



rscds
Dance Scottish

The Royal Scottish Country Dance Society

*Promoting and developing
Scottish country dancing
worldwide*



Annual Review 2010



The Royal Scottish Country Dance Society (RSCDS) is for everyone interested in traditional Scottish country dancing and music. The Society promotes and teaches Scottish country dancing and is acknowledged as the leading body for this expression of Scotland's rich cultural heritage.



Chairman's Introduction



Founded in 1923, the Society initially pledged "to practise and preserve country dances as danced in Scotland". Early membership and activities centred in Scotland, but rapid expansion means the Society now includes a worldwide network of Branches and Affiliated Groups organising activities around the globe. The Society's aim and structures have evolved to meet the challenges of not only a worldwide membership, but also changes in lifestyles and leisure activities. Its

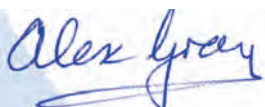
success, through continued review and evolution, is demonstrated today by the global population enjoying this activity, and its position as the authority on Scottish country dancing. Today's aim is "to promote and develop Scottish country dancing worldwide for the benefit of present and future generations".

Key to its worldwide success is the standards for formations and steps, meaning a dancer can participate in events around the world. Complementing this work is the production of material for teachers, such as CDs and books, providing standard dance instructions and music.

Early in my term of office, a challenging financial situation led to questions at the AGM about the Society's structure, and value of subscription and services. A questionnaire identified majority member support for the status quo, but charged the Board with improving communication, listening to, and engaging members more with the Society's work. Regional Conferences held subsequently at major Schools in New Zealand, Canada (TAC) and Australia were well received, and plans are underway to extend membership of Panels and Working Groups.

Major achievements in the last two years include the stabilisation of the Society's finances and review of the financial management structure; appointment of a Secretary/Executive Officer; a grant award for the RSCDS Young Dancer project; development and implementation of a three year strategic plan; a new website; and inter-agency collaboration, leading to *The Kandahar Reel* booklet and the Perth800 children's "devise a dance" competition. Please read more about these developments in this first RSCDS Annual Review.

It has been an honour and privilege to be Chairman. I am grateful for the support of members and look forward with confidence to a vibrant and healthy Society in the years ahead.



Alex Gray
Chairman



Message from The Secretary/Executive Officer



I am delighted to welcome you to the first RSCDS Annual Review.

In a worldwide organisation, with more than 14,000 members, communication has commanded attention and indications are we are now reaping the benefits of a new, accessible website, a new member database, improved online shopping facilities (along with a range of new products) and harnessing technology for speed and clarity in communications.

Increasing use of the internet does not mean, however, that we have abandoned other ways of keeping in touch with members. Our phones and mail remain busy and we receive a steady stream of visitors to the office keen to buy goods directly, savour the atmosphere or simply say "hello".

Since April of this year, the RSCDS has been working hard to implement a three year strategic plan, finalised after three months of consultation with members. I am pleased to report progress on all fronts: from increasing the public profile and awareness of the work and role of the RSCDS, through maintaining standards in Scottish country dancing, to increasing the RSCDS membership and improving services to members. You can read more about our progress in each of these areas later in this report and peruse the financial update.

The staff team has remained fairly stable over the last year, although Kate Lawrie, who will have been known to many members, retired in March to return to Australia. Sarah-Jane Paterson then joined us on a temporary basis to replace Kate and, now back at College, has remained part-time to manage the busy shop and ensure our products are relevant and up to date. Susan Rhodes is another new face. Employed part-time on a grant from Creative Scotland, Susan heads up the Young Dancer project, which aims to link young dancers around the world and support Branches to engage with more young dancers and help secure the future of the RSCDS and Scottish country dancing.

I hope you enjoy reading this Review, which we will produce on an annual basis to share information on our activities and chart how the RSCDS is moving forward.

I look forward to continuing to work with all members, Branches and partnership organisations throughout the coming year.

A handwritten signature in blue ink that reads "Elizabeth Foster". The signature is written in a cursive style.

Elizabeth Foster
Secretary/Executive Officer

Purpose and Aims

The principal aim of The Royal Scottish Country Dance Society is to promote and develop Scottish country dancing worldwide for the benefit of present and future generations.

The Society aims to achieve this by:

- Promoting and encouraging Scottish country dancing for all ages and abilities
- Providing technical support to Scottish country dancing by maintaining high standards of teaching, training teachers and musicians and publishing materials
- Supporting and widening the network of RSCDS Branches and other Scottish dance groups

Membership

The RSCDS is based in Scotland with a single office in Edinburgh and a worldwide membership. Membership is open to all persons aged 12 years and over. Members form autonomous local associations (Branches) which are linked to the Society by a licence agreement. Many UK Branches are also registered charities.

Today the Society has over 14,000 members spread across more than 500 Branches and Affiliated groups worldwide.

RSCDS Membership

Description	2010	2009	2008
Branch members	13,406	13,553	15,044
Individual members	820	896	668
Total members	14,226	14,449	15,712
Branches/local associations	168	169	169
Affiliated groups	357	370	396
Teachers' associations	3	3	2
Annual members	13,082	13,028	13,745
Long-term members	82	167	257
Life members	1,062	1,254	1,710



Structure and Management

Structure

The RSCDS was formed in 1923 as the Scottish Country Dance Society, becoming The Royal Scottish Country Dance Society in 1951. The Royal Scottish Country Dance Society is an unincorporated association, registered as a Scottish Charity (SCO16085) since 1969.

The Society is governed in accordance with relevant UK laws and regulations, including those specifically applicable to Scottish charities. The Management Board, which is the governing body of the Society meets at least four times a year. Management of the Society's operations and staff is delegated to the Secretary who has defined executive responsibilities and reports to the Management Board.

Appointment of Trustees

Elections are held annually by the Society at their AGM. Only Society members who are aged 18 or more can be elected to the Management Board, and when elected they automatically become Trustees. The Chairman Elect is elected for a two-year period and then confirmed in office as Chairman for two years. The three Management Committee Convenors and up to twelve ordinary members of the Management Board are elected for three-year periods. On 31 March 2010 there were nine ordinary current members of the Board. All Trustee positions are voluntary and unpaid, as are all positions on the Management Committees, Panels and Working Groups.

Committee Structure

The Committees advise the Management Board and implement policies as delegated to them by the Board. Each Committee has a Convenor who holds a seat on the Management Board. Along with Convenors, Convenors Elect and members of the Committees are elected by the Society at the AGM. The Society Chairman and Chairman Elect can attend and participate in any Committee or other meeting, but have no voting rights.

Panels and Working Groups

Panels and Working Groups progress a wide range of work, reporting in the first instance to a Committee or directly to the Board.

Panels are permanent, but reviewed annually. Last year, their responsibilities included adjudicating examination appeals, organising events such as the AGM Conference Weekend, investments and constitutional matters. Working Groups are established each year for certain tasks, with a Chair and membership selected to best fulfil their purpose. Last year, along with other matters, they considered the role of the President/ Vice Presidents, engagement of members overseas and VAT recovery.



Committees and their Responsibilities

General Purposes & Finance

Ensures the Society's funds and assets are safeguarded.
Oversees a budgeting and financial reporting process.
Monitors compliance with various Society policies.
Administers the Jean Milligan Memorial Fund.

The Committee currently comprises a Convenor, who is also the Treasurer, and five ordinary members.

Membership Services

Arranges for the publication of instructional literature and any other relevant material that they consider to be in the interests of the Society.
Conducts and encourages research that furthers the Society's aims.
Maintains the Society's archives.
Deals with matters relating to members, Branches and Affiliates.

The Committee currently comprises a Convenor and six ordinary members, plus the Archivist and the Music Director, who are appointed by the Management Board.

Education & Training

Implements policy on education and training, specifically running the examination system which trains future teachers of Scottish country dancing.
Provides training and development for teachers, dancers and musicians.
Through the Youth Director, deals with matters involving younger dancers, including medal tests and the organisation of "Spring Fling" for young dancers.
Organises Summer and Winter Scottish country dancing schools in conjunction with the Schools Director.
Advises the Management Board on matters concerning the standards and performance of Society dances.

The Committee currently comprises an elected Convenor, Convenor Elect, eight ordinary members, plus the Schools and Youth Directors who are appointed by the Management Board.



Review of Activities

The following activities were undertaken in addressing the six main action areas of the RSCDS Strategic Plan.

Increasing the public profile and awareness of the work and role of the RSCDS

Launch of New Website

An extensive re-development of the website was undertaken towards the end of 2009. The updated site went live in April 2010 and now includes online booking for events and a new online shop with online payment. Other features include a database of Branches and Affiliated groups, links to selected social networking sites, SCD event listings and other dance-related websites, and a member directory with a customisable page for each member. The result is a website that befits an international organisation. The site content is extensive and relevant and the addition of various digital applications make it a key communications medium for those involved with the Society or Scottish country dancing. Member and customer feedback will play a large part in planning ongoing development of the site.

Involvement in Festivals

Acknowledging and celebrating dance as an important element in Scottish culture is at the core of RSCDS policy. During last year the Society continued to participate in and support local festivals, not just in Scotland but throughout the UK and further afield. Many of these events involved hundreds of children and were mainly organised by local authorities assisted by RSCDS Branches.

Engaging with Schools

The Society's voluntary part-time Schools Liaison Officer continued to strengthen links with Local Education Authorities in Scotland and is helping to promote the teaching of SCD in primary schools. Early in 2010, a workshop was held to enable RSCDS teachers to deliver Continuing Professional Development (CPD) in basic SCD teaching skills, to teachers in Scotland. The aim of this event was to enable these basic skills to be revived in Scottish schools so that children can have access to SCD. This initiative should enable many more teachers to include the teaching of SCD to their pupils. Training RSCDS teachers to deliver CPD is a concept which, it is hoped, will spread beyond Scotland, wherever there is a demand for the teaching of SCD in schools.

Advancement of Young Dancers

A total of 440 young people, from towns as far apart as Ellon and Bexleyheath, took dancing tests and were assessed under the medal test scheme. The aim of this activity is to introduce young people to Scottish country dancing and recognise their progress and achievements in a visible manner. Six new medal test assessors have been selected and trained in the UK and the first overseas RSCDS medal test assessor has been appointed in Australia.

Development of Youth Workshops

In autumn 2009, Youth Workshops were held in London and Perth. These focused on promoting dancing to young people and recruiting suitable dancers for the Society's Youth Team. The Youth Team promotes Scottish country dancing by giving displays and demonstrations at public events and festivals in the UK and abroad.

Representation at high profile internal and external events

The presence of senior RSCDS personnel, including Chairman and Chairman Elect, at a variety of events has created PR and networking opportunities to raise the RSCDS profile as well as to establish or reinforce existing relationships.



Implementation of Marketing Strategy

A new marketing plan has been prepared and is being implemented in line with the corporate objectives. It covers a number of disciplines and actions to support the aim of increasing awareness and profile of the RSCDS including the provision of marketing materials, design, media and publicity advice and support. Allied to this is the ongoing task of developing a commercial photo/image library.

Extending access to Scottish country dancing across Scotland and worldwide

Appointment of Development Officer

As the result of securing Scottish Arts Council funding, a part-time Development Officer has been appointed for 12 months. Liaising with the Youth Director and the Schools Liaison Officer, the remit for this pilot project is to improve access to SCD by investigating and documenting successful practice, then supporting Branches in developing initiatives to engage children and young people with SCD.

Running RSCDS Dance Schools

The Society organises regular residential and non residential school and training events for the benefit of both Society members and the general public. During the past year the key events were:

Summer School 2009 – held in St Andrews during four sequential weeks with 819 participants, of whom 22% were attending for the first time.

Winter School 2010 – held in Pitlochry with a format of two five-day blocks. The event attracted 190 participants, of whom 43% were attending for the first time.

Spring Fling 2010 – held over one weekend in Newcastle, with over 50 participants, under the age of 35, from the UK and Europe.

The aim of these events is to create opportunities for dancers from all over the world to meet, dance together to music from a range of musicians, experience the highest level of tuition in Scottish country dance and to enjoy and maintain the social spirit of the dance. At Summer School the level of classes provided ranges from introductory to preparation for examinations for the Society's Teaching Certificate as well as courses for musicians. Winter School mainly caters for intermediate and experienced dancers. The Spring Fling event takes place in a different UK venue each year. It is designed specifically for young persons aged 16-35, with young people actively participating in its organisation.

Attracting New Dancers

Events continue to be held by Branches throughout the year with the purpose of recruiting new dancers to classes. Much of the high profile activity takes place in September to coincide with **Dance Scottish Week** which continues to provide a focus for this aim. Dance Scottish Week was introduced by the Society in 2007, to promote Scottish country dancing worldwide and encourage non-dancers to participate in Scottish dance. Events organised by Branches worldwide included taster sessions, beginners' classes, children's workshops, "bring a friend" evenings and family ceilidhs.

Sponsoring Traditional Music

In 2010, the Society sponsored a new trophy for the National Accordion and Fiddle Club Festival. This was awarded to the winner of the new class in the festival for playing in the SCD style. The class was designed to reach out to new musicians and to make connections with other areas within traditional music. The Society once again sponsored an award at the annual MG Alba Scots Traditional Music Awards.



Continuing to work to maintain and improve standards in SCD

Involving Examiners

Examiners play a key role in maintaining the standards of teaching and dancing set by the Society. The Society maintains contact with examiners throughout the world through regular bulletins which contain updates on the syllabus and examination procedures, and enables the sharing of good practice. This year, two new examiners were appointed in North America.

Qualifications for Teachers

During the year, 137 members embarked upon Part 1 of the Teaching Certificate, with a further 41 members successfully completing Part 2 and achieving the full Teaching Certificate. The aim of this activity is to maintain high standards of tuition so that Scottish country dancing is taught at a consistently high standard in all countries where Branches and/or qualified teachers are locally active. A new (non-examined) course on Basic SCD Teaching Skills was launched in early 2010. This gives dancers access to a basic set of skills and will enable them to lead or teach a club or class where there is no RSCDS qualified teacher available. A course outline for training mentors, who support examination candidates in Unit 4 of the Teaching Certificate, has also been published.

Dancing Proficiency Assessment

A new three-part Dancing Proficiency Assessment Scheme has been implemented. This scheme allows Society members of any age to improve their dancing skills and be assessed at three levels. The aim is to encourage all dancers to improve their standard of dancing and enable young people to continue to make further progress after participating in medal tests.

Tutoring Success

A scheme which already enables experienced teachers to "shadow" experienced tutors of examination candidates is being taken up at Summer School and on a regional basis. The objective of the scheme is to increase the supply of qualified tutors so that the quality of teacher training is maintained. A training course for prospective tutors was held in Edinburgh in the spring of 2010.

Increasing the Membership and improving Membership Services

Development of Publications and Recordings

The Society continues to publish and sell dance instructions, printed music, recorded music and books on the history of Scottish dance for the benefit of members and the general public. The aim of this activity is to keep Scottish music and dance traditions alive and to preserve and develop them for future generations. A "Dance Scottish" pack for schools has been reissued in a revised format, with music on CD, detailed dance descriptions and dance coaching on DVD.

Communicating with Members

A number of activities are underway with a view to enhancing communication with members. This includes maximising the application of digital communications such as e-zines and other direct electronic communication with members, and increasing the amount of material available to download from the website. In addition to providing information on a regular and timely basis, the opportunity for member feedback and dialogue is being expanded through social networking media, online questionnaires etc. The twice-yearly magazine (see below) continues to be a valuable tool for disseminating less time-sensitive information to members while offering a forum for members' views and opinions.



Contact via Members' Magazine

The Society publishes a twice yearly members' magazine, *Scottish Country Dancer*. This is distributed directly to members worldwide and contains information on dance events plus articles of interest on a variety of subjects for a wide audience.

The publication is the prime means of communication from HQ to all members as well as acting as a forum and broadening awareness of the rich country dance heritage of Scotland. Recently it was agreed to publish back copies of the magazine on the website for interested parties to browse or download.

Identifying opportunities to diversify RSCDS income

Focus on Funding

Various routes continue to be investigated in order to explore commercial opportunities, such as sponsorship and fundraising, to maximise and provide additional income streams.

Widening the Retail Offer

The new online retail shop is proving to be very successful. Likewise additions to the range of products that can be ordered either on or offline or purchased at events have proved to be popular. A designated member of staff has now been assigned responsibility for providing detailed stock and sales related information in order to develop a product/sales strategy.

Continuous improvement in organisational management and governance including risk management

Implementation of Risk Management Policy

A risk management plan (RMP), documenting the main identified risks to the Society, controls in place and action to be taken to minimise any remaining risk was approved by the RSCDS board in June 2009, and reviewed satisfactorily for progress in June 2010. In the course of the year, fire and intruder alarm systems were upgraded in Coates Crescent, along with IT equipment and software and, following a tendering process, a contract was placed with Web Foundry to re-design the RSCDS website and database. Financial processes and procedures continued to be monitored for efficiency and effectiveness.

Adopting Best Practice Governance

Shortly after the 2009 AGM, the RSCDS Board and Committee members attended a training day led by the Chairman. The morning included presentations by the Society's lawyer on good corporate governance and by the Secretary/Executive Officer on the RSCDS Strategic Plan 2010-13. The afternoon was spent in Board and Committee meetings. In January 2010, a working group was established to identify overlap in the responsibilities of the GP&F committee and the Secretary/Executive Officer, and to clarify the responsibilities of the Treasurer. This will culminate in a motion for changes to the Constitution at the 2010 AGM.

Focus on Quality

A strong emphasis on quality assurance and training has been evident over the last year. This has involved putting into action a process for regular reviewing of financial, staff, resource and other management policies and procedures.

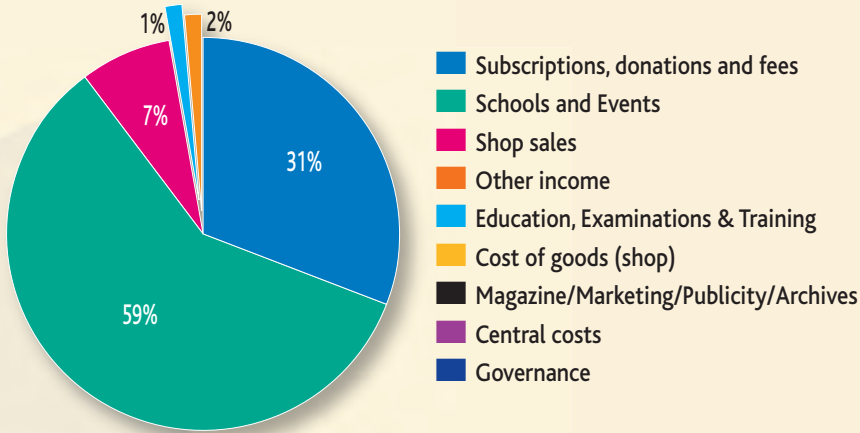


The Year in Focus



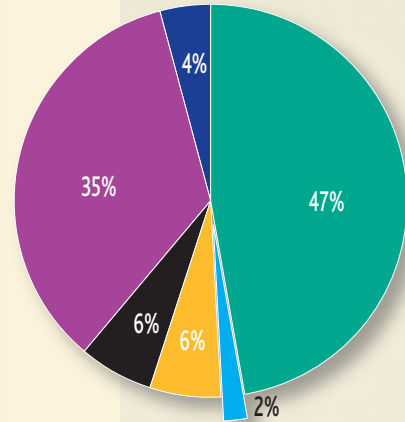
Statement of Financial Activities

Operational income



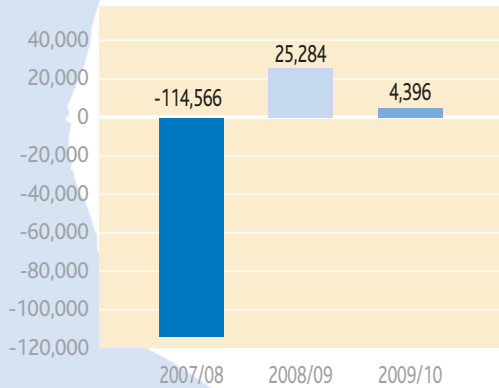
Total 661,276

Operational Expenditure

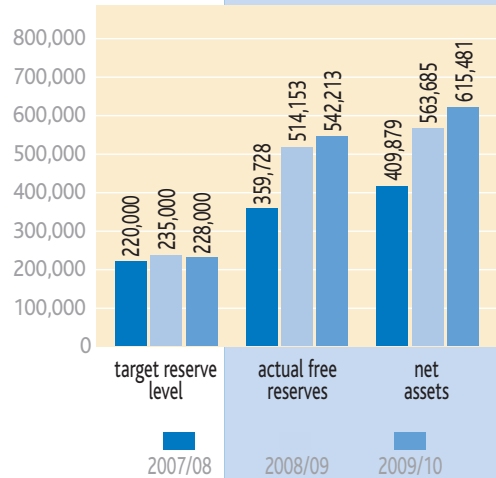


Total 656,880

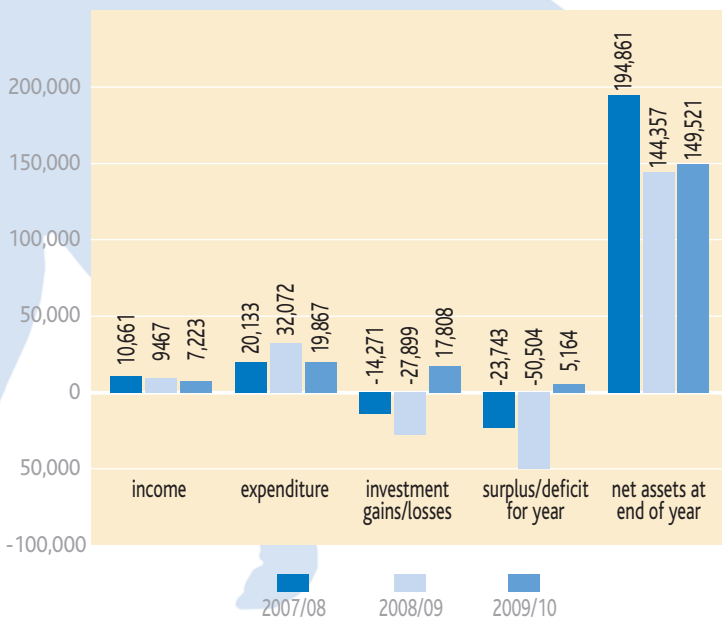
General Fund results



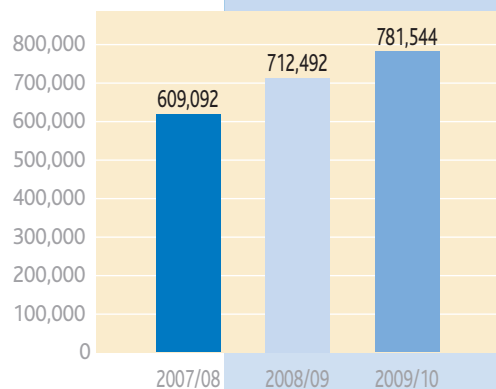
General Fund assets



Jean Milligan Memorial Fund results



RSCDS Net Worth



Statement of Financial Activities

Annual Results

For the year ended 31 March 2010 the Society had an overall surplus of £3,844 (2009: surplus of £2,777) before changes in the value of investment assets, and on 31 March 2010 the Society had accumulated total funds (net worth) of £781,544 (2009 restated: £712,492).

General Fund – Operational Activities

The annual single adult membership fee for the year was £15, last increased in July 2008 (from £10). The 2010 operational surplus was £4,396 (2009: £25,284).

Operational Activities identify core Society activities that are budgeted by and largely under the control of the Trustees. Gains and losses on investment assets, major donations and legacies, and income and expenditure within the designated and restricted funds are therefore usually excluded from this definition.

Jean Milligan Memorial Fund (JMMF) – Designated fund

During the period under review the total value for the fund rose from £144,357 to £149,521 including gains on investments. Due to the change of investment manager most investments were sold and partially reinvested. This happened after a sharp rise in financial markets thus allowing capital gains to be realised (but which did not fully off-set the unrealised losses in the previous year). In the period under review JMMF funds were used to meet the cost of the electronic digital recording of the music for the remaining 'Books', as well as the more traditional support for Branches and the scholarships program.

Porter Bequest – Restricted Fund

The fund's capital value decreased from £4,450 to £2,757, as two dancers from the Canadian Maritime Province were awarded scholarships for the St Andrews Summer School in July/August 2009.

Scottish Arts Council Grant – Restricted Fund

A grant of £12,009 was received for specific purposes and expenditure has commenced, with full utilisation intended in 2010-11. The Society will itself make a modest contribution to this fund.

Donations

Two members of the Society gave a combined sum of £3500 towards the recording and production of a double CD of the music to accompany the two volumes of Ladies' Step dances published in November 2009 and July 2010.

Investment Policy

The Management Board is responsible for ensuring that the Society's investment policy is followed. Investment performance is monitored by the GP&F Committee on behalf of the Management Board.

Reserves Statement

At March 31, the Society had General Fund reserves of £542,000, compared with a policy target of £228,000.



RSCDS Branches and Affiliated Groups

With more than 500 Branches and Affiliated Groups worldwide, the RSCDS has global representation across six continents, in the following countries: to in the countries listed below:



- | | | |
|-----------------|------------------|--------------|
| Argentina | Italy | Russia |
| Australia | Jamaica | Scotland |
| Austria | Japan | Singapore |
| Belgium | Kenya | South Africa |
| Canada | Luxembourg | Spain |
| Channel Islands | Monaco | Sri Lanka |
| Denmark | Northern Ireland | Sweden |
| England | Netherlands | Switzerland |
| France | New Zealand | Ukraine |
| Germany | Norway | USA |
| Hong Kong | Philippines | Wales |
| Hungary | Poland | West Indies |
| Ireland | Portugal | |



rscds
Dance Scottish

Registered Office

The registered office of the Society is
12 Coates Crescent,
Edinburgh
EH3 7AF

Tel: +44 (0) 131 225 3854

Fax: +44 (0) 131 225 7783

www.rscds.org

The Royal Scottish Country Dance Society
Registered Scottish Charity No SCO16085