership Criteria

Membership eligibility is assessed in relation to individual learning awards proposed by a prospective member for recognition by the Awards Network. Additionally, members must demonstrate acceptance of member commitments and responsibilities as decided by the membership (see Section 2.3 below).

2.1.1 Full Membership

An organisation is eligible to join as a Full Member if it can demonstrate that its award(s) proposed for recognition meet(s) all of the following:

a) Offers an individual learning award for people within the age range of 10 - 25 years inclusive

- Members may also be offering awards to candidates outwith this age range, but the majority of candidates should fall within this age range.
- Learning Awards must be able to demonstrate that they have assessed learning outcomes consistently across delivery.

b) Uses a youth work approach

- The Awards Network uses the definition of youth work described in the [Statement on the Nature and Purpose of Youth Work](#), YouthLink Scotland (2009)
- Particular reference should be made by applicants as to how their award demonstrates the three essential and definitive features of youth work:
 - Young people choose to participate
 - The work must build from where young people are

- Youth Work recognises the young person and the youth worker as partners in a learning process

c) Operates Scotland wide

- A young person living in any geographic area of Scotland should have a reasonable opportunity to participate.
- A track record of awards achieved in at least 16 Local Authority areas over a period of 3 years prior to the date of the application. The intention to deliver and current participation numbers should not normally override this requirement.

d) Exclusion

- Awards that are in the pilot stages of development are ineligible as a basis for Membership.

e) Can demonstrate a commitment and responsibility to further the work of the Awards Network

- Please refer to Section 2.3 for guidance on Members' Commitment and Responsibility

2.1.2 Associate Membership

This category of membership provides an inclusion opportunity to those organisations offering awards that do not meet the criteria of Full Membership but do use a youth work approach.

- Associate Members will include organisations that
 - a. Aspire to Full Member status but whose awards do not fully meet the related geographic reach requirements at the time of application
 - b. are building the presence and availability of more recently launched awards.
- An organisation is eligible to join as an Associate Member if it can demonstrate that it:
 - **Offers an individual learning award for people within the age range of 10 - 25 years**
 - **Uses a youth work approach**

➤ **Can demonstrate a commitment and responsibility to further the work of the Awards Network**

- Associate Members attend Awards Network Meetings by invitation and have no voting rights.

2.1.3 Strategic Partner

Key national agencies / bodies identified as playing a critical role in relation to relevant policy and practice, but who otherwise do not meet the criteria of Full or Associate Membership may be invited to join the Awards Network as Strategic Partners.

- Strategic Partners are required to demonstrate a commitment to the 'Purpose' and 'Vision' of the Awards Network and support, where possible, the responsibilities detailed in section 2.3.
- Strategic Partners may attend Awards Network Member Meetings by invitation and have no voting rights.

2.1.4 Affiliate

The category of Affiliate provides an inclusion opportunity for organisations that offer

- a) awards with a specific local or Regional locus (confined to e.g. 1-3 Local Authorities or within the geographic parameters of a RIC) and / or
 - b) a relevant niche and specialist programme of non-formal learning and / or
 - c) a relevant Nominated Award and / or
 - d) otherwise do not meet any of the above membership criteria, but might be deemed to offer beneficial association to further the Purpose and Vision of the Awards Network
- Affiliates are required to demonstrate a commitment to the Purpose and Vision of the Awards Network and, where possible, the responsibilities detailed in Section 2.3.
 - Affiliates may attend Awards Network Member meetings from time to time by specific invitation and have no voting rights

2.2 Membership Application Process

2.2.1 Full and Associate Membership

- An organisation seeking to join the Awards Network as a Full or Associate Member should email a completed Membership Application Form, [downloadable](#) from the Awards Network website, to the Awards Network Secretary¹. (NB: the award achievement statistics pro-forma and the requirement for a short case-study illustrating award use and impact are integral components of the application form)
- The Membership Application Form will be considered at the next appropriate meeting of the Awards Network's Membership sub-Group, the date of which will be advised in advance to applicants.
- Applications will be assessed against the membership criteria outlined at 2.1 above.
- The outcome of an application will be one of approval at Full or Associate Member level; deferment pending further information or clarification; an offer of Affiliate status; or rejection due to failure to meet award criteria.
- Applicants requesting Full Membership Status may be offered Associate Membership Status where appropriate.
- The decision of the Membership sub-Group is final and will be confirmed in writing to the applicant within (normally) 10 working days following the meeting of the Membership sub-Group at which their application has been considered.
- Successful applicants shall thereafter respond with a formal statement and details of their designated representative, in terms of clause 2.3 below, upon receipt of which the organisation shall be deemed to have become a member of the Awards Network.
- Decisions on membership will be reported to the next Awards Network members meeting and recorded in the minutes.
- There is no appeals system and unsuccessful applicants may not resubmit an application for membership within one year of the Awards Network membership sub-Group Meeting at which an application was unsuccessful.

2.2.2 Strategic Partner

- The Awards Network may from time to time seek to recognise agencies or bodies of relevant national significance as Strategic Partners, where such organisations do not otherwise meet the criteria for Full or Associate Membership of the Awards Network.
- Strategic Partners will normally be bodies identified as key influencers engaged in policy arenas and related activities deemed supportive of the Purpose and Vision of the Awards Network and with whom the Awards Network seeks to engage in dialogue to mutual benefit.
- The power to confer Strategic Partner status is vested in the Awards Network's Strategy Group.
- Strategic Partner status shall be conferred for a period of up to 3 years and may be renewable thereafter, subject to agreement of both parties.

2.2.3 Affiliate

- Affiliates will normally be organisations that
 - a) Offer award programmes with a specific sub-national locus (see 2.1.4 above), or
 - b) Offer a subject-specific programme of non-formal learning leading to a niche of specialist award, or
 - c) Have a national profile; programmes and activities identified as supporting achievement of other Member awards; and can demonstrate a commitment to pursuing development of their own individual learner awards
- Affiliates will be organisations whose related activities are deemed supportive of the Purpose and Vision of the Awards Network and with whom the Awards Network might wish to engage in dialogue to mutual benefit,
- Affiliates will be identified either through their application to join the Awards Network and not fulfilling the criteria for other categories of Membership, or through the recommendation of individual members of the Awards Network.

- The Awards Network's Membership sub-Group is empowered to offer Affiliate status as appropriate
- The status of Awards Network Affiliate will be conferred for a period of up to 3 years and may be renewable thereafter should the circumstances remain unchanged

2.3 Members' Commitment and Responsibility

The Awards Network operates for, and through the auspices of, its members. To operate effectively it is dependent on the active support and participation of its members. To that end, membership of the Awards Network comes with certain commitments and responsibilities, outlined as follows:

2.3.1 Requirements of Membership

- Once an organisation has been notified that its application to join has been successful, it must provide the name and contact details of a designated representative to the Secretary.
- Each Member organisation shall appoint such a designated representative to attend Awards Network meetings, where appropriate, and to communicate on all Awards Network business, on its behalf.
- It shall be the responsibility of each member organisation to ensure that the secretary is kept advised of any changes to the designated representative.
- By no later than 30 September each year, members shall complete and submit an annual return reporting on the number of awards achieved during the previous year. The year in question may be calendar or fiscal year, or such other 12 month period agreed with the Secretary that most appropriately aligns with the operational year for that member organisation's award(s).

2.3.2 Additional Expectations of Membership

- Whenever possible, it is understood that each member organisation will commit to, and undertake, as many of the following as is reasonably practicable for that organisation:
 - Hosting Award Network Meetings (Full Members only)
 - Sharing research, information and initiatives that support the purposes of the Awards Network
 - Sharing relevant skills, experience and expertise of staff and volunteers
 - Responding to surveys and questionnaires and participation in research
 - Supporting projects and activities of the Awards Network
 - Promoting the purpose and activities of the Awards Network internally.
 - Providing such other forms of support as are appropriate and do not conflict with the member organisation's own aims, purpose and position.
- Each member organisation shall provide a written statement to the secretary of its commitment to and acceptance of terms of this document, signed by a duly authorised official of the said organisation.

2.4 Membership Offer

Membership of the Awards Network demonstrates an organisation's commitment to work individually and collectively with other members to promote the reach, value and impact of youth awards and to advance the Purpose and Vision of the Awards Network. In return the Awards Network offers the following respectively to each category of member:

2.4.1 Full Member

- Eligible to attend all Awards Network member events
- Eligible to attend all Member Meetings (normally three per annum), with full voting rights

- Eligible to be considered for appointment to the Strategy Group, Membership sub-Group, Marketing and Communications sub-group and other such groups and short-life working groups as may be formed from time to time
- Eligible for consideration to represent the Awards Network on policy engagement / external fora / conferences and similar representative events
- Organisation listing as Full Member on the Awards Network website, to include organisation descriptor, contact details, logo and web link
- Listing of top / approved award(s) information on the Awards Finder system
- Access to Members only section of the Awards Network website
- Subject to prior approval from the Secretary, ability to refer to membership of the Awards Network and use of logo on publications, letterheads and similar
- Organisation and award details listed in Amazing Things publication (at update)
- Inclusion in all generic mailings
- Access to a communication channel with all Awards Network members by e-mail via the Secretary for advertising events and vacancies (up to two times per annum)

2.4.2 Associate Member

- Eligible to attend all Awards Network member events
- Eligible to attend Member Meetings by standing invitation unless otherwise advised, with no voting rights
- Eligible to be considered for appointment to relevant short-life working groups as may be formed from time to time
- Organisation listing as Associate Member on the Awards Network website, to include organisation descriptor, contact details, logo and web link
- Listing of top / approved award(s) information on the Awards Finder system
- Access to Members only section of the Awards Network website
- Subject to prior approval from the Secretary, ability to refer to membership of the Awards Network and use of logo on publications, letterheads and similar

- Organisation and award details listed in Amazing Things publication (at update)
- Access to a communication channel with all Awards Network members by e-mail via the Secretary for advertising events and vacancies (up to two times per annum)

2.4.3 Strategic Partner

- Approval as a Strategic Partner for a 3-year period (renewable by mutual agreement)
- Eligible to attend all Awards Network member events by invitation
- Eligible to attend Member Meetings by invitation, with no voting rights
- Organisation listing as a Strategic Partner on the Awards Network website, to include organisation descriptor, contact details, logo and web link
- Listing as a Strategic Partner in Amazing Things publication (at update)
- Subject to prior approval from the Secretary, ability to refer to membership of the Awards Network and use of logo on publications, letterheads and similar
- Access to a communication channel with all Awards Network members via the Secretary

2.4.4 Affiliate

- Approval as an Affiliate for a period of up to 3 years (renewable by mutual agreement)
- Eligible to attend all Awards Network member events by invitation
- Eligible to attend Member Meetings by specific invitation, with no voting rights
- Organisation listing as an Affiliate on the Awards Network website, to include organisation descriptor, contact details, logo and web link
- Listing as an Affiliate in Amazing Things publication (at update)
- Subject to prior approval from the Secretary, ability to refer to membership of the Awards Network and use of logo on publications, letterheads and similar

- Access to a communication channel with all Awards Network members via the Secretary

2.5 Termination of Membership

Membership of the Awards Network may be terminated by the Member concerned or, in certain circumstances, by the Awards Network

2.5.1 Membership Termination by Member

- An organisation may terminate its membership of the Awards Network at any time by notifying the Secretary¹ in writing of its intention so to do.

2.5.2 Membership Termination by the Awards Network

- The Awards Network reserves the right to terminate an organisation's membership of the Awards Network.
- The Membership sub-Group is empowered with making decisions on continued membership.
- A decision by the Membership sub-Group to terminate membership will be conveyed in writing to the member concerned (normally) within 10 working days of such a decision having been taken, setting out the grounds for termination.
- The following individual, but non-exhaustive, list of circumstances may give rise to such a course of action:
 - The member organisation is deemed to no longer meet the criteria for membership as outlined at 2.1 above
 - The member organisation fails to attend 3 successive Awards Network Member Meetings without intimating apologies and / or a valid reason for non-attendance in advance (NB: applicable to Full Members)
 - The member organisation fails by the due date to submit an annual statistical return of awards achieved. Unless otherwise notified, the latest date for a completed annual return for the preceding year is 30 September (see also 2.3 above).
 - The member organisation, by its action and / or omission, gives rise to circumstances in which its continued membership is deemed to

present, or be likely to present, a reputational risk to the Awards Network

2.5.3 Right of Appeal

- On notification of a decision to terminate membership of the Awards Network, the member concerned may exercise a right of appeal.
- Such an Appeal should be submitted to the Secretary in writing within no more than 3 months of the date of the letter of termination informing said member of the decision of the Membership sub-Group
- A letter of Appeal must set out the grounds for appeal within the context of the grounds for termination as outlined in the letter of termination.
- Appeals will be considered by the Awards Network Strategy Group. The decision of the Strategy Group is final.

3 NETWORK MEETINGS AND ACTIVITIES

- The Awards Network will aim to hold a minimum of 3 Members' Meetings per annum, on dates and in venues to be agreed.
- Strategic Partners, Affiliates and other external agencies as appropriate may be invited to meetings of the Awards Network where their contribution would lend particular expertise and added value to the given agenda
- The Awards Network will conduct other projects and activities outwith Member Meetings, to support the Purpose, and to implement its current work plan.
- A website will be maintained to support the Purpose of the Awards Network – www.awardsnetwork.org - and will carry a listing of current Members (all categories) and details of their awards recognised by the Awards Network,
- From time to time member information will also be released in published form as [Amazing Things – a guide to youth awards in Scotland](#), most recently updated and released as the 4th edition in September 2017.
- The Awards Network will seek to maintain on its website a current database of youth awards available in Scotland, to include 'local', non-member awards as appropriate.

4 OPERATING STRUCTURE

The work of the Awards Network is guided by a 3-year Work Plan agreed by Members. The current plan covers the period 2020 – 2023.

4.1 Members Meeting

- The primary decision-making body is the Members' Meeting (see Annex A).
- Members' Meetings are open to Full Members and by standing invitation to Associate Members and Strategic Partners unless otherwise advised.
- Affiliates may be invited to attend on a meeting by case meeting basis
- Voting rights are held exclusively by Full Members.
- Members Meetings shall be held not less than once, but normally 3 times, during any one calendar year.
- Members' Meetings provide a vehicle for reporting on the work of sub-Groups and an opportunity for member consultation, information sharing and exchange, with input from external speakers as required.
- A meeting Chair is appointed on a meeting-by-meeting basis from (normally) within the Full Members serving on the Strategy Group.
- Members' Meetings are normally hosted by a Full Member organisation or a Strategic Partner

4.2 Sub-Groups

- The Awards Network may establish (sub) Groups to progress any specific activity, project or research as may be deemed appropriate from time to time.
- Three standing (sub) Groups have been established to undertake tasks required to support the operation and Purpose of the Network. These are the Strategy Group; a Membership sub-Group; and a Marketing and Communications sub-Group.
- A Strategy Group exists to support the operation and management of the Awards Network. Members have delegated to it key responsibilities with respect to the Awards Network Work Plan, agenda setting, representation and 'out of meeting' decisions (see Annex B).

- A Membership sub-Group has been established with delegated responsibilities for membership approval and review (see Annex C).
- A Marketing and Communications sub-Group provides guidance and practical support on matters related to website, promotion, events and related activities (see Annex D)
- Unless otherwise determined, sub-Groups will report to the Strategy Group, with key actions and decisions communicated to the wider membership at the earliest subsequent Members' Meeting or otherwise as appropriate to the need for member information and response.
- Members may additionally establish short-life working groups as required to undertake specific tasks to support achievement of Work Plan outcomes
- A Terms of Reference is required for each Sub-Group and short life working group, to include information on its remit, responsibilities, specific authority (if delegated), membership, term and working protocols.

5. DECISION-MAKING

- The ethos of the Awards Network is that decisions are made by a majority or consensus view of Full Members present and voting at Awards Network Meetings
- As circumstances may determine necessary, 'out of meeting' decisions on matters not otherwise delegated, may be sought by electronic or other appropriate means.
- Notwithstanding the above, sub-Groups may be empowered to make decisions on certain matters on behalf of the Awards Network as a whole, the scope of such powers being determined in the relevant Terms of Reference.
- Decisions shall be determined by a simple majority of those present and voting. No member organisation having voting rights will have more than one vote.
- Notwithstanding the foregoing, where any member organisation or group of member organisations undertakes, with the agreement of the Awards

Network, to lead on a project or activity, then the Awards Network shall recognise the legal and contractual obligations being undertaken by the lead organisation(s) and will support the office bearers of the lead organisation(s).

6 FINANCE AND ADMINISTRATION

The Awards Network is dependent on the support provided directly by its member organisations and through external funding opportunities. It is not expected that the Awards Network will be required to hold funds on its own account.

- A member organisation will be appointed to provide the designated Secretary for the Awards Network. The time and cost of this will be met by agreement with the Awards Network.
- Day to day administration of the affairs of the Awards Network will be exercised on its behalf by the 'host' member organisation for the designated Secretary.
- It is understood that the Secretary and general administrative support is being provided, until further notice, by, and through agreement with, Youth Scotland.
- Subject to resources being secured, the Awards Network may seek from time to time to employ professional staff to support its work. Such staff would be required to be employed by agreement through a host organisation (ideally that of the designated Secretary), with host HR and related contractual terms applying.
- Subject to external resources being secured, the Awards Network may from time to time engage time-limited external professional services to support aspects of its work.

7 CONFLICT OF INTEREST

- Any member organisation which may have a conflict of interest with the Awards Network in connection with any activity or project shall be expected to advise the Secretary of this at the earliest opportunity and to withdraw

from any involvement in this activity or project. This shall not prejudice the member organisation in respect of any other aspect of its Awards Network membership.

8 TERMINATION OF THE AWARDS NETWORK

- The Awards Network shall be deemed to have ceased to exist, if the number of member organisations is 8 or less, or if no meetings are held in any twelve month period.

Annex A:

Terms of Reference - Awards Network Members' Meeting

The Awards Network is owned by its Members. The primary decision-making body is the Members' Meeting. Members' Meetings are open to Full Members. A standing invitation extends also to Associate Members and Strategic Partners, unless otherwise advised by a decision of the Strategy Group. Awards Network Affiliates may be invited to attend as appropriate to a particular Meeting Agenda. Voting rights are held exclusively by Full Members.

A.1 Remit

- To ensure effective governance of the Awards Network
- To ensure Awards Network members collectively and individually deliver on the Purpose of the Awards Network
- To ensure an Awards Network Strategic Plan is developed, updated and reflects the needs of members and expectations of key stakeholders

A.2 Responsibilities

The Members Group exercises the following responsibilities:

- Ensure effective governance of the Awards Network
- Ensure the Awards Network has the resources necessary to support its effective operation
- Establish sub-groups to support the operation of the Awards Network and delegate powers and responsibilities as appropriate
- Receive and consider actions arising from a report from the Awards Network Strategy Group

A.3 Specific Authority

- Operational decisions not otherwise delegated to sub-Groups
- Approve updating of, and amends to, the Purpose and Operating Framework of the Awards Network
- Approve the Awards Network Strategic Plan
- Appoint members of the Awards Network Strategy Group
- Approve the appointment of Chairs of sub-groups as appropriate

A.4 Membership

The membership of the Members' Group should comprise the following:

- All Full Members of the Awards Network

- Associate Members and Strategic Partners (non-voting) by invitation
- the lead management representative of the Awards Network's 'host' organisation – currently Youth Scotland
- A representative from the relevant supporting Scottish Government body – currently Scottish Government Directorate for Advanced Learning and Science (CLD Policy Team)
- Education Scotland CLD (by invitation)
- The Awards Network Secretary (non-voting)
- Awards Network affiliates are not included in the Members Group but may be invited to attend Members Meetings on a case by case basis

A.5 Term

- Member organisations are represented by their named Designated Representative until the Secretary is otherwise advised by the Member organisation
- The lead management representative of the 'host' organisation, the Secretary and the Scottish Government representative are standing members

A.6 Working Protocols

- The Members Group will meet at least once, but normally 3 times each year
- The meeting quorum is 8, to include at least 6 voting members
- Meetings are Chaired by a member of the Strategy Group
- Meeting agendas should be prepared and circulated at least 5 working days in advance of the meeting date.
- Whilst seeking consensus, when decisions require a vote by members, voting rights are held by Full Members only and restricted to 1 vote per Member organisation (see Section 5 above).
- Minutes of Member meetings, highlighting Action Points, should be prepared and circulated (normally) within 10 working days of each meeting.
- Members Group Minutes should be made available in the Members' area of the website

Annex B:

Terms of Reference - Awards Network Strategy Group

The Strategy Group is the key management sub-Group of the Awards Network, entrusted by Members with responsibilities for matters relating to strategic planning, work plan development and implementation, people, finance, and dealing with urgent operational business requiring decisions and action between Member Meetings.

B.1 Remit

- Develop and update an Awards Network Strategic Plan
- Develop a Work Plan for the Awards Network Secretary and monitor progress and delivery
- Identify funding opportunities for implementation of the Strategic Plan
- Set agendas for Members Meetings and agree the meeting Chair (NB: Chair of a Members Meeting should normally be a member of the Strategy Group)
- Monitoring the need for Sub Groups and ensuring the spread of representation in their membership

B.2 Responsibilities

The Strategy Group responsibilities include the following:

- Provide clear strategic direction for the work of the Awards Network.
- Support the progression of the agreed work of the Awards Network between full meetings.
- Provide support to the Awards Network Secretariat and the Awards Network Secretary.
- Appointment of staff as appropriate
- Receive and consider actions arising from minutes and related reports of Awards Network Member Meetings and sub-Groups
- Receive operational and progress reports from the Secretary and consider actions arising
- Identify how the work of the Awards Network might be resourced.
- Ensure good Awards Network membership engagement in the work of the Awards Network.

B.3 Specific Authority

- Operational decisions between Member Meetings
- Staffing matters
- Final arbiter on Appeals against termination of Awards Network membership

B.4 Membership

The membership of the Strategy Group should comprise the following:

- The lead representative of the 'host' organisation – currently Youth Scotland
- Representatives of an additional 4 Full Members of the Awards Network, to include a representative of a uniformed youth organisation
- A representative from the relevant supporting Scottish Government body – currently Education Scotland
- Up to 2 individuals co-opted by the Strategy Group from within and outside the Awards Network who may bring particular skills or expertise required from time to time and not otherwise available
- The Awards Network Secretary (non-voting and attending by invitation of the Strategy Group)

B.5 Term

The Strategy Group operates between Full Member Meetings.

- The 'Host' organisation representative and Scottish Government representative are standing members of the Group
- Other Full Members serve for a period of (normally) 3 years, and may be so reappointed, by a majority of Members voting at a Full Members meeting.
- Co-opted members serve at the discretion of the voting members of the Strategy Group, subject to annual re-appointment
- Other than co-opted and standing members, members are appointed by a majority of Members voting at a Full Members meeting.
- Terms will normally run from appointment at the first Full Members meeting within the year beginning 1 April.
- Vacancies arising in the interim may be filled as per co-options above

B.6 Working Protocols

- The Strategy Group will meet at least 3 times each year, such meetings taking place between Member Meetings.
- The quorum for a Strategy Group meeting is 3, to include at least 2 Full members

- Meetings must be held sufficiently in advance of each Members Meeting in order to ensure that agenda and papers for the latter can be circulated at least one week in advance of the Members Meeting date.
- Meeting agendas should be prepared and circulated at least 5 working days in advance of the meeting date.
- Minutes of Strategy Group meetings, highlighting Action Points, should be prepared and circulated (normally) within 10 working days of each meeting.
- Strategy Group Minutes should be made available in the Members' area of the website

As at 1 April 2021 Strategy Group Members are:

Marielle Bruce, YouthLink Scotland
Toby Clark, John Muir Trust
Fiona Kennedy, Sports Leaders
Mark McGeachie, Youth Scotland
Laura Wright, Girlguiding Scotland
Elisha Fisher, Scot Gov CLD Policy (Ex-officio)
John Galt, Education Scotland (Ex-officio)
Jim Duffy, Awards Network (by invitation)

Annex C:

Terms of Reference - Awards Network Membership sub- Group

C.1 Remit

- To support growth in membership of the Awards Network across all categories of membership
- To support development of a membership that fully reflects the range of youth awards available across Scotland
- To ensure membership criteria, and their application, support the Purpose and Vision of the Awards Network as outlined in its Strategy.
- To apply agreed membership criteria to consideration of new applications for membership of the Awards Network and review of existing members

C.2 Responsibilities

- To receive, assess and decide on applications for membership
- To receive and review member Annual Returns and engagement
- To review member compliance with the requirements of membership and to amend member status as appropriate
- To keep membership criteria under review and propose revisions as appropriate
- To consider requests from existing members for additional awards to be recognised by the Awards Network

C.3 Specific Authority

- Make decisions on Awards Network membership applications
- Make decisions on membership status (category) and continuation
- Discretionary authority to vary the application of membership criteria on award 'track record' to national organisations of significant standing whose membership might be considered advantageous to achievement of the Purpose and Vision of the Awards Network

C.4 Membership

The membership of the Awards Network Membership sub-Group should comprise the following:

- The lead representative (or nominee) of the 'host' organisation – currently Youth Scotland
- Representatives of an additional 3 Full Members of the Awards Network, to include a representative of a uniformed youth organisation
- Up to 2 individuals co-opted by the membership sub-Group from within and outside the Awards Network who may bring particular skills or expertise required from time to time and not otherwise available
- The Awards Network Secretary (non-voting)

C.5 Term

The Membership sub-Group operates between Full Member Meetings.

- The Secretary (or their representative) is a standing member of the Group
- Other Full Members serve for a period of (normally) 3 years, and may be so reappointed by a majority of Members voting at a Full Members meeting.
- Co-opted members serve at the discretion of the voting members of the membership sub-Group
- Other than co-opted and standing members, members are appointed by a majority of Members voting at a Full Members meeting.
- Terms will normally run from appointment at the first Full Members meeting within the year beginning 1 April.
- Vacancies arising in the interim may be filled as per co-options above

C.6 Working Protocols

- The Membership sub-Group will meet at least once each year to review the status of existing members within (normally) 2 months following the deadline for member Annual Returns.
- The quorum for meetings of the Membership sub-Group is 3, to include at least 2 Full members.
- Additional meetings will be held from time to time to consider applications for Awards Network membership and / or requests from an existing member for amendment / additions of awards recognised by the Awards Network

- Decisions on membership applications should be advised in writing to the applicant within (normally) 10 working days of the meeting at which said decision was made.
- Decisions on amendment of membership status / award recognition / termination of membership should be advised in writing to the member concerned within (normally) 10 working days of the meeting at which said decision was made.
- A letter confirming a decision of the Membership sub-Group to terminate membership should inform the organisation concerned of (a) the reason for termination of membership; (b) a Right of Appeal to the Strategy Group, which should be lodged with the Secretary within 3 months of the date of said letter; and (c) that the decision of the Strategy Group will be final.
- Meeting agendas should be prepared and circulated at least 5 working days in advance of the meeting date.
- Minutes of Membership sub-group Group meetings, highlighting Action Points, should be prepared and circulated (normally) within 10 working days of each meeting.
- Minutes of Membership sub-group Group meetings will form an agenda item to be considered at the next appropriate meeting of the Strategy Group.
- The addition of new members will be reported to, and recorded in the minutes of, the Members Meeting immediately following said new member having completed the requirements for membership.

As at 1 May 2020 the Membership sub-Group Members are:

Martin Passmore, Cadet organisations (Chair)
Fiona Kennedy, Sports Leaders UK
Mark McGeachie, Youth Scotland
Laura Wright, Girlguiding Scotland
+ vacancy
Jim Duffy, Awards Network (by invitation)

Annex D:

Terms of Reference - Awards Network Marketing and Communications sub-Group

D.1 Remit

- Provide a critical resource to the Awards Network to assist with implementation of the Awards Network Marketing Strategy
- Engage the membership in marketing and communication activity in support of the Purpose and Strategy of the Awards Network
- Support achievement of growth across all categories of membership of the Awards Network
- Support the Awards Network to develop and maintain profile amongst stakeholders, policy and decision-makers
- Assist in positioning the Awards Network as the 'go to' source of information on non-formal awards and achievements through youth work

D.2 Responsibilities

- development of 'events' and supporting communications plans
- Launch and roll-out of the *Awards Aware* scheme
- Launch and promotion of the new Awards Network website
- Review and agree actions to maintain relevance of the Awards Network website and content
- Design and dissemination of Amazing Things 4
- Awareness-raising of the Awards Network to employers, youth work organisations, education establishments, young people, parents and others
- Maintaining a positive profile for the Awards Network

D.3 Specific Authority

- As agreed from time to time by the Strategy Group and / or Members Meeting

D.4 Membership

The membership of the Marketing and Communications sub-Group should comprise the following:

- The Lead Communications Officer of the Awards Network ‘host’ organisation – currently Youth Scotland
- Representatives of at least an additional 3 Full Members of the Awards Network, to include a representative of a uniformed youth organisation
- Up to two individuals co-opted by the Marketing and Communications sub-Group from within and outside the Awards Network who may bring particular skills or expertise required from time to time and not otherwise available
- The Awards Network Secretary (non-voting and attending by invitation of the Strategy Group)

D.5 Term

The Marketing and Communications sub-Group operates between Full Member Meetings.

- The Secretary and Scottish Government representative are standing members of the Group
- Other Full Members serve for a period of (normally) 3 years, and may be so reappointed, by a majority of Members voting at a Full Members meeting.
- Co-opted members serve at the discretion of the voting members of the Strategy Group
- Other than co-opted and standing members, members are appointed by a majority of Members voting at a Full Members meeting.
- Terms will normally run from appointment at the first Full Members meeting within the year beginning 1 April.
- Vacancies arising in the interim may be filled as per co-options above

D.6 Working Protocols

- The Marketing and Communications sub-Group will meet at least once each year to review progress with Marketing Strategy implementation, revise and update the Marketing Strategy as appropriate, and agree actions for the Group and the wider membership
- Additional meetings will be held on an ad hoc basis to support events and other specific pieces of work
- Meeting agendas should be prepared and circulated at least 5 working days in advance of the meeting date.

- Minutes of Marketing and Communications sub-Group meetings, highlighting Action Points, should be prepared and circulated (normally) within 10 working days of each meeting.
- Minutes of Membership sub-group Group meetings will form an agenda item to be considered at the next appropriate meeting of the Strategy Group.

As at 1 May 2020 the Marketing and Communications Group Members are:

Toby Clark, John Muir Trust
Addie Dinsmore, Scouts Scotland
Kevin Turner, Youth Scotland
+ vacancy x 2
Jim Duffy, Awards Network (by invitation)