



rscds
Dance Scottish

The Royal Scottish Country Dance Society

*Promoting and developing
Scottish country dancing
worldwide*

Annual Review 2012



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



Photo by Stephen Webb

The Royal Scottish Country Dance Society was founded in 1923 by Jean Milligan and Ysobel Stewart, who were both dedicated to reviving traditional dancing in Scotland at a time when it was in danger of disappearing. As a result of their commitment, the Society, whose roots are in Scotland, rapidly grew into the international organisation that we have today.

With a membership of just under 14,000 there are 167 Branches with which we have a Licence Agreement. There are also over 350 affiliated groups scattered throughout the world. Since its early days the Society, while expanding as a social activity, has had a robust examination system for training teachers. It also provides

learning opportunities for young people of all ages to develop their skills and a recent initiative for working with school children has been successfully launched. In addition, the Society organises residential Winter and Summer Schools, the former held in Pitlochry, the gateway to the Highlands, which includes a Ball in the magnificent surroundings of Blair Castle, and the latter in the beautiful seaside town of St. Andrews. There are similar schools in Australia, New Zealand and Canada where interesting programmes and fun events are included in the programme. Japan, too, offers many wonderful venues for dancing and a warm welcome to all visitors. The schools are attended by members and non-members alike with classes for all abilities. As well as tuition in dance and music undertaken by experienced professionals, the schools offer a variety of social activities and outings.

Since I assumed the office of Chairman two years ago, our structure has been reviewed and it continues to be under discussion. Our current legal status is under consideration, involving extensive work by present and past Board members. A Health Strategy for the Society has been developed in the last two years and is supported by the First Minister, by the Chief Medical Officer for Scotland and by all political parties. A successful launch was held recently at Glasgow Caledonian University where research had been carried out on the health benefits of Scottish country dancing. We fervently hope that it will not only bring benefits to many but also that it will increase our membership and so bring pleasure and many enduring friendships to people of all ages.

As Chairman I have a duty to maintain contact with our Branches both at home and abroad by holding Regional Forums. These have proved invaluable and have allowed me to discuss matters of concern in a very direct way as well as enjoy lively social events.

Our Society has much to offer as a source of history, of music and of dance and its prime commitment is to promote Scottish country dancing to a worldwide public. It is supported by a dedicated staff at Headquarters and a strong volunteer force who give freely of their skills and talents. It is my privilege to have held the position of Chairman for the last two years and to have been charged with continuing the work of my predecessors, that of ensuring a strong, forward-looking Society in a rapidly changing world.



A very warm welcome to the third edition of the RSCDS Annual Review!



2011-12 is the second year of our three year strategic plan and, like the middle book in any good trilogy, it can be characterised as mainly continuing the journey towards the ultimate achievement of the goals, in our case of our six main areas for action. There have been some milestones along the way, however, and I hope you will enjoy reading about them in more detail later in this Review.

Launch of the Society Facebook page in October 2011, swiftly followed by the YouTube channel in December were two significant milestones. Augmenting our usual channels of information to members, through *Scottish Country Dancer*, the website and regular ezines for adults and children, Facebook and YouTube facilitate sharing of information worldwide.

The Society is all about Scottish country dancing and music. The Young Dancer Development Project, which has been supported over two years by Creative Scotland, concluded in March 2012, leaving a wealth of information from direct experience on how to engage children and young people with Scottish country dancing. We now look forward to the election of the new Youth Services Committee at the AGM in 2012 to continue to take this work forward. In the meantime, the Music and New Media Development Officer has lost little time in getting to grips with the demands of his new role. Already we have the first Scottish country dancing album and tracks available for download from iTunes and plans are underway to deliver more, directly from our own website.

Maintaining Society membership continues to be a challenge and, by the time you receive this Review, the RSCDS Health Strategy, to encourage more people worried about their health into Scottish country dancing, will have been launched. Each branch will have received a comprehensive RSCDS Health Strategy pack of relevant research findings, high level endorsement of the strategy, campaign posters, flyers and other materials, along with ideas on how you might go about running the campaign in your area. This offers the ideal opportunity to boost local recruitment of dancers and increase membership of the RSCDS. Indeed a worldwide challenge has been set, to recruit 1,000 new RSCDS members in one year. Join the campaign by contacting Julia at HQ (julia.parr@rscds.org) to have your group's name recorded on the special campaign register. Keep us informed of your recruitment successes and we will add them to the *Membership Monitor*, to be displayed on our website throughout the 2012/13 dancing year.

I hope you will enjoy catching up with all the other news. If you happen to be in Edinburgh, please call in to Coates Crescent. This year we have had to implement a substantial programme of maintenance to keep your HQ wind and watertight. Be assured, however, that we will always find time to provide a warm welcome to all our Scottish country dancing visitors from around the world.

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 13,000 members spread across more than 500 Branches and Affiliated groups worldwide.

RSCDS Membership

Description	2012	2011	2010
Branch members	12,648	12,543	13,406
Individual members	746	778	820
Total members	13,394	13,321	14,226
Branches/local associations	166	169	168
Affiliated groups	330	345	357
Teachers' associations	3	3	3
Annual members	11,817	12,187	13,082
Long-term members	0	72	82
Life members	1,256	1,062	1,062



Structure and Management

Structure

The Society 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 (SC 016085) since 1969.

The Society is governed in accordance with relevant UK laws and regulations, including those specifically applicable to Scottish charities. The Management Board (the Board) is the governing body of the Society and 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 Board.

Appointment of Trustees

Elections are held annually by the Society at its AGM. Only Society members aged 18 or over can be elected to the Board, and when elected they automatically become Trustees. The Chairman Elect is elected for two years then confirmed as Chairman for two years. Management Committee Convenors and up to twelve ordinary members of the Board are elected for up to three years. On 31 March 2012 there were twelve ordinary 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

Committees advise and implement policies as delegated to them by the Board, with each Convenor sitting as a member of the 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, Working Groups and the Interim Youth Services Committee

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. Working Groups are established each year for certain tasks, with a Chair and membership selected to best fulfil their purpose. In 2011-12, Working Groups looking at Constitutional issues and Society engagement with External Events were particularly busy.

Shortly after the AGM in 2011, as had been agreed, the Interim Youth Services Committee was appointed by the Board to complete specific tasks in preparation for the new Youth Services Committee to be elected at the AGM in 2012.



Committees and their Responsibilities

Education & Training

Implements policy on education and training, and specifically the examination system for future teachers of Scottish country dancing. Provides training and development opportunities for teachers, dancers and musicians.

Through the Youth Director, engages younger dancers, for example, in medal tests and the "Spring Fling" event.

Through the Schools Director, runs the Summer and Winter Scottish country dancing schools.

Advises the Management Board on matters concerning the standards and performance of Society dances.

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

Membership Services

Arranges publication of instructional literature and other materials of interest.

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 comprises an elected Convenor and a maximum of six ordinary members, plus the Archivist and Music Director, who are appointed by the Management Board.

Youth Services

Will advise the Board on policies and strategies to engage children and young people (CYP) with Scottish country dancing and music worldwide.

Will research, develop and evaluate the impact of activities and services for CYP.

Will support and promote training for working with CYP.

Will explore Scottish country dancing and music in a contemporary Arts environment.

The Committee will comprise an elected Convenor and a maximum of six ordinary members.

Advisory Group

Finance and Governance Advisory Group

Supports and monitors the processes for internal and external audit.

Examines organisational plans and arrangements for good corporate governance, in particular risk management.

Scrutinises the annual budget, financial audit and related financial matters.

The Group currently comprises the Treasurer (chair), the Executive Officer and three members approved by the Management Board.



Review of Activities

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

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

Branding

The Society's logo, incorporating the words "Dance Scottish", has been widely adopted, and adapted, by branches under the terms of their Licence Agreement with the Society, and reinforces the identity and purpose of the Society. In 2011-12, the value of the link that Affiliated Groups also have with the Society was recognised with the production of a logo specifically for use by paid-up Affiliates.

Website Development

The Society website continues to be a key tool in communicating with a range of audiences. Work has continued on refining its structure and adding further information. The online payment facility for events now affords greater simplicity in transactions for members and customers.

Social Media and Digital Communications

In October 2011, the Society launched its own Facebook page. This has been very well received with a steady increase in the number of visitors to the page and the number of "likes". A YouTube channel followed in December 2011 and members and Branches have been invited to contribute their videos.

We continue to issue occasional ezines to members with live email addresses and to those with an interest in Scottish country dancing and the Society. Each ezine reaches between 5,000 – 5,500 members directly. The ezines are posted now on the Society Facebook page which increases their reach considerably.

In-house Magazine

The Society's twice-yearly members' magazine, *Scottish Country Dancer*, is published in April and October, and is delivered directly to members as part of their member subscription. Regarded as a prime means of communication from HQ to all members, the magazine provides a forum for discussion, whilst aiming to inform, entertain and inspire Scottish country dancers. Issue 14 published in April 2012 was the last of ten under the editorial lead of Andrew Kellett, to be followed by new editor, Rosemary Coupe.

Mailings to Branches

A minimum of eight Branch mailings a year continues. Mostly these are distributed electronically, with all documents available on the website for Branches and members to view. Additionally there is one mailing a year to Headquarter members and at least two mailings in the year to Affiliated Groups.

Annual Review

First published in 2010, the Annual Review is now a key corporate publication, popular with members and stakeholders, partner organisations, media and other audiences, providing facts and figures on the Society as well as giving a flavour of the organisation and its activities.

Promotional Materials

To meet the ongoing requirement for photographs to promote Scottish country dancing, two professional photo-shoots were commissioned to generate a series of high quality images, a selection of which are now available on the Society website. These images feature in a new range of Society leaflets and other promotional materials, which have been designed to support Branches in recruiting new Scottish country dancers and new Society members.



Partnership and Participation

2011/12 saw a new emphasis on "working in partnership", reflected in the formation of an *External Events* working group to look outwards to events such as the 2014 Commonwealth Games and Homecoming Scotland.

Demonstration Teams

With a talented pool of dancers both young and old, dance teams in Branches and Groups throughout the world promote Scottish country dancing with displays and demonstrations at a wide range of events.

Traditional Music Sponsorship

This year, the Society repeated its sponsorship of a trophy at the National Accordion and Fiddle Club Festival. It was awarded again to the winner of a class playing in the strict tempo SCD style, but also reaching out to new musicians and to connect with other areas within traditional music. The Society also continued its support of the MG Alba Scots Trad Music Awards, sponsoring the Club of the Year award at the *Hands Up for Trad* event.

Extending access to Scottish country dancing across Scotland and worldwide

Society Schools and Other Events

The Society organises various annual school and training events for Society members and the general public. These events are essential in helping to meet the aims and objectives of the Society, providing opportunities for dancers worldwide to improve their skills in a unique social atmosphere. **Summer School** is held over four sequential weeks in the picturesque university town of St Andrews, Scotland. This year it welcomed 649 participants from around the world and continued the steady increase in the number of less experienced dancers attending for the first time. **Winter School** is a five day event held in Pitlochry, Scotland, which includes a ball at the historic Blair Castle. With 98 participants in 2012, Winter School hosted 36% new attendees. **Spring Fling** takes place over one weekend, this year in Dundee/St Andrews, and caters predominantly for the younger dancer. With 26 participants from the UK and Europe, the next Spring Fling is scheduled for Lyon in France.

Young Dancer Development Project

The two year *Young Dancer Development Project*, supported by grants from Creative Scotland, concluded in March 2012, leaving a legacy of support materials for engaging children and young people in Scottish country dancing, all available on the Society website. The project also led to a unique event, carried out in partnership with Active Schools and high schools across Argyll. A mass Scottish country/fusion dance was performed by 600 high school pupils, to SCD music played live by young musicians from across Argyll as the prelude to a mini-Olympics.

Dance Festivals

Scottish country dance festivals engage children and adults throughout the UK. Organised by local authorities and music festivals and assisted by Branches, they promote Scottish country dancing and, in Scotland meet some "Health and Wellbeing" aims within the national schools' "Curriculum for Excellence".

Curriculum for Excellence

A new Scottish country dancing (SCD) Lessons Pack for use by teachers in primary schools has been developed. The Pack sits within a range of SCD teaching materials, which also meet the requirements of the *Curriculum for Excellence* in Scottish schools. *Jigs and Reels* was launched formally at the Scottish Learning Festival in Glasgow in September 2012.

A centrally held register of RSCDS-trained CPD providers supports the Lessons Pack initiative by creating the opportunity for schools, councils and education authorities to commission staff training in delivering this important aspect of the curriculum.



Continuing to work to maintain and improve standards in Scottish country dancing

Examiners

The Society relies on its examiners to maintain teaching and dancing standards, and three new probationary examiners were appointed in the autumn of 2011. In addition to regular bulletins and updates for examiners, an Examiners Seminar is planned to coincide with Summer School at St Andrews in 2013.

Teachers

During the year, 46 members undertook the Unit 1 written examination, and 154 members followed courses for the remaining examination units leading towards completion of Parts 1 and 2 of the teaching qualification. The non-examined course on Basic SCD Teaching Skills remains popular with dancers who are already leading, teaching, or about to take on a dance group but who do not wish to sit the RSCDS teaching exams.

International Teacher Development Fund (ITDF)

In 2011-12, the ITDF supported teaching experience in Australia for a young teacher from the UK, along with the training of teachers and tutors from New Zealand, Japan and Europe.

Teaching Resources

Launched early in 2011/12, the New Teachers' Pack supports and encourages newly qualified teachers. Successful candidates in New Zealand and the UK were first to receive the pack, which includes information on Teachers' Associations, how and where to access teaching guidelines and technical advice. Other teaching resources available online include the *Framework for Introducing Scottish Country Dancing to Beginners* and *Guidance notes on running a SCD Class*.

Teachers' Associations Workshop

This year, the second biennial event will coincide with the 2012 AGM being held in Aberdeen, Scotland, providing opportunities for networking and to share good practice.

Medal Tests

In 2011/12, 273 young people sat SCD medal tests. With the new syllabus now available and effective from January 2013, it is hoped to continue to expand this number.

Ladies Step

A small section of Ladies Step teachers were filmed at Summer School 2012, in response to requests for preservation of this historically important part of Scottish dance tradition.

Increasing the membership and improving membership services

Music and New Media

A major initiative in 2011 was the appointment of a Music and New Media Development Officer to work alongside the Music Director to develop SCD music traditions. Most people view Scottish country dancing as being synonymous with traditional, preferably live music and the aim is to increase access to its music and recordings and to encourage more young musicians into SCD. The first RSCDS album and tracks are available for download on iTunes, copyright is being systematically reviewed and attention is now turning to Apps for smart phones and SCD musical development. Events have also been filmed with the intention of developing a catalogue of videos for a continuous weekly programme on the RSCDS YouTube channel.

Publications and Recordings

The Society continues to publish and sell dance instructions, sheet and recorded music and books on the history of Scottish dance for the benefit of members and



the general public, to keep Scottish music and dance traditions alive for use in a variety of settings and to preserve them for future generations.

New Products

Following a bumper year for new products in 2010/11, this year reflected a more normal pattern of products and sales. Three new products were released. Following the reprint of the "Collins" guide as *A Guide to Scottish Country Dancing* in December 2011, the final supporting CD, *Scottish Country Dancing Volume 3* was released, along with a completely revised edition of *Originally Ours* and the new A5 composite volume of *Scottish Country Dances Books 19-24*. During the year, filming took place of a DVD to celebrate the contribution of Robert Mackay to SCD. *The RSCDS presents....A salute to Robert H Mackay* was released at Summer School 2012, along with a combined volume of *Magazine Dances* and the special, limited edition *The Diamond Jubilee collection*.

Scottish National Dance Company

When the Scottish National Dance Company (SNDC) ceased trading, the RSCDS secured access to the remaining stock of Slip Stop, and negotiated transfer of the patent to the RSCDS. Access to dances copyrighted by the SNDC was negotiated and it is intended to produce a series of commemorative "historical imprints", which will expand Society archives for future generations of dancers.

The Manual

EPUB and PDF versions of this important Society publication were made available free of charge to members via the website. Permission has been given for the conversion of the Manual into Japanese and for work to begin on a Spanish translation which will be of value to Iberian dancers and Spanish speakers everywhere.

Continuous improvement in organisational management and governance including risk management

Risk Management

The risk management plan (RMP), detailing the main risks to the Society, existing controls and plans for managing remaining risk, was reviewed satisfactorily by the Board in July 2011 and February 2012. Action taken in the year to reduce risk enabled several items to be downgraded in the risk register.

Governance and Training

The 2011 AGM resulted in several new Trustees and committee members and it was decided to invest in a training day to foster collaborative effort and culture. This took place at the premises of a professional training firm in Perthshire. A morning of exercises to promote teamwork and co-operative behaviour was followed by an afternoon of presentations and discussion to ensure familiarity with the content of the Strategic Plan and the overall direction of the Society. The emphasis on quality assurance and training has continued throughout the year with a focus on organisational structure, staff roles, responsibilities and communication.

Legal Status

Following a great deal of discussion and investigation, the Management Board has formed a view that the legal status of the Society should be changed from that of an 'unincorporated association' to that of a 'company limited by guarantee'. Such a change requires preliminary legal work before it is presented for a decision to members, and it is planned to do this at the 2013 AGM. Prior to and during the 2012 AGM information will be provided to Branches and members to enable understanding and informed debate.

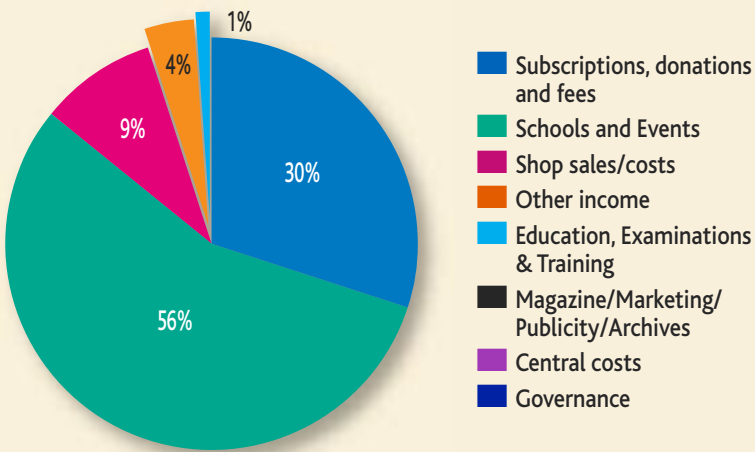


The Year in Focus



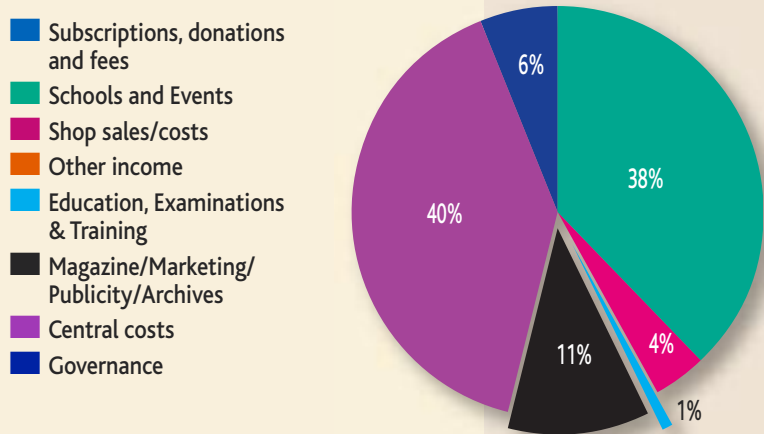
Statement of Financial Activities

Operational Income



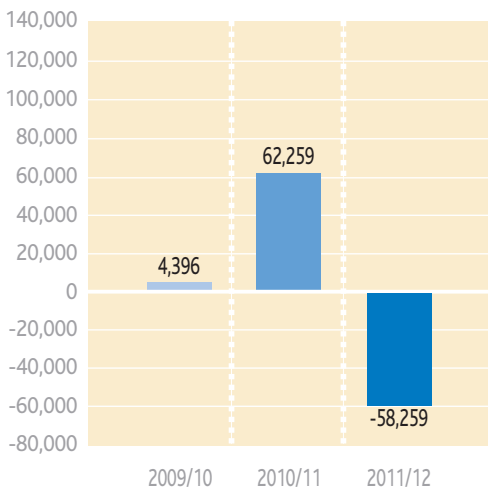
Total 600,730

Operational Expenditure

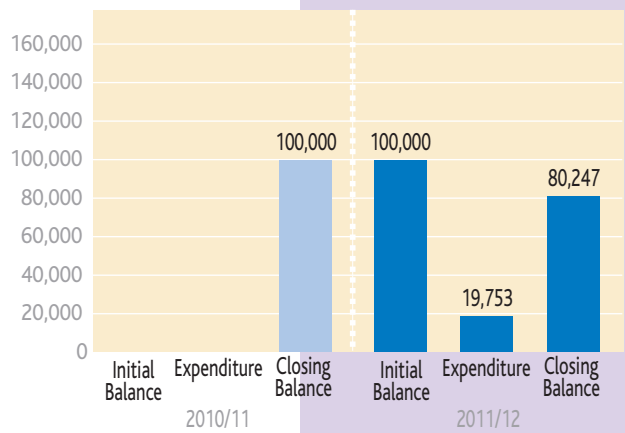


Total 658,989

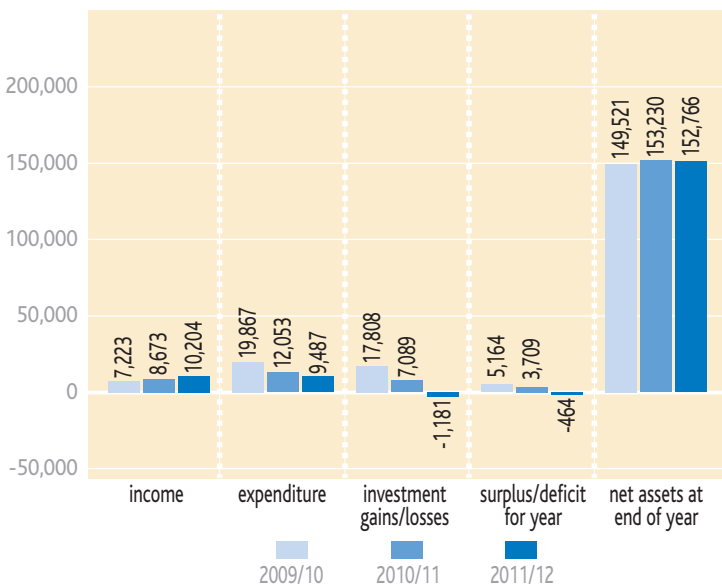
General Fund Results



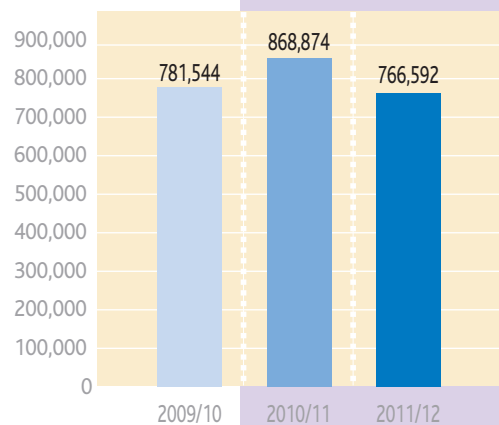
Development Fund Results



Jean Milligan Memorial Fund Results



RSCDS Net Worth



Statement of Financial Activities

Annual Results

For the year to 31 March 2012 the Society had a deficit of £90,992 (2011 surplus £54,206); before unrealised losses of £11,290 (2011 £33,124 gains) were included.

General Fund (G/F)

The G/F is an unrestricted fund supporting the general activities of the Society. It had a deficit of £58,259 (2011 surplus £62,259), caused by factors including onerous one-time repairs to the office building, a fall in income from retail sales and events such as Schools; and finally increased emphasis and expenditure in marketing Scottish country dancing to the younger generation. Some expenditure in 2011-12 related to income received in 2010-11.

Retail Activities

Retail activities achieved sales of £55,637 (2011 £121,193), a more normal level following the exceptional 2011 result.

Membership

Membership income fell to £178,227 (2011 £188,590) reflecting the continued decline of annual (paying) membership to 11,817 (2011 12,187).

Investment

Investment income increased to £28,433 (2011 £26,329) due to higher returns on our investments. Net assets of the Society decreased to £766,592 (2011 £868,874).

Creative Scotland – Grant Aid

Our project to encourage children and young people to take up Scottish country dancing continued. It benefited from the Creative Scotland grant received last year.

Development Fund

This fund, seeded with £100,000 by the Society itself last year, is designated by the Board to further develop the world-wide knowledge, practice and spread of Scottish country dancing and to attract new members to the RSCDS. During the year we engaged in expenditure of £19,753 to finance opportunities in new media and music.

Jean Milligan Memorial Fund

This is a fund designated by the Board to sponsor RSCDS Branch projects, scholarships to the RSCDS Summer School and other educational activities. The intent is that this fund should not fall below £100,000; its present value is £152,766.



RSCDS Branches and Affiliated Groups

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



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



Registered Office

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The Royal Scottish Country Dance Society
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