

Table of Contents

.....	1
Charity Leadership Scotland Terms and Conditions	2
Charity Leadership Scotland Terms of Use	14
Charity Leadership Scotland: Code of Conduct	19
CLS Online Community Code of Behaviour	23
Safeguarding Policy: Protecting Children and Vulnerable Adults	30
Complaints Policy	38

Charity Leadership Scotland Terms and Conditions

Membership

Charity Leadership Scotland (CLS) is a membership organisation, and members must pay an annual fee to belong.

Full and Honorary Members have certain constitutional rights as set out in the Articles of Association.

The specific benefits of membership (other than those provided in the Articles) are at the discretion of Charity Leadership Scotland and may be varied from time to time without prior notice.

Members are entitled to benefits (subject to membership payment being received and a qualifying period for certain services) from the date on which they join/renew until the earlier of (a) the anniversary of their joining/renewing and (b) the date on which Charity Leadership Scotland ceases operations.

Charity Leadership Scotland membership applies to the individual who joins as a member and not to their organisation (irrespective of who pays for the membership).

Code of Conduct

Charity Leadership Scotland strives to create a warm and welcoming environment for all. Our **Code of Conduct** applies to staff, trustees and other volunteers, service providers and also to Charity Leadership Scotland members and guests attending our events or accessing our programmes and services.

Charity Leadership Scotland has a specific **Code of Behaviour** relating to behaviour conducted within its online community. This set of rules pertains to the digital rules specifically relevant to the platform. However, they are in line with the overarching **Code of Conduct** which precedes over all activity related to the organisation in any way.

Payment

The annual membership fee is based on an organisation's most recently reported annual turnover listed on OSCR. Whilst we appreciate that some organisations'

income may behave in different ways, we must use this as the sole, consistent benchmark for determining membership eligibility bands.

Membership applies for a term of one year starting on the day of joining. The membership payment must be made in total before the benefits of membership with Charity Leadership Scotland can be received.

Payment can be made by credit/debit card. Requests can also be made to pay by BACS via an invoice.

If a membership payment remains outstanding, we will notify you by primary email first or telephone. If contact is not made, we will use the alternative email address provided or the organisation finance contact (if applicable and provided). If there is no contact within a 14-day grace period, Charity Leadership Scotland will resign membership. If the member contacts after that window to reinstate membership, it can be done so at the new renewal date.

Membership fees paid are typically non-refundable, including in the event that Charity Leadership Scotland ceases operations. There are two exceptions to this, and Charity Leadership Scotland reserves the right to determine applicability on a case by case basis.

- If a membership is self-funded and the member becomes ineligible, then they should contact the organisation about the change and membership will be terminated immediately. If eligibility resumes within the duration of the year's membership term, it can be reinstated with the details updated to the member's new post. The renewal date will remain the same, with only the months out of post forfeited.
- If a membership is funded by the organisation associated with the member, the onus remains on the member to notify Charity Leadership Scotland of a change to their post and individual membership eligibility. If we are informed of the change by the organisation, Charity Leadership Scotland will make reasonable attempts to contact the individual prior to resigning their membership. Once resigned in this case, there are two possibilities. If the organisation chooses to fund membership for the successor, the new membership will be prorated with the remaining value left on the previous individual's membership deducted from the new individual's membership. Alternatively, if the organisation does not fund a subsequent membership for any successor, there will be no refund made.

Multiple discounts cannot be used in conjunction with each other.

VAT is not chargeable on membership.

Personal details

All information provided by you to us must be true and accurate at the point of applying.

In the event of a change of circumstances such as moving jobs, change of contact details or any other change that will affect your profile, a member should inform Charity Leadership Scotland by following the instructions in their member portal or by emailing directly to office@charityleadership.scot.

Benefits

Members of Charity Leadership Scotland will be able to access a range of programmes, services, networks and benefits, each of which may have more specific terms and conditions separately.

Member benefits are only accessible if membership is current.

Member benefits change from time to time without prior notice.

Transfer of membership

Charity Leadership Scotland is for an individual but if the individual leaves their organisation, they must update Charity Leadership Scotland as soon as possible by following the instructions in their member portal or by emailing directly to office@charityleadership.scot.

If the individual has paid for the membership themselves, they may take it with them to their new organisation if they remain eligible to be a member of Charity Leadership Scotland and have provided CLS with their updated details.

Renewal

Membership is for the term of one year.

For all members paying by credit/debit card or BACS invoice, email renewal reminders will be sent at 60 days, 30 days, 10 days and one day prior to the membership renewal date. A renewal notice email will also be sent one day after expiry at which point the member will be governed by the 14-day grace period.

Invoices are available from 60 days prior to renewal and can be paid at any point in that window. Whilst payment may be taken early, it does not affect the renewal date.

If membership lapses, the former member will not be able to access member benefits until the membership is renewed.

The member should apply for membership within the turnover band most recently reported. In the event that the organisation for which the member works has grown (or reduced) since the members joined/last renewed, the membership will be renewed in the turnover band most recently reported. Adjustments will not be made (in either direction) during a year.

We base your renewal category price on the last reported actual income that is available. We are unable to change a category based on estimations or assumptions for the end of the financial current year. Once the actual income is confirmed in your published annual report you will be able to renew at this rate the following year.

Cancellation

Membership services commence as soon as an application is approved. A member must cancel their membership in advance of 30 days prior to renewal. This can be done by completing the cancellation form in the member portal. If this is done after the renewal has transpired, the membership fee will not be refunded.

Members must actively notify Charity Leadership Scotland if they wish to cancel their membership.

Member liability:

Full and Honorary Members of Charity Leadership Scotland are members of the Company.

The liability of the Members is limited.

Each Member undertakes that if the Company is wound up while they are a Member (or within one year after they cease to be a Member), they will contribute – up to a maximum of £1 – to the assets of the Company, to be applied towards:

- a. payment of the Company's debts and liabilities contracted before they cease to be a Member;
- b. payment of the costs, charges and expenses of winding up; and
- c. adjustment of the rights of the contributories among themselves.

Data protection

By becoming a member of Charity Leadership Scotland, each member understands that Charity Leadership Scotland may use their personal data for the following purposes in particular:

- may store a member's details electronically in order to process applications, invoices and otherwise administer membership benefits and services
- use a member's contact details to send information relating to their membership, membership benefits, programmes, services and events. This includes to request feedback.
- use a member's contact details to send information and briefing material about potentially relevant sector issues.
- provide a member's contact details to funders of whom the member is a beneficiary in some way.

In cases where the membership is paid by the organisation to whom the individual is associated, Charity Leadership Scotland may liaise with the organisation to discuss operationally pertinent details about the membership. This includes the organisation's finance contact provided by the member, if applicable.

Further information about how CLS uses personal data is available in our Privacy Notice, which can be viewed [here](#).

If you have any queries relating to the use of your data, email office@charityleadership.scot.

Intellectual Property Rights

Copyright and all intellectual property rights in all material supplied by Charity Leadership Scotland to its members rests with Charity Leadership Scotland to the fullest extent possible.

Members may not reproduce, sell, hire or copy Charity Leadership Scotland materials without consent.

Limitation of Liability

To the extent permitted by law, Charity Leadership Scotland will not be liable by reason of breach of contract, negligence or otherwise for any loss or consequential loss occasioned to any person acting omitting to act or refraining from acting in reliance upon materials, information or opinion supplied by Charity Leadership

Scotland. Consequential loss includes, but is not limited to, any loss of profits or anticipated profits, damage to reputation or goodwill, loss of business or anticipated business, damages, costs, expenses incurred or payable to any third party or any other indirect or consequential losses.

Force Majeure

Charity Leadership Scotland shall not be liable for any delays or failures in performance or breach of contract due to events or circumstances beyond its reasonable control.

Changes to terms and conditions

Charity Leadership Scotland reserves the right to change or update the terms and conditions without prior notice.

CLS Online Community/Directory

CLS Community/Directory is an interactive area where community members can view other members' profiles, search for other members, connect with other members and message other members. By easily searching for members in their area or in their line of work, members can feel less isolated, and more connected, inspired and supported. It's a place for members to ask questions of each other, a rich resource of shared learning and experiences, somewhere to seek and offer advice and support, and the chance for members to network outside of our programmes of events. The **Code of Behaviour** for the online community can be found in this document.

Data Protection

By taking part in the online community, you understand that we may use your data for the following purposes:

- CLS members of the community will have their name, job title, organisation, organisation website visible to other Directory members along with any information they choose to add to their profile.
- Access to the CLS Online Community is a benefit of CLS membership and is intended for use by the individual member to whom the account has been issued.

Our Membership includes:

- **CEO's**
- **Chairs/Vice Chairs**
- **Aspiring leaders**
- **Associate Members**
- **Honorary Members**

In addition the following groups will also be members of the online community:

- **Mentors**
- **Consultants**
- **Strategic Partners/affiliates**
- **CLS Trustees**

If at any point a member does not wish to be part of the Directory, they can contact office@charityleadership.scot to discuss alternative measures.

The connections feature within the Directory allows members to network, interact, and collaborate. CLS members are automatically able to send and receive message from other CLS members. However, strategic partners/affiliates and consultants/interim execs must be a connection to message members directly.

The information contained within the Directory is created by, and stored in, CLS's CRM system. Use of the CLS Online Community is also subject to the relevant terms, conditions, privacy policies and other applicable policies of YourMembership and Momentive Software, the technology providers hosting the community, which can be [found here](#).

CLS administrators will not routinely monitor, read or review individual member conversations or activity for the purpose of general oversight. However, CLS administrators do have access to activity within the Online Community, including posts, comments, messages and other member interactions.

CLS reserves the right to access and review community activity, including in particular where a concern has been raised, a report has been made, a safeguarding issue arises, or CLS otherwise considers it necessary to protect members or uphold its policies and responsibilities.

Events Programme and Activities

These terms and conditions apply to all Charity Leadership Scotland staff, trustees, volunteers, members, non-members, guests, service providers and strategic partners.

Attendance

- A confirmation email will be sent upon booking from our events platform. At least 24 hours prior to the event you will receive detailed event information. If you do not receive your event booking confirmation and detailed event information, please contact us at events@charityleadership.scot
- All stakeholders are expected to abide by Charity Leadership Scotland's **Code of Conduct**. By registering for or agreeing to take part in a Charity Leadership Scotland event, you agree to meet the expectations set out in that **Code of Conduct**. We also expect all stakeholders attending events to comply with the terms and conditions of host venues.
- Charity Leadership Scotland will not be responsible for any expenses or other liabilities incurred as a result of attending any Charity Leadership Scotland event or programme, unless by prior agreement in writing.
- Materials given to participants during an event are the intellectual property of Charity Leadership Scotland and the contents cannot be used or reproduced, in full or part, without our prior written consent.
- Bookings are non-transferrable.
- Most of our events are open to non-members. CLS reserves the right to limit the number of non-member spaces available at their discretion. Where non-members are welcomed to Charity Leadership Scotland events, we ask that you are eligible for membership, or the following:
 - an aspiring CEO.
 - a CEO of a Scottish voluntary organisation or the most senior Scottish leader in a UK wide charity.
 - a chair or vice chair of a Scottish voluntary organisation.
 - An individual from a selected, associated organisation.

Bookings, cancellations, and refunds

For member-only events, we expect the attendee to be a current Charity Leadership Scotland member, both at the date of booking and the date of the event itself.

If Charity Leadership Scotland cancels or postpones a paid-for event you will receive a full refund. However, we will not be responsible for travel, accommodation or any other related expenses incurred.

Cancellations must be received in writing to events@charityleadership.scot or via the online community function. Cancellations received less than 14 days before the event are not eligible for a refund.

In the instance where a member needs to cancel one segment of a multi-segment series pass, there are no refunds once the first segment of the series has passed. In this event, CLS reserves the right to allow the member to transfer one segment of the multi-pass to another attendee provided they are eligible for attendance.

Booking is a confirmation of attendance, unless cancellation is received in writing to events@charityleadership.scot. All cancellation requests will be treated in line with the policy outlined above.

We are not able to offer refunds for cancellations arising from events outside of our control, including adverse weather conditions, flooding, or industrial action.

We reserve the right to change the venue of the event to another venue in close proximity.

If you are no longer able to attend a pre-booked paid for event, it may be possible for you to transfer the place to another person within your organisation, subject to Charity Leadership Scotland's approval. However, if this person is not a Charity Leadership Scotland member, a non-member fee will be charged.

Limitation of liability

As far as legally permitted, Charity Leadership Scotland will not be liable for breach of contract, negligence, consequential loss, or otherwise as a result of action taken or not taken on the basis of information or advice provided in a Charity Leadership Scotland event or programme.

Data Protection

If taking part in a Charity Leadership Scotland event, you understand that we may use your data for the following purposes:

- using your contact details to send you information relating to the event you have booked and to request feedback.
- provide your contact details name, job title, and organisation to upcoming facilitators for events to which they are attending.

- share your contact details, name, job title, and organisation with other members who are expected to attend or participate in events and services which the member is expected to attend or participate in.
- publish your name, job title, organisation and event attended within the participant group and as part of our promotional materials.
- We may share your attendance details with relevant funders and/or your associated organisation.
- We may use your contact details to send you information about Charity Leadership Scotland membership and other events, programmes and activities we offer.

Filming and photography

Some of our events are photographed and/or filmed. Attendees' images may be used on our website, in the online community, and in marketing materials. If you do not want to be filmed or photographed, or you do not give permission for your image to be used, please email events@charityleadership.scot or make contact with a Charity Leadership Scotland representative at the event.

Confidentiality

At Charity Leadership Scotland, we believe in creating a safe space for you to seek information and advice, and share your feelings, without the fear of this information being shared outside of our service. This is why the information you share with us, whether in writing or by phone, is kept confidential wherever possible (please see below for the exceptions to this policy).

Confidentiality offered is between yourself and the service. By 'service', we mean Charity Leadership Scotland as an organisation, not individual team members. This is because we may sometimes pass details onto colleagues within Charity Leadership Scotland or, with your permission, to third party suppliers who may offer legal, emotional or other support.

What does confidentiality mean in practice?

- We will not share the information you provide to us with other people outside of our service, unless with your explicit permission or at your request (e.g. if you ask to be referred for legal or other external support).

- Electronic information we hold about you will be stored securely on our database. Information on paper will be kept securely.
- General information will be collected for monitoring purposes. This is so we can understand the needs of our members using our service, report on this, and make improvements to our service. This information may also be used to identify trends in issues/concerns affecting our members which may be used to inform our leadership development and member learning activity.
- We may use secure digital tools, including AI-assisted note-taking software, to support staff in recording accurate summaries of discussions. These tools are used in line with our data protection obligations and are subject to appropriate security and confidentiality safeguards. We will not use such tools to process your information without ensuring they meet our privacy and security standards.
- Whilst activity in the online community is private and confidential and CLS team members do not routinely monitor members' connections, read or review individual member conversations or activity for the purpose of general oversight, CLS reserves the right to access and review community activity. In the event there is any issue, CLS has access to all platform communication to preserve the integrity and safety of all members.

Breaking confidentiality – exceptions to our policy

There are some exceptional circumstances where we may break confidentiality; usually due to a legal obligation, or to ensure your safety, or the safety of others. These are:

- In the event that terrorism, money laundering or bomb threats are disclosed
- If we receive a statute or court order requesting that we share information
- If we are instructed to by the police
- Where there is a risk of harm
- Where there is a serious risk to the safety of yourself or others
- In the event that staff and volunteers are threatened or abused
- In the event that the service is abused, preventing others from accessing the support they need

In many of the cases listed the most appropriate response would be to contact the emergency services. If contacting emergency services does not seem suitable a decision to break confidentiality will be reconsidered. Where possible the individual

will be informed of our consideration about passing details to third parties. We will always attempt to collect information openly and honestly.

Complaints Policy

For reference our comprehensive Complaints Policy can be found at the end of this document.

Charity Leadership Scotland Terms of Use

This page explains the Charity Leadership Scotland's terms of use. You must agree to these to use this Charity Leadership Scotland website (**charityleadership.scot**).

Using the Charity Leadership Scotland website

You agree to use the Charity Leadership Scotland website only for lawful purposes. You must also use it in a way that does not infringe the rights of, or restrict or inhibit the use and enjoyment of, this site by anyone else.

We update the Charity Leadership Scotland website all the time. We can change or remove content at any time without notice.

We amend these Terms and Conditions from time to time. Every time you wish to use our website, please check these Terms and Conditions to ensure you understand the terms and conditions that apply at that time.

By continuing to use our website after these Terms and Conditions have been updated you are agreeing to be bound by them.

Linking to the Charity Leadership Scotland website

We welcome and encourage other websites to link to the Charity Leadership Scotland website. You must contact us for permission if you want to either:

- charge your website's users to access any page on **charityleadership.scot**
- say your website is associated with or endorsed by **charityleadership.scot**

External links from the Charity Leadership Scotland website

The Charity Leadership Scotland website links to websites that are managed by government departments and agencies, service providers or other organisations. We do not have any control over the content on these websites.

We're not responsible for:

- the protection of any information you give to these websites
- any loss or damage that may come from your use of these websites, or any other websites they link to

You agree to release us from any claims or disputes that may come from using these websites. You should read all terms and conditions, privacy policies and end user licences that relate to these websites before you use them.

Content license

We are the owner or the licensee of all intellectual property rights in our site, and in the material published on it. Those works are protected by copyright laws and treaties around the world. All such rights are reserved.

If you are an individual, you may print off one copy, and may download extracts, of any page(s) from our site for your personal use.

If you are an organisation, you may print off copies, and may download extracts, of any page(s) from our site for non-commercial organisational purposes and you may draw the attention of others within your organisation to content posted on our site.

You must not modify the paper or digital copies of any materials you have printed off or downloaded in any way, and you must not use any illustrations, photographs, video or audio sequences or any graphics separately from any accompanying text.

Our status (and that of any identified contributors) as the authors of content on our site must always be acknowledged (except where the content is user-generated).

You must not use any part of the content on our site for commercial purposes without obtaining a licence to do so from us. If you're interested in making commercial use of anything on this site, you'll need to contact [**events@charityleadership.scot**](mailto:events@charityleadership.scot).

Disclaimer

While we make every effort to keep the Charity Leadership Scotland website up to date, we do not provide any guarantees, conditions or warranties that the information **will** be:

- current
- secure
- accurate

- complete
- free from bugs or viruses

We publish impartial information about setting up and running a voluntary organisation. This does not substitute independent legal advice. You should get professional or specialist advice before doing anything on the basis of the content.

We're not liable for any loss or damage that may come from using the Charity Leadership Scotland website. This includes:

- any direct, indirect or consequential losses
- any loss or damage caused by civil wrongs ('tort', including negligence), breach of contract or otherwise
- the use of **charityleadership.scot** and any websites that are linked to or from it
- the inability to use **charityleadership.scot** and any websites that are linked to or from it

This applies if the loss or damage was foreseeable, arose in the normal course of things or you advised us that it might happen. This includes (but is not limited to) the loss of your:

- income or revenue
- salary, benefits or other payments
- business
- profits or contracts
- opportunity
- anticipated savings
- data
- goodwill or reputation
- tangible property
- intangible property, including loss, corruption or damage to data or any computer system
- wasted management or office time

It is a feature of this website that much of the information is contributed by many different third parties and Charity Leadership Scotland does not control those parties or their information and has no responsibility for any information they contribute.

Opinions expressed within the information contained in this website are those of the authors and do not necessarily represent the opinion of Charity Leadership Scotland.

Governing law and legal enforcement

We are situated in Scotland and the law of Scotland shall govern any interpretation of these Terms and Conditions. The Scottish Courts shall decide any disputes between us.

We fully co-operate with the police in identifying those who use our service for illegal activities. We reserve the right to report to the police any activities that we reasonably believe to be unlawful.

Commenting

We offer users the option to "comment" on some content. We reserve the right to review these from time to time and delete any messages or text which we, in our sole discretion, decide are inappropriate.

If you comment you grant us the right to use and display any material which you post to or publish on this site.

Uploading content to our site

In some cases, we may offer users the option to "comment" on some content. We have the right to remove any posting you make on our site if we, in our sole discretion, decide it is inappropriate.

Any content you upload to our site will be considered non-confidential and non-proprietary. You retain all of your ownership rights in your content, but you are required to grant us a limited licence to use, store and copy that content and to distribute and make it available to third parties.

We also have the right to disclose your identity to any third party who is claiming that any content posted or uploaded by you to our site constitutes a violation of their intellectual property rights, or of their right to privacy.

Information about you and your visits to the Charity Leadership Scotland website

We collect information about you in accordance with our [privacy notice](#) and our **cookie policy**. By using the Charity Leadership Scotland website, you agree to us collecting this information and confirm that any data you provide is accurate.

Charity Leadership Scotland: Code of Conduct

Purpose

This Code of Conduct sets out the standards of behaviour and values that guide everyone connected with Charity Leadership Scotland.

It explains what we expect of our staff, members, trustees, volunteers, partners and event participants, and how we can each contribute to creating a respectful, safe and inclusive community.

This code is built on Charity Leadership Scotland's values:

- Courageous
- Collaborative
- Inclusive
- Authentic
- Open to Challenge

This means treating people with respect, holding ourselves accountable, and being willing to learn when things go wrong.

Scope

This Code applies to everyone who represents or engages with Charity Leadership Scotland, including:

- Staff, trustees and volunteers
- Members and strategic partners
- Event attendees, speakers and exhibitors
- Suppliers, contractors and consultants

It covers all settings in which Charity Leadership Scotland operates – in person, online, and through our networks, services and communications.

Our Commitment

We are dedicated to creating an environment where everyone feels safe, welcome and valued.

Every person who comes into contact with us deserves to be treated with dignity and respect.

Charity Leadership Scotland actively invests in and works to create cultures of reciprocal respect and will not tolerate injustice, discrimination, harassment or bullying in any form. This includes discrimination based on age, disability, gender identity, marital or civil partnership status, pregnancy or maternity, race, religion or belief, sex, sexual orientation or socio-economic background.

When concerns are raised, we will respond promptly, fairly and appropriately.

Our Culture and Values

Inclusion at Charity Leadership Scotland goes beyond meeting legal obligations – it's about how we live our values every day:

- Courageous – we act when it matters and address harmful behaviour.
- Collaborative – we work together to build understanding and solutions.
- Inclusive – we ensure every voice is heard and every person can participate safely.
- Authentic – we are open, honest and accountable.
- Open to challenge – we welcome constructive feedback and learn from it.

We promote wellbeing and mental health across our team, members and wider community, and encourage everyone to care for their own and others' welfare.

Preventing Harm

We recognise that harm can take many forms – some visible, others not.

We are committed to learning when harm occurs, supporting those affected, and taking meaningful steps to prevent it from happening again.

We will promote open communication and education around difficult issues, and where harm is intentional or targeted, we will take firm action.

Our definition of racism means negative beliefs about people based on their actual or perceived race, colour, nationality or ethnic background. This includes harm experienced by people of African, Caribbean, East Asian, Arab and South Asian heritage, as well as Jewish people and Gypsy, Roma and Traveller+ communities and people from other minority ethnic communities.

Our definition of inclusion extends to all individuals who experience inequity, oppression or injustice based on any personal characteristic, including sexuality, gender identity, disability, faith or belief.

The safety and wellbeing of all who engage with us is our highest priority.

Our Organisational Responsibilities

Charity Leadership Scotland will:

- Stand firmly against any abuse of power, including bullying, harassment, intimidation, discrimination or victimisation.
- Create a culture where concerns can be raised safely and are dealt with seriously and fairly.
- Ensure that everyone who works with or for us understands our expectations and receives appropriate training.
- Provide access to support and advice for anyone who:
 - experiences or witnesses unacceptable behaviour,
 - raises a concern or allegation, or
 - feels unsafe or excluded while engaging with us.

Our Shared Responsibilities

We ask all Charity Leadership Scotland stakeholders to:

- Communicate respectfully and recognise that personal boundaries differ for everyone.
- Express personal beliefs considerately and professionally.
- Ensure that any physical contact is consensual and appropriate.
- Speak up if you feel uncomfortable, or if you notice someone else may be.
- Listen with openness and curiosity when others raise concerns.
- Act with integrity, honesty and kindness in all interactions.

Reporting breaches of the Code

If you experience a breach of the Code, please report this immediately, or if you are made aware that someone else may have experienced a breach, you should contact the organisation.

All reports will remain confidential and investigated in accordance with Charity Leadership Scotland's disciplinary and complaints procedures.

Reports of any breach of this Code can be made by emailing Lucinda Godfrey, Charity Leadership Scotland CEO at **lucinda@charityleadership.scot**.

If the breach is in relation to the Senior Leadership Team your complaint will be redirected to the Board of Trustees.

Anyone who experiences harassment may also seek help from other relevant authorities, such as the police, or other legal or support services.

All individuals who have complaints made against them will have a fair opportunity to represent themselves.

Review

This Code will be reviewed annually, or sooner if required, to ensure it continues to reflect best practice and the values of Charity Leadership Scotland.

CLS Online Community Code of Behaviour

1. Purpose

The CLS Online Community is a space for members of Charity Leadership Scotland to connect, share knowledge and experience, ask questions, exchange ideas and build meaningful relationships across the voluntary sector.

We want the community to be a welcoming, constructive, and trusted space where members feel comfortable contributing openly and respectfully.

This Code of Behaviour sets out the expectations for using the CLS Online Community. It is a specific extension of, and should be read alongside, the **CLS Code of Conduct**, which applies to all CLS members in its entirety. Nothing in this Code of Behaviour replaces, limits or overrides the CLS **Code of Conduct**.

2. Who can use the community

Access to the CLS Online Community is a benefit of CLS membership and is intended for use by the individual member to whom the account has been issued.

Our Membership includes:

CEOs

Chairs/Vice Chairs

Aspiring leaders

Associate Members

Honorary Members

In addition, the following groups will also be members of the online community:

Mentors

Consultants

Strategic Partners/Affiliates

CLS Trustees

All activity within the CLS Online Community must be undertaken directly by the member themselves and not by a PA, administrator, assistant, colleague or other third party.

Members are responsible for all activity undertaken through their account and must not allow another person to post, comment, message, participate in discussions or otherwise engage in the online community on their behalf.

Members must not create or use an account for another person, impersonate another member, or misrepresent their identity or professional role.

3. Our shared responsibility

The CLS Online Community works best when members take collective responsibility for the culture they create.

By using the community, members agree to contribute in a way that reflects the values of CLS: respectful leadership, openness, integrity, curiosity, and a commitment to learning from one another.

We want this to be a place where leaders can ask difficult questions, share experiences honestly, challenge thinking, and support one another. That depends on all of us treating the community, and the people within it, with care and respect.

4. Be respectful and constructive

Members are expected to:

Treat other members with respect, professionalism and courtesy.

Engage in good faith, even where opinions or perspectives differ.

Challenge ideas, rather than individuals.

Contribute constructively to discussions and debates.

Be mindful that tone can be difficult to interpret online.

Respect the experience, expertise, circumstances, and perspectives of others.

Disagreement and robust debate are welcome. Personal attacks, intimidation, bullying, harassment, threatening behaviour or deliberately inflammatory behaviour are not.

5. No discrimination, hate speech, or abusive behaviour

Members must not post, share, promote or encourage content that is:

Abusive, threatening, intimidating or harassing.

Bullying or intended to humiliate, shame or undermine another person.

Hateful or discriminatory towards an individual or group.

Offensive on the basis of characteristics including race, ethnicity, nationality, religion or belief, sex, gender, sexual orientation, disability, age or any other protected characteristic.

Designed to incite hatred, violence or hostility in any way, including towards an individual or group.

Sexually explicit, gratuitously violent or otherwise inappropriate for a professional community.

This applies equally to posts, comments, direct messages, images, videos, links and other content shared through the community.

6. Integrity and authenticity

The value of the CLS community depends on members being able to trust one another.

Members should:

Communicate honestly and in good faith.

Not knowingly share false, misleading or deliberately deceptive information.

Not impersonate another person or organisation.

Not misrepresent professional qualifications, experience, role or authority.

Make clear where information is personal opinion rather than established fact.

Correct significant errors where they become aware that information they have shared is inaccurate.

Members should also take reasonable care when sharing information or advice, particularly where others may rely on it in making professional, financial, legal, employment or other significant decisions.

7. Platform oversight, including privacy and confidentiality

The CLS Online Community is a professional member environment. By joining you acknowledge your visibility in that online community and our Member Directory.

Some of your profile data is visible only to CLS administrators. Some is visible to CLS and you. Some of your profile data is visible to everyone in the online community. These three distinctions between who has visibility of your data are made clear via the member portal.

Members should be aware that their personal activity on the platform is not completely private from CLS. Members should therefore exercise appropriate judgement when sharing information within the community and should not assume that conversations or content are completely confidential from CLS.

CLS administrators will not routinely monitor, read or review individual member conversations or activity for the purpose of general oversight. However, CLS administrators do have access to activity within the Online Community, including posts, comments, messages and other member interactions. This access is necessary to enable CLS to administer and safeguard the community, respond to concerns, investigate reported or suspected breaches of this Code of Behaviour or the **CLS Code of Conduct**, and take appropriate action in relation to harassment, bullying, inappropriate behaviour, **safeguarding** concerns or other matters that may affect the wellbeing or safety of members. CLS reserves the right to access and review community activity, including in particular where a concern has been raised, a report has been made, a safeguarding issue arises, or CLS otherwise considers it necessary to protect members or uphold its policies and responsibilities.

Nothing in this section prevents CLS from taking appropriate action where it becomes aware of conduct that may breach this Code of Behaviour, **the CLS Code of Conduct, safeguarding** responsibilities or applicable law.

Further information about how CLS uses personal data is available in our privacy notice, which can be viewed [here](#). If you have any queries relating to the use of your data, email office@charityleadership.scot.

8. Sharing content outside the community

The CLS Online Community is intended to create a trusted environment for members to exchange ideas and experience.

We expect members to respect confidentiality and the privacy of others. Members should therefore always think carefully before sharing, screenshotting, quoting or otherwise sharing community discussions outside the platform.

Where a contribution is clearly intended to remain within the community, or where sharing it could identify or disadvantage another member, it should not be shared externally without the appropriate permission.

In particular, members must not:

- Share another person's personal information without appropriate permission.
- Publish confidential, sensitive or commercially confidential information belonging to another person or organisation.

- Copy or distribute private messages or discussions outside the community without the consent of those involved.
- Share information about individuals, beneficiaries, service users, employees or colleagues where doing so could identify them or breach their privacy or confidentiality.
- Use information obtained through the community in a way that could reasonably be considered intrusive, inappropriate or harmful.

Members should exercise particular care when discussing sensitive organisational situations, people or circumstances and should anonymise information wherever appropriate.

This does not prevent members from sharing their own contributions or publicly available information, or from sharing content where everyone whose permission is required has given it.

9. Appropriate use of the platform

Members must not use the CLS Online Community to:

Upload malicious software, viruses or other harmful material.

Attempt to gain unauthorised access to another member's account or information.

Interfere with the operation or security of the community or its underlying systems.

Circumvent access controls or community restrictions.

Collect member information for purposes unrelated to legitimate community participation.

Scrape, harvest or systematically extract member data.

Use automated tools or bots to interact with the community.

Post content that is unlawful or encourages unlawful activity.

10. Solicitation, promotion, and commercial activity

The CLS Online Community exists primarily to support connection, learning, collaboration and peer exchange between members.

For the avoidance of doubt, members must not use the community for persistent or unsolicited:

- Sales activity.
- Direct marketing.
- Advertising.

- Recruitment or headhunting.
- Promotion of commercial products or services.
- Fundraising or campaigning on behalf of external organisations.
- Requests for money, investment or financial support.
- Lobbying.
- Bulk messaging or spam.

We recognise that members will naturally share recommendations, opportunities, resources, events, and relevant services with one another. These contributions are welcome where they are genuinely relevant to the discussion and community and are not being used primarily as a means of promoting a product, service or organisation.

CLS may determine whether particular content constitutes inappropriate solicitation or promotion, and may designate limited windows in which particular activity can transpire.

10. Respect intellectual property

Members must respect copyright, intellectual property, and other legal rights.

Do not upload, reproduce or distribute material that you do not have permission or the appropriate rights to share.

Where you reference someone else's work, ideas, research, resources or content, credit the original source where appropriate.

Members should also never present another person's work or ideas as their own.

11. Reporting concerns

If you see content or behaviour that you believe breaches this Code of Behaviour or the **CLS Code of Conduct**, please report to office@charityleadership.scot rather than engaging in a public dispute.

Reports will be treated seriously and, where appropriate, confidentially.

CLS may remove content, restrict access to specific areas of the community or take other steps it considers appropriate while a concern is being considered.

12. Moderation and action

CLS reserves the right to moderate the Online Community and to take action where it considers that content or behaviour is inconsistent with this Code of Behaviour, the **CLS Code of Conduct**, the interests of the CLS community, or applicable law.

Depending on the circumstances and seriousness of the issue, this may include:

- Asking a member to edit or remove content.
- Removing content from the community.
- Issuing a warning or formal notice.
- Temporarily suspending access to the CLS Online Community.
- Restricting access to particular community areas or features.
- Suspending or terminating CLS membership.

A breach of this Code of Behaviour may therefore result in suspension of access to the CLS Online Community and/or deactivation or termination of CLS membership.

Any action taken under this Code will be considered alongside the **CLS Code of Conduct** and any relevant CLS membership terms and policies, and any applicable law.

For reference our comprehensive Complaints Policy can be viewed at the end of this document.

Safeguarding Policy: Protecting Children and Vulnerable Adults

Introduction

Charity Leadership Scotland is committed to safeguarding the welfare of all individuals who come into contact with our organisation, including members, staff, volunteers, and trustees. We aim to create a safe and inclusive environment where everyone feels respected, protected, and empowered to speak up.

Scope

This policy applies to trustees, staff, volunteers, and contractors or consultants working on behalf of the organisation, and anyone else when they are interacting with the organisation. It applies to both in-person and online activities, including events, communications and social media.

This policy should be read in conjunction with other Charity Leadership Scotland policies, particularly:

- Recruitment
- Induction
- Whistleblowing
- Anti-Bullying and Anti-Harassment
- Data Protection
- Health and Safety
- Grievance and Disciplinary
- Volunteer
- Intern

Safeguarding within Charity Leadership Scotland also includes preventing abuse of power, bullying, harassment, or exploitation in relationships between staff, Trustees, volunteers, members, and beneficiaries.

Charity Leadership Scotland welcomes complaints from external sources such as members of the public, partners and official bodies. These should be made using the Complaints Policy.

Organisation context

Charity Leadership Scotland is a membership organisation supporting leaders across Scotland's voluntary sector.

We recognise that:

- we do not routinely work directly with children or adults at risk
- contact, where it occurs, is incidental and usually supervised
- our primary safeguarding role is:
- ensuring safe organisational practice
- responding appropriately to concerns
- modelling and promoting good safeguarding practice across the sector

Legal and regulatory framework

This policy is informed by Scottish legislation and guidance, including, but not limited to:

- Office of the Scottish Charity Regulator guidance
- Adult Support and Protection (Scotland) Act 2007
- Children and Young People (Scotland) Act 2014
- Protection of Vulnerable Groups (Scotland) Act 2007
- Disclosure (Scotland) Act 2020
- Data Protection Act 2018

Procedures and guidance

Definitions

Child

Any person under the age of 18.

Adult

A protected adult is defined as **16 and Over**: The legislation focuses on adults at risk, which specifically includes people aged 16 or older.

16-18 Year Olds: Young people aged 16 to 18 may be protected under either adult or child protection legislation depending on the circumstances.

Adults at risk of harm

The Adult Support and Protection (Scotland) Act 2007 defines an adult at risk as any person aged 16 and over who is:

- unable to safeguard their own wellbeing, property, rights, or other interests;
- at risk of harm;
- affected by disability, mental disorder, illness, physical or mental infirmity such that they are more vulnerable to being harmed than adults not so affected.

We refer to the NHS information on abuse and neglect of adults at risk: [Abuse and neglect of adults at risk \(safeguarding\) - Social care and support guide - NHS](#)

We refer to the NSPCC information on abuse and neglect of children: [Child abuse and neglect | NSPCC Learning](#)

Safeguarding principles

Charity Leadership Scotland adopts a rights-based approach and is committed to dignity, equality, and inclusion. Safeguarding is everyone's responsibility and concerns will be responded to proportionately and without delay.

We act fairly and with compassion when we respond to reported disclosures, concerns or allegations. We treat all those involved with respect and sensitivity.

We will:

- Protect people from harm.
- Ensure concerns can be raised safely.
- Respond appropriately to allegations or incidents.
- Report concerns to relevant authorities if appropriate to do so.
- Promote a culture of safety and accountability.

Responsibilities

All Trustees, staff, and volunteers have a personal responsibility for applying this **policy**. They should follow all relevant procedures and guidance, especially those relating to standards of behaviour and reporting of incidents, allegations, and concerns.

All concerns, regardless of perceived severity, should be reported. All Trustees, staff and volunteers must:

- Act on any safeguarding concern without delay
- Prioritise the safety and wellbeing of the individual
- Follow reporting procedures set out in this policy Some individuals have additional roles and responsibilities.

a) Trustees

The overall responsibility for implementing this policy lies with the Board of Trustees, who may delegate responsibility to an appropriate member of staff.

Trustees will ensure safeguarding is incorporated into organisational risk management and reviewed regularly.

b) Designated Officer

The CEO, Lucinda Godfrey, has designated responsibility for implementing, promoting and maintaining oversight of this.

In addition to the implementation, promotion and maintenance of this policy, the Designated Officer will also be responsible for:

- Ensuring that appropriate information, advice and training on handling children and protected adults is available;
- Being the contact point for allegations or concerns about the treatment of children or protected adults;
- Maintaining confidential records of allegations of abuse of children or protected adults and actions taken;
- Establishing and maintaining contacts with external organisations (e.g. the police, social services);
- Liaising with Chair/Office Bearers/Trustees if appropriate.

The Designated Officer will not conduct investigations into allegations where this is the responsibility of external statutory agencies but will make referrals as appropriate.

c) Managers

The role of managers is to:

- Ensure that all staff are knowledgeable of their responsibilities under this policy;

- Ensure that staff undertake appropriate training;
- Advise the Designated Officer in advance of any special circumstances in which there will be contact with children or protected adults;
- Promptly report any incidents, allegations, or concerns

d) Senior Leadership

The role of Senior Leadership is to:

- Oversee the operation of the reporting and monitoring of incidents, allegations, and concerns raised under this policy;
- Provide advice and develop, implement, and monitor procedures and guidance relevant to this policy;
- Ensure that appropriate training is provided to those who require it;
- Monitor legislative and best practice developments and update the policy accordingly.

Training

All Trustees, Staff, and Volunteers will be introduced to this policy during induction, including how to report incidents, allegations, and concerns.

Charity Leadership Scotland will ensure staff and volunteers are trained to identify potential harm and know what action to take.

Responding to a Disclosure

If a child or protected adult discloses abuse, Staff, Trustees or volunteers should:

- Listen carefully and remain calm
- Take the disclosure seriously
- Reassure the individual they have done the right thing
- Record what was said as soon as possible

They should not:

- Promise confidentiality

- Ask leading or investigative questions
- Attempt to investigate the matter themselves

All disclosures must be reported to the Designated Officer as soon as possible.

If a child or protected adult is in immediate danger, staff or volunteers should contact emergency services e.g. the police or the relevant local authority social work department immediately before informing the Designated Officer.

Reporting procedures for disclosures, concerns or allegations made by Third Parties

It is highly unlikely given the nature of our role, that a disclosure, concern, or allegation regarding abuse/harm could come to the attention of staff/board members through direct observation. However, it is possible that this could be raised by a staff member or volunteer from a member organisation or a third party in the form of a phone call, online meeting, email, or face-to-face contact.

Regardless of how this comes to the Staff/Board members' attention, they will immediately record the matter, outlining the details and any action that has already been taken and any other relevant information. The report should be recorded objectively, using the words of the person making the disclosure. This record should then be shared securely and confidentially with the Designated Officer.

Reporting and managing incidents, allegations and concerns

Reports of incidents, allegations and concerns should be made to the Designated Officer. A report to the Designated Officer must be made where:

- A child or protected adult discloses abuse.
- A third party raises a concern or allegation of abuse
- A person makes an allegation of abuse about a Charity Leadership Scotland employee, trustee or volunteer.
- There are suspicions or indicators that a child or protected adult is being abused; for example, where there are observable changes in a child or protected adult's behaviour that may be related to abuse; or
- The behaviour of any person towards a child or protected adult causes concern or there is suspicion that a child or protected adult is being harmed.

If a concern involves the Designated Officer, it should be reported directly to the Convenor/Chair of the Board of Trustees.

Investigating incidents, allegations and concerns

Where a concern or allegation is reported, the Designated Officer will assess the information and determine whether it should be referred to the police, social work services, or another appropriate external agency.

Charity Leadership Scotland will not carry out internal investigations that could interfere with any external investigation.

Once an allegation has been assessed the Designated Officer may:

- Take no further action.
- Put in place measures to ensure the safety of the child(ren)/protected adult(s).
- Refer the matter to be dealt with under the relevant internal procedure, including but not limited to the Employee Disciplinary Procedures.
- Refer the matter to the Convenor/Office Bearers and/or wider Trustees
- Make a referral to a relevant external agency e.g. police/social service.
- Refer an individual to Disclosure Scotland for consideration for inclusion on the Children's List and/or Adults' List; or
- Take any such further action as is necessary in the circumstances.

The Designated Officer will keep records of complaints or allegations and their outcomes. Records shall be held securely in accordance with data protection regulations and in line with the Records Retention Schedule.

When Charity Leadership Scotland is asked to provide information about an allegation in respect of a child or protected adult any information must be shared in a manner consistent with the Data Protection Act 2018. The Designated Officer should be consulted before information is provided to an external organisation.

Support

The Chief Executive will ensure that Trustees, staff, and volunteers are fully aware of this policy and the mechanisms by which they can raise concerns, or report

incidents or allegations. This will include signposting to appropriate external support agencies.

The Chief Executive will also ensure that Trustees, staff, and volunteers are properly supported when reporting incidents, concerns, or allegations to ensure that all issues are reported timeously.

Safer Recruitment

Charity Leadership Scotland is committed to safer recruitment practices. This includes:

- Appropriate references
- Background checks
- PVG Scheme membership where regulated work is undertaken

Monitoring and review

This policy will be reviewed annually or sooner if there are changes in legislation, guidance, or following a safeguarding incident.

Complaints Policy

1. Introduction

At Charity Leadership Scotland we are committed to providing high quality services to everyone who comes into contact with us. We are delighted to hear from those who use our services and find them helpful. However, we're always looking to improve, and we know that sometimes things might happen which make an experience at Charity Leadership Scotland less positive. If you feel we have not reached the standards you expect; you have felt discriminated against or unsafe; or you have any other feedback this policy explains what you can do and what will happen in such a case.

This complaints process is for Charity Leadership Scotland staff, trustees, volunteers, members, guests, service providers and corporate partners (Charity Leadership Scotland's 'stakeholders'). If you are a member of staff, you can also refer to the staff handbook for guidance.

2. How do I complain?

Complaints will likely relate to either our member benefits and services or the behaviour, language or conduct of a Charity Leadership Scotland stakeholder. To raise any kind of complaint, please make contact with office@charityleadership.scot in the first instance. Please make sure you provide your email address and phone number so that we can keep you updated on the progress of your complaint. Your complaint will then be assigned to an appropriate member of Charity Leadership Scotland's senior leadership team (SLT), depending on the nature of your complaint and any other relevant factors. It may also be assigned to the Chair or Vice Chair of the Board.

For all kinds of complaints, the first step of our response will be to arrange an initial conversation between you and the assigned member of the SLT. In this meeting they will discuss what happened with you and form a summary of your complaint which will be shared with you to check we have covered your concerns. If appropriate, the next step in our process will be to arrange a one to one conversation with our Chief Executive, another appropriate member of the SLT, or our Board, to help us understand why this was unacceptable, and what we could do to avoid this happening in the future.

In some cases, further action may be necessary to identify the accountability mechanisms necessary to resolve it. We have aimed to make this process proportionate to the small number of complaints we receive, and transparent to ensure that everyone knows what to expect if something goes wrong.

3. Complaints against a Charity Leadership Scotland stakeholder

Our principles

At Charity Leadership Scotland we believe that harm is complex, and accountability for the harm we cause others is a vital part of good leadership. While all of us have the capacity to harm others, most of us will also have experienced harm. We start from the principle of believing the complainant and making their safety while using Charity Leadership Scotland services a priority. At the same time, we know that being the subject of a complaint can also be stressful, and that information about how the complaint is being investigated and progressed is often not accessible or withheld. We will aim to be transparent with both parties and where the subject of the complaint is a Charity Leadership Scotland member, we will offer support if appropriate and possible, depending on the nature of the complaint.

We want to encourage members to learn, develop and change their behaviours. As such this policy does not set out a list of punitive measures but seeks to provide an adaptable framework for leaders who are willing to develop an understanding of their behaviour and be accountable for the harm we can cause others. Where this willingness is not demonstrated, it may be appropriate to terminate an individual's membership or relationship with Charity Leadership Scotland. This course of action will be a last resort, but we accept that it may be necessary in very serious cases.

Sometimes it will be challenging to establish exactly what has happened (for example, if an incident was not witnessed or recorded). Please be patient while we try to gather the evidence necessary. We will make sure to review anything relevant to your complaint.

Our process

We might not need to use all of these steps, and they may not need to happen in this order, but in the case of complaints against an individual we will use the following framework:

Measure	Outcomes
One to one conversation with member of SLT	Outlining the key details of your complaint and forming a summary for your and our records
One to one conversation with Chief Executive/Trustee/another member of SLT (if appropriate)	Identifying any further information we need to understand your complaint; identifying any individual/s as the subject of your complaint; identifying what the complainant would like to see happen to feel safe and that their concerns have been resolved; referring the complainant for further support if necessary or desired
Reviewing additional material	Exploring other materials such as social media records; emails; digital event recordings/chats; speaking to any witnesses of an occurrence
One to one meeting between Chief Executive/member of SLT and subject of the complaint (if applicable)	Establishing acceptance or denial of having caused harm; exploring whether they would like to learn about their behaviour and may benefit from referral to training on a specific issue (e.g. language, discrimination, relationship management); exploring the option of an apology or acceptance of fault, and next steps to improve; ensuring the subject of the complaint feels they have been given all the appropriate information and informed of how they will be kept updated. If allegations are substantiated and redress cannot be reached, the termination of an individual's membership, partnership or working relationship may be proposed to the board to be considered in line with our Articles of Association
Meeting arranged between complainant and subject of complaint (with	Opportunity to explore accountability and apologise; understanding how to avoid causing harm again

an external facilitator if requested)	
Check in points agreed (e.g. three months later; annually; after attending training course)	If necessary/appropriate, agreeing when we will check in with people involved and check they are happy with the resolution we reached.

4. Complaints about our member benefits and services

In cases where our member benefits, programmes and services do not meet the standard you expect, we will use the following framework to understand your complaint and improve our outputs.

Measure	Outcomes
One to one conversation with member of SLT	Outlining the key details of your complaint and forming a summary for your and our records
One to one conversation with Chief Executive/Trustee/another member of SLT (if appropriate)	Identifying any further information, we can review to understand how our member benefits and services did not meet expectations; discussing what we can do differently in the future to change and improve our services
Reviewing additional material and Charity Leadership Scotland processes	Exploring other materials such as event planning processes; the content in question and how it was produced or commissioned; discussing with staff members how we can plan to avoid the incident recurring
Check in points agreed (e.g. after next event; content review points)	If appropriate, agreeing when we will check in with the complainant and review changes, we have made to confirm that they feel their complaint has

	been adequately responded to and a resolution reached.
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5. If you are still not satisfied

If we cannot resolve your complaint by using some/all of the mechanisms above, we will refer your complaint to our Board of Trustees. They will explore the nature of your complaint; why a resolution could not be reached; and set out further proposals to resolve it. These will be discussed with you.

Finally, as a charity we are regulated by the Scottish Charity Regulator (OSCR), so you can also use the Regulator's Raise a Concern service if appropriate:

<https://www.oscr.org.uk/raise-a-concern/>

6. Timelines

After your initial contact we aim to get back to you within two working days to confirm that we have received your complaint, and to organise an initial meeting within 10 working days. Beyond this initial timeframe we will deal with complaints on a case-by-case basis but always strive to be prompt and keep you fully updated. We aim to resolve all complaints within 12 weeks of receiving them, but in cases where the complexity of the complaint means that we expect it to take longer we will let you know.

If we cannot resolve your complaint and need to refer it to our Board of Trustees for discussion, we will let you know the date of the meeting when it will be discussed. We will come back to you within 10 working days of that meeting to update you on the discussion. Clear minutes will be taken as to the procedures to be carried out, and you will receive full details of discussions relevant to your complaints. At all stages along the process, if any deadlines cannot be met you will be kept fully informed as to what is happening. Proceedings and records relating to complaints, will as far as practical, be kept confidential.

7. What we can't do

As part of our commitment to transparency, it is important to explain our approach and why we cannot act in certain situations. Charity Leadership Scotland is run by a small team and while we will always take your complaints seriously, we want to be realistic about our capacity to carry out (for example) significant vetting,

information gathering or interviewing. In the extremely rare cases where this might be necessary Charity Leadership Scotland would likely seek independent external support.

Some examples of where we will not be able to act include:

- Banning individuals from joining Charity Leadership Scotland: we want to support those who join our network to improve their leadership practice and reflect on where they can change. As such we do not assess the historical behaviour of members but ask all members to abide by our **Code of Conduct**. Any Charity Leadership Scotland stakeholder is subject to this complaints policy from the moment they join our network and any discriminatory or inappropriate behaviour should be reported.
- Behaviour that has occurred outside of our events or network: Charity Leadership Scotland advocates for an inclusive sector where bullying and discrimination do not happen. However, this complaints policy only applies to events that take place within our network. We cannot respond to complaints about other occurrences across the charity sector.
- Complaints that make allegations about opinions but not behaviours: Charity Leadership Scotland cannot police thoughts and we want to create an environment in which a range of opinions can co-exist respectfully and professionally. If personal beliefs are enacted in discriminatory comments, behaviours or correspondence we will act in line with this policy.

8. How we will act on the outcome of your complaint

Part of our process will be to internally review how our processes allowed this to happen and set out changes we will make to prevent it recurring. We will let you know how we are planning to change our processes and welcome feedback on how this is working, and whether it has been clearly communicated.