

ROYAL SCOTTISH COUNTRY DANCE SOCIETY

MINUTES AND PAPERS OF THE

MANAGEMENT BOARD

2007

MANAGEMENT BOARD MEETING

Saturday 17 February 2007

RSCDS Headquarters, 12 Coates Crescent, Edinburgh at 10.30am

AGENDA

Enclosures/Papers

- | | | |
|----|--|--|
| 1 | Apologies | |
| 2 | Notes of meeting of 25 November 2006 | Previously circulated |
| 3 | Matters arising from notes not listed elsewhere | |
| | 3.1 Management Committee Policy Statement (amended) | to follow |
| | 3.2 Marketing Officer | |
| | 3-3 HR | |
| 4 | AGM 2006 Members' Forum Report | Report |
| 5 | Management Board Working Groups | |
| | 5.1 Trustees' responsibilities/Procedures | Report to follow |
| | 5.2 AGM Sub-Committee | |
| | 5.3 Scottish issues | Report from meeting |
| | 5.4 Issues outside Scotland | |
| | 5.5 Website | Report |
| | 5.6 Human resources | |
| | 5.7 Strategic Plan | Report + annexes |
| | 5-8 Technique Sub-Committee | Review clarifi |
| 6 | Management Committees | |
| | 6.1 General Purposes & Finance Committee | Notes of meeting 02/12/06
Notes of meeting 03/02/07 to follow |
| | 6.2 Membership Services Committee | Notes of meeting 20/01/07 to follow |
| | 6.2.1 Database | |
| | 6.3 Education & Training Committee | Notes of meeting 02/12/06 |
| | 6.3.1 Payment of teachers & musicians at Summer School | |
| 7 | Magazine | |
| 8 | President | |
| 9 | Branches | |
| 10 | Affiliated Groups | |
| 11 | Any Other Competent Business | |
| 12 | Issues for Members' Magazine | |
| 13 | Date of Next Meeting | |
| | 21 April 2007 | |

Please notify the Secretary at Headquarters at least 2 days before the meeting, in writing, if you have any item you wish to be discussed under Any Other Competent Business.

**Notes of meeting of the Management Board
held on 17 February 2007 at 10.30am
at 12 Coates Crescent, Edinburgh.**

Present: Irene Bennett (Chairman and Convenor of meeting)
Lawrence Boyd, (Convenor, GP & Finance Committee)
Jim Healy (Convenor, Membership Services Committee)
David Normand-Harris (Convenor, Education & Training Committee)
Roy Bain, Ruth Beattie, Malcolm Brown, Wilma Brown, Alan Carr, Neil Copland,
Allana Creighton, Helen Frame, Christina France, Pat Houghton, Craig Houston,
Lorna Ogilvie, Jeff Robertson, Roz Scott-Huxley, Pia Walker, William Whyte.

In attendance: Elspeth Gray (Secretary)

Apologies: Alex Gray, Jimmie Hill, Marjorie Hume.

Decision/Action	Member/s Responsible	Date to be completed
1 Irene quoted from a recent press article about the shortcomings of the use of email. Messages could easily be misinterpreted. Irene encouraged everyone to consider this carefully.		
2 Notes of meeting of 25 November 2006: Delete Neil Copland's name from those present. With that correction, the notes were approved as an accurate record.		
3 Matters arising not listed elsewhere		
1) <i>Management Committee Policy Statement</i> (MB 25/11/06, note 2) – Statement to be revised; circulate to Convenors for comment, then send to Branches and put on website once finalised.	E Gray	31/03/07
2) <i>Marketing Officer</i> (MB 25/11/06, note 3(1)) – A shortlist of 7 had been drawn up, and 3 people were interviewed by panel of Irene, Alex & Ruth. Liz Fraser was appointed. She has 20 years' experience and lives in Nethybridge. She will start w/c 5 March, reporting to Irene on a day to day basis. Announcement to be put on website and in magazine. Another interviewee, Claire McKee, was very enthusiastic about promoting SCD to young people. The panel suggested using her for a special project for young people, with the £1,000 from Maureen Haynes. There would be liaison with Youth Director. Agreed to ask Claire to provide a proposal, including number of days and her rate, and take forward. Agreed to authorise Irene to spend up to £5,000 maximum. Agreed that this project would be separate from the Marketing Officer's remit, although Liz would be made aware of it.	E Gray	28/02/07
3) <i>Human resources</i> (MB 25/11/06, note 4.7) – Margery McBain of Gravitare-atwork had conducted discussions with staff on job descriptions, contracts and staff handbook. The aim was to create a consistent platform from which change could be managed. She	I Bennett	23/02/07
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	"	"

	<p>believed there should be a moratorium on changes or new initiatives that might impact on staff before doing anything further. The Working Group would continue working with Margery to the next stage, co-opting others as required. The handbook would be circulated to all once finalised. David suggested that HQ was short of one member of staff. Following discussion, agreed to take on an "office junior"; Working Group to resolve whether to use a temp or issue a contract.</p> <p>Staffing at Summer School was discussed. It was suggested that volunteers could run the shop, but there was concern about them dealing with the large amounts of money involved. Agreed that HR or Summer School Working Groups, in conjunction with David and Elspeth, take this forward and discuss separately. Lawrence asked when the moratorium mentioned above was likely to end; Margery believed the process would be complete by the end of March.</p>	E Gray/ HR WG	28/02/07
	<p>4) <i>Photoshoot at Summer School</i> (MB 25/11/06, note 3(2)) – The letter sent to those concerned in January was circulated. Irene had apologised to Sam Wilkins and the matter was now closed.</p> <p>5) <i>Interim newsletter</i> ((MB 25/11/06, note 9) – It was agreed not to produce an interim newsletter, but there would be a Chairman's letter to Branches between editions of the magazine. It was suggested this could also be posted on the website.</p>	HR WG/ Schools WG/ E Gray	02/03/07
4	<p>AGM 2006 Members' Forum Report</p> <p>Agreed Committees to discuss at next meetings aspects of the Report relevant to them, and a combined response would be included in the autumn magazine.</p> <p>There was discussion regarding affiliated groups. There did not seem to be clear identification of who was responsible for affiliated groups, and there was no strategy for communication with them.</p> <p>Agreed to prepare a draft letter to affiliated groups for discussion, to be finalised at next meeting. Membership forms would not be sent at this stage, but the Chairman's letter could be sent out.</p> <p>Agreed not to prepare a summary of the report for the magazine.</p>	I Bennett/ E Gray	ongoing
4	<p>AGM 2006 Members' Forum Report</p> <p>Agreed Committees to discuss at next meetings aspects of the Report relevant to them, and a combined response would be included in the autumn magazine.</p> <p>There was discussion regarding affiliated groups. There did not seem to be clear identification of who was responsible for affiliated groups, and there was no strategy for communication with them.</p> <p>Agreed to prepare a draft letter to affiliated groups for discussion, to be finalised at next meeting. Membership forms would not be sent at this stage, but the Chairman's letter could be sent out.</p> <p>Agreed not to prepare a summary of the report for the magazine.</p>	Convenors	Next mtgs
5	<p>Management Board Working Groups</p>	P Walker E Gray (for agenda)	05/04/07 05/04/07
5.1	<p>Trustees' responsibilities/Procedures</p> <p>1) <i>Trustee induction pack</i> – Suggestions regarding additions had been noted and would be re-visited prior to AGM 07, when the pack would go out to new MB members. Ten members had still to sign the form; this was important and should not be treated lightly.</p> <p>2) <i>Procedures</i> – Most work recently had been on finance. A first draft of a number of procedures would be circulated in the next three weeks.</p> <p>3) <i>Health & Safety</i> – Activities risk assessment was 80% complete – Roy was trying to draft a document useable for all Society activities. Agreed the Risk Management Policy to be reviewed in next few weeks – Roy, Irene and Lawrence plus William and Jim.</p> <p>4) <i>Premises</i> – Roy highlighted some of the points in his report and updated as follows:</p> <ul style="list-style-type: none"> • Jim noted that money has been put in MS budget for substantial, moveable display units. 	R Bain	09/03/07
		Group as named	16/03/07

<ul style="list-style-type: none"> • Cost of gas mains installation was £1,700. A couple of firms had surveyed regarding system installation, but no firm quotations received. • Agreed Stewart Adam to be appointed Premises Manager. • The upstairs owners implied that the fall of stone had come from the roof; if it were, it would be a joint cost, but Roy was pushing them to survey their area. 	R Bain/ E Gray	28/02/07
5) Roy requested MB approval in principle for a budget of £20,000 max for heating (£25,000 was approved at previous meeting), £20,000 max for decoration of board room & elsewhere, and a general maintenance budget of £10,000. He was aiming for completion by the first week in September to coincide with the launch of Dance Scottish week.		
6) There was lengthy discussion on the proposal. There were concerns about reducing the funds that might be available for core activities, and also about procedure and policy. Roy clarified that he was not being authorised to spend £50,000, but to get quotations, which would be circulated before orders were placed. On a vote, the Board voted by a majority in favour of major refurbishment (one against, two abstentions).		
7) Agreed Roy to get quotes and circulate with a recommendation. Board members to respond, yes or no.	R Bain Everyone	16/03/07 23/03/07
8) Agreed to purchase digital telephone system, £2,300 + VAT. William requested data to ensure compatibility with computers.	R Bain	28/02/07

5.2 AGM

Highlights of Lorna's verbal report were as follows:

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|--|-----------|----------|
| 1) Bristol Branch had offered to manage the Members' Forum, and the AGM Sub-Committee had agreed, for 2007. It was felt the Board might want to have some input regarding topics. Agreed to continue with Members' Forum in the current format. | AGM Sub | Ongoing |
| 2) Agreed to have no recaps at the Friday Ball, and to recap all dances at the Saturday dance. | | |
| 3) Branches invited to prepare programmes were Los Angeles (Friday Ball) and Manchester (Saturday dance). | | |
| 4) There was a suggestion to have a PowerPoint 'show' of images from events during the year running before the start of AGM. | | |
| 5) When Bell's had given their final price at the end of March, agreed Lorna would set ticket prices. | L Ogilvie | 16/03/07 |
| 6) Lawrence was aware of some areas where people were not getting financial information that was readily available. A printout of ledger accounts could be easily provided, in Excel. The contact should be Shona. Agreed all to get copy of chart of accounts. Lawrence noted that there was no system of commitment accounting. | E Gray | 02/03/07 |
| 7) Agreed AGM 2008 to be 1st November, but Neil to check if Scottish accordion championships are also in Perth that weekend. | N Copland | 28/02/07 |
| 8) Ruth requested that Glasgow be considered as a possible future venue, but it was noted that accommodation costs were high, and Perth was already provisionally booked for 2008. | | |
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5.3 Scottish issues

Surgeons Hall was booked for launch and Ball on 7 September. The

	<p>dance on 14 September would be held in St Andrews in the Square church in Glasgow.</p> <p>Agreed a budget of £3,000 for hospitality and publicity. Branches had been asked if they wanted help with publicity, and the Marketing Officer would determine what was appropriate.</p> <p>The launch/reception was for invited guests. Ball attendees would have to purchase tickets.</p>	L Fraser	13/04/07
5.4	<p>Issues outside Scotland</p> <p>The Group saw the event as an opportunity to show RSCDS as <u>the</u> umbrella organisation for SCD. It was expected that the event would be self-financing, but initial set-up funds may be required. It was proposed to hold the event in late May 2008, and between 100-150 attendees were estimated.</p> <p>Agreed the Working Group to take forward and bring more programme and finance detail to next meeting.</p>	IoS WG	05/04/07
5.5	<p>Website</p> <p>William reported on significant points to add to the report. The site would be changed to dynamic sizing, costing approximately an additional £200. The 'shop' area was likely to go live in March. He wanted to move to affiliated groups, HQ members, and possibly Branches paying subscriptions via website. Alex wished this to be thoroughly discussed before moving to that stage.</p> <p>Jim believed input was needed from GP&F on discounting models and post & package charges. Lawrence had some concerns about the complexity of the discount setup for relatively small total sales. Commercial policy needed to be set by MS Committee.</p> <p>It was suggested that a password-protected FTP site be set up for distribution of MB and MC papers; Elspeth and Jim to discuss with MacLellan.</p>	E Gray/ J Healy	30/03/07
5.6	<p>Strategic Plan</p> <ol style="list-style-type: none"> 1) <i>Mission statement & Aims</i> – Agreed to remove mission statement, and start with aims, but to add 'worldwide' to Aim 1. Aims 2 & 3 – no change. 2) <i>Management goals</i> – change 'goals' to 'objectives'. <ol style="list-style-type: none"> 1 – no change. 2 – Lawrence to feed suggestion to WG regarding 'driving' membership numbers. 3 – Agreed need to soften; should be made available and encouraged, but not obligatory for every qualified teacher. Delete 'professional'. Include adjudicators. WG to re-word. 4 – no change. 3) Marjorie had suggested that the Strategic Plan be reviewed at the November MB, but Irene felt this should be done before AGM. 4) Agreed Convenors and others to provide information and comments to Marjorie on priority areas etc, preferably by 10th, at latest by 19th March, in order to finalise. 5) It was suggested that a draft with dates should be circulated for approval. 6) It was important to identify who was responsible for priorities (eg marketing and communications strategies) – Irene to clarify. 	SP WG L Boyd SP WG Convenors/ WG leaders/ HQ staff I Bennett	30/03/07 10/03/07 20/03/07 10/03/07 10/03/07

5.7	Technique Sub-Committee	As reported, the sub-committee had received several questions where there was a difference between how a dance was actually danced and what the instructions said. Agreed that the sub-committee should adopt approach (b) suggested by Malcolm, ie to say that both ways were correct, as “custom & practice” had given validity to the alternative method.	M Brown	ongoing
6	Management Committees			
6.1	Schedule			
	<i>18 August:</i> GP&F – unchanged			
	MS – changed to 1 September.			
6.2	GP & Finance Committee (2 December 2006 and 3 February 2007)			
	<i>2 December 2006</i>			
	1) No points had been raised by way of management letter regarding last year’s audit.			
	2) Stocktake was done in December, but would also be done at the end of the financial year.			
	<i>3 February 2007</i>			
	3) JMMF – There was a need to clarify where decisions should be made. Many requests to JMMF were of an educational or training nature, and difficult for GP&F to evaluate. Agreed responsibility for decisions to stay with GP&F, but that all applications to be copied to all three Convenors who must then feed views back to GP&F through Lawrence.	Convenors	Ongoing	
	4) Membership numbers – Investigations had been carried out to try to reconcile subscription income and membership numbers for last year. There was work to be done, but it was felt that data for this year should be more robust.			
	5) Lawrence suggested that the question of timing of the year end may be worth reconsidering.			
	6) Lawrence proposed increasing the subscription fee to £15, for approval at AGM 07. William believed there would not be support for that in this year’s accounts, and it would be better to wait till next year. Lawrence was uncomfortable about proposing no increase at this year’s AGM.	E Gray	05/04/07	
	7) The Society was now registered for Gift Aid. Lawrence believed this could not include subscriptions.	(for agenda)		
	8) GP&F were concerned about the amount of stock write-offs. Jim noted that there were strategic objectives in carrying stock. There had been a policy decision to carry recorded music for every RSCDS dance; the move to CD had been expensive but many donations had been received. Jim believed that it was not helpful to talk about excess stocks and write-offs; by having an obsolescence policy, it was recognised that stocks did not move fast. A CD copying machine was suggested, but this would not provide products of acceptable quality.			
	9) Agreed to accept recommendations regarding mileage, to be implemented at the start of the next financial year, ie:			
	• an increase in the mileage rate from 15p to 25p per mile;	E Gray	30/03/07	
	• any request for the payment of expenses above the current cap			

	of £150 to be referred by the secretary to Chairman, Chairman Elect and Treasurer to decide in a timely manner.	E Gray	Ongoing
	Agreed to amend expenses claim form to state that claims must be submitted within two months of being incurred, otherwise they would not be paid.	E Gray	30/03/07
6.3	Membership Services Committee (20 January 2007)		
	1) MS felt that dance instructions would inevitably have to be made available online, at some point, likely for no charge. However, they felt that teachers in particular would probably always want books. The Committee were considering publishing possibly 4/5 books at a time, in A5 format, without music, containing 60-70 dances. All to give views to Jim.	Everyone	09/03/07
	2) MS had agreed not to stock non-RSCDS material, although there would be exceptions, eg books on history of SCD, and items for beginners like videos & interactive DVD.		
	3) A library of photographs was rapidly building up. Alex had suggested creating a student thesis project to set up a database to log photos.	J Healy/ A Gray	30/04/07
	4) The online test database had been made available to three branches, who were testing the manual and the process. Once changes suggested at this round were made, a 'production' check would be carried out, to ensure the upload/download process worked. Additional branches would carry out further testing, and the whole system should be operational by end May.		
6.4	Education & Training Committee (2 December 2006)		
	1) Add Irene to Apologies in Notes.	C Jackson	09/03/07
	2) Application date for appointment of new examiners was end of February.		
	3) Jimmie had pointed out that directors & tutors of music courses at Summer School were paid professional fees, which was not made clear to MB previously. Ross Robertson believed payment to teachers and musicians was difficult; they would become employees and liable for PAYE etc. It was suggested they could be called 'consultants', renewable on a year-to-year basis. E&T would begin discussing the issue at next meeting.		
7	Magazine Jimmie had been working full time since beginning of January and had much less time to devote to the magazine. He would do his best to get issue 4 out in March but was then standing down as Editor. Agreed to invite notes of interest in editorship in magazine and on website. Agreed Jeff to speak to Andrew Kellett. It was likely that the role of editor should be separated out from that of typesetter and printer. Agreed to include a statement in the magazine once each year to the effect that photos would be taken at RSCDS events and if people did not want to be in photos it was their responsibility to stay out of shot. Anyone submitting photographs to magazine must inform the people in the photograph that they were doing so.	E Gray J Robertson E Gray	09/03/07 16/03/07 ongoing
8	President The Earl of Mansfield would be stepping down this year, his 30 th anniversary as President. He had asked Irene at the AGM if we wished		

	him to suggest/approach a successor. Agreed all to consider and send suggestions to HQ by end of March.	Everyone	30/03/07
9	Branches Nothing to report.		
10	Affiliated Groups Nothing to report.		
11	AOCB		
	1) Pia noted that Scottish Screen & Scottish Arts Council were to amalgamate. To be investigated further.	E Gray/ P Walker	02/03/07 30/03/07
	2) Pia noted that at a Friends gathering of STDT, there was discussion of RSCDS style of teaching. She believed there was a perception in schools that teaching style had not changed; however, it was felt that view depended on head teacher and area. This could perhaps be addressed with Marketing Officer.		
	3) Pia questioned if RSCDS was to be represented at Dance London 2007. London Branch has been involved in past, Jeff to check if doing so this year. STDT would have a stand. It was suggested that they be approached to see if they would take some RSCDS leaflets.	J Robertson	16/03/07
	4) Dorothy Wilson had pointed out anniversaries in 2007: 60 years since The Queen became Patron, and 50 years since 12 Coates Crescent was purchased* (also 80 years since Summer School started), and wondered if there were plans to commemorate any of these events. Irene suggested that refurbishing Headquarters and having Open Days there could be seen as commemorative. (<i>*post meeting note: it has been confirmed that Coates Crescent was purchased in 1955, not 1957</i>)		
	5) Norah Dunn had expressed concern about how RSCDS was portrayed in Dance On, and wondered if there should be formal refutation. It was felt that the best way to respond was to write positive articles, and that was best done by individuals.		
	6) With regard to Scrolls and Branch Awards, London Branch questioned whether the scroll was being devalued by so many being given out. To be discussed at next meeting.	E Gray, for agenda	05/04/07
	7) Take the Floor on 3 March would feature piano playing for dancing, and Mo Rutherford was guest. (<i>post-meeting note: date changed to 28 March</i>)		
12	Issues for Magazine Chairman's letter; Notes from Coates Crescent; Marketing Officer appointment; Editor for magazine; Statement regarding photos at RSCDS events.		
13	Date of next meeting 21 April 2007		

MANAGEMENT BOARD MEETING

Saturday 21 April 2007

RSCDS Headquarters, 12 Coates Crescent, Edinburgh at 10.30am

AGENDA

Enclosures/Papers

- 1 Apologies
- 2 Notes of meeting of 17 February 2007 *Previously circulated*
- 3 Matters arising from notes not listed elsewhere
 - 3.1 Management Committee Policy Statement (amended) *Revised Policy Statement to follow*
 - 3.2 Members' Forum Report 2006
- 4 Management Board Working Groups
 - 4.1 Trustees' responsibilities/Procedures *Report*
 - 4.2 Premises *Report*
 - 4.3 AGM Sub-Committee
 - 4.4 Scottish issues *Report & 2 attachments*
 - 4.5 Issues outside Scotland
 - 4.6 Website *Report to follow*
 - 4.7 Human resources *Confidential memo*
 - 4.8 Strategic Plan *Revised draft plan & implementation plan*
- 5 Management Committees
 - 5.1 Education & Training Committee *Notes of meeting 10/03/07*
 - 5.1.1 Payment of teachers & musicians at Summer School *Memo 12/03/07*
 - 5.1.2 Scope and purpose of Summer School *Memo 12/03/07*
 - 5.2 General Purposes & Finance Committee *we signatories. No meeting*
 - 5.3 Membership Services Committee *Notes of meeting 10/03/07*
 - 5.3.1 Database
 - 5.3.2 Scroll of Honour criteria
 - 5.3.3 Non-RSCDS goods at Summer School
- 6 Marketing
 - 6.1 Report from Marketing Officer *Report*
 - 6.2 Proposal from Claire McKee *Proposal*
- 7 Magazine
- 8 President

over!..

9 **Branches**

- 9.1 New Zealand
- 9.2 Orlando

10 **Affiliated Groups**

- 10.1 Welshpool Reel Club, mid Wales
- 10.2 Salisbury Scottish Dance Group, Wiltshire

11 **Any Other Competent Business**

CB PAPERS

{ m. m. s. manages
School Exec role
Project input.

12 **Issues for Members' Magazine**

13 **Date of Next Meeting**

2 June 2007

Note: Margery McBain of Gravitare-at-Work, the HR consultants, will attend the meeting at 10.30am, and the agenda will be adjusted to fit around her attendance.

Please notify the Secretary at Headquarters at least 2 days before the meeting, in writing, if you have any item you wish to be discussed under Any Other Competent Business.

**Notes of meeting of the Management Board
held on 21 April 2007 at 10.30am
at 12 Coates Crescent, Edinburgh.**

Present: Irene Bennett (Chairman and Convenor of meeting)
Alex Gray (Chairman Elect)
Lawrence Boyd (Convenor, GP & Finance Committee)
Jim Healy (Convenor, Membership Services Committee)
David Normand-Harris (Convenor, Education & Training Committee)
Roy Bain, Ruth Beattie, Alan Carr, Allana Creighton, Helen Frame, Christina France,
Jimmie Hill, Pat Houghton, Craig Houston, Marjorie Hume, Jeff Robertson, Pia
Walker, William Whyte.

In attendance: Elspeth Gray (Secretary)

Apologies: Malcolm Brown, Wilma Brown, Neil Copland, Lorna Ogilvie, Roz Scott-Huxley.

Decision/Action	Member/s Responsible	Date to be completed
George Lawson, Chairman from 1994-96, had sadly died during the week, Irene would be attending the funeral.		
1 Notes of meeting of 17 February 2007:		
1) Item 5.7 – the minute was incorrect, it was approach (c), not (b), that was agreed.		
2) With the amendment at 2) above, the Notes were agreed as an accurate record.		
2 Matters arising not listed elsewhere		
1) <i>Management Committee Policy Statement</i> – still to be revised, to incorporate minor changes relating to management of JMMF.		
2) <i>Members' Forum Report 2006</i> – Convenors were reminded to deal with aspects relevant to their committees at next meetings.		Convenors Next mtgs
3 Margery McBain, Gravitate at-work		
1) Margery McBain joined the meeting to talk through her involvement to date and to consider the challenges ahead.		
2) Margery had first been contacted around a year previously, when Lawrence had concerns about contracts, structure and procedures around the employment relationship. She had undertaken an audit of existing documentation and identified inconsistencies in contracts, and some elements that did not best suit the needs of the Society. Margery met with Irene & Elspeth, and recommended a small working party to deal with detail – Craig (Houston), Alex and Irene. They went through documentation carefully and finalised contracts and handbook. Margery met with employees as a group and individually, and the revised documentation was now signed.		
3) Part of the original reason for producing a robust structural		

platform was recognition of the possibility of change. Irene had asked Margery to highlight the challenges as she saw them. She felt communication - the flow of information and work from Board/Committees to employees and back - and priority setting were key. Other issues were clarity regarding responsibilities and accountability; resource planning; – the staff team was small, and they, and volunteers, were a finite resource – and this led to issues around productivity.

- 4) If a Chief Executive-type role were introduced, Margery felt there was a need for a clear remit, understanding of the skills needed, the level of authority and accountability, and what change the Board wanted to have managed. There was a need also to consider the requirements of key stakeholders – the members. There were inherent risks; if mistakes were made, costs could be heavy. She felt it was important to retain and maintain the core of loyal employees.
- 5) Margery then responded to questions from the Board.
- 6) **Agreed** to approve the staff handbook as it had been presented. However, any comments should be sent to Craig, by 1st May.
- 7) Irene thanked Margery for her help and support, and for coming to speak to the Board.

All

01/05/07

4 Management Board Working Groups

4.1 Trustees' responsibilities/Procedures

- 1) Only one member had now not signed the trustee letter. In future years, a deadline would be set; induction packs would be provided at AGM and letters signed by the next MB meeting.
- 2) Noted that there was a need to have material available to people before they stood for election, and to have appropriate wording on the nomination form.
- 3) Roy had produced a number of draft procedures, on which he welcomed constructive criticism. For the most part, these documented current procedures, but some incorporated improvements. He assured members that Irene and he had met with staff in the first instance to explain what was being done, and they were fully involved in preparation of these drafts.
- 4) The Health & Safety policy statement would be circulated separately for information
- 5) Noted that William's name had been added to the Risk Management group; check that Ross was aware of this.
- 6) There was general discussion about the work that Roy had agreed to undertake. There was disagreement about whether recording of current procedures was necessary, or whether new systems should be put in place. There was a need for clarity on decision-making, on remits, and for the Board to work together as a team, which did not seem to be happening. Marjorie believed a decisions list would help. A central location for documents, that all could access, would also help and was being taken forward. The huge amount of work involved in documenting and cross-referencing procedures meant Roy felt it was unlikely to be complete before AGM 07.

E Gray

11/05/07

4.2	Premises	<ol style="list-style-type: none"> 1) <i>Gas installation</i> was starting w/c 4 May. One quotation for heating was awaited, two had been received, at around £10,000 and £28,000. Once the final quote was received, Roy would email Board members with a recommendation. He hoped the Board would accept, provided it was within budget. He would give a deadline of seven days, for all to respond. 2) <i>Decoration</i> – one quote of around £4,000 received so far. 3) <i>Curtains</i> – the quote for cleaning was £650 (including those in Elspeth’s office). Other options on curtains and blinds were being investigated. Jimmie suggested having no curtains. 4) <i>Lighting</i> – still being considered, Roy had discussed with Jim what MS were considering for display, etc. 	R Bain	as approp.
4.3	AGM	<ol style="list-style-type: none"> 1) Allana reported that arrangements were well in hand. The leader for the Musicians’ Forum had not been finalised. 2) Agreed to move Conference Weekend/AGM 2008 to 7/8 November. To be announced on website. 3) Agreed venue for 2009 to be Perth, a provisional booking for the usual weekend to be made. 4) Confirmed that £1,000 contribution (not profit) was expected from AGM weekend, in Lawrence’s financial planning. 	W Whyte	31/05/07
			E Gray	31/05/07
4.4	Dance Scottish Working Group (was Scottish Issues)	<ol style="list-style-type: none"> 1) Ruth and colleagues had visited Surgeons’ Hall complex. She had negotiated use of the Library for reception, which would incur an increase of £200 to the quoted cost. 2) The group had considered the possibility of a second Scottish Branches conference 1-2 February 2008. Crieff and Dunblane hydros had been visited. A deposit of £500 was required to secure a booking. She hoped the Board would agree to underwrite, but the plan was it would pay for itself, and there would be a delegate fee. 3) Agreed conference to go ahead. 4) Agreed to underwrite preliminary costs. 5) Ruth believed there would be very little additional administrative workload in the office. Agreed Ruth and Elspeth to document procedures involved. 6) Ruth stressed that the Dance Scottish Week launch/reception was aimed primarily at people outside RSCDS. 	R Beattie/ E Gray	ongoing
4.5	Issues outside Scotland (to be renamed)	<ol style="list-style-type: none"> 1) Jeff highlighted some aspects of the proposal: with attendance of 100-150 people, the cost worked out at around £225 per person; costs may total around £5,000; a notional programme existed, with around 6 key speakers/teachers/musicians. 2) There was lengthy discussion regarding the circulated proposal. There was a concern that aiming at “better” dancers would be seen as elitist. Previous discussions had suggested it might be a conference for teachers. Jeff said that the group’s brief the previous year had been to find out how RSCDS was viewed from abroad, and they were trying to dispel the perception that RSCDS/HQ was seen as “distant”; however, it was suggested 		

	that this could be done in other ways. There was a comment that when a working group had proposed an idea, it should then be passed to the appropriate committee to take forward. If this event was directed at teachers, E&T should be involved.		
	3) Agreed that the event should be a 'teachers' conference'.		
	4) Agreed the Working Group should define the target market and purpose more clearly, talk to E&T by their May meeting and then report back to the Board.	J Robertson	02/06/07
	5) Agreed Working Group to clarify financial liability for the Board, eg travel costs.	J Robertson	02/06/07
	6) Suggested the event could be rescheduled to Easter 2009.		
4.6	Website		
	1) The web shop catalogue was close to completion and could be launched 28/29 April or the following weekend. Work and procedure documentation needed to be completed, and would be fully tested before the site went live.		
	2) Responsibility for accuracy of data in future lay with MS Committee, as the 'customer'.		
	3) With regard to phases 2B and 2C, there were concerns, particularly regarding the potential impact on the office, so it would not be rushed into.		
	4) William committed to bring to the Board on 2 June the costs of additional aspects, such as moving to a new website and support. The new site seemed to give services more suited to our needs, as PLONE software maintenance was provided. The cost of ad hoc and webmaster services would also be provided.	W Whyte	02/06/07
	5) He intended to use some of the funds previously allocated to put a RSCDS calendar on website.		
	6) William to produce a short briefing about the website in totality.	W Whyte	02/06/07
4.7	Strategic Plan		
	1) Marjorie Hume had taken on board comments about aims and 3-year management objectives. She had also left in the mission statement; both Margery McBain and Liz Fraser had suggested it was important. Agreed to rescind previous decision and include mission statement as now worded.		
	2) Draft action plan – items in italics needed to be confirmed. It should be looked at over the next two meetings. Comments and information on implementation plan to Marjorie.	All	ongoing
5	Management Committees		
5.1	Education & Training Committee (10 Mar 07)		
	1) Points of clarification: Item 4, topic 4, "tutors" meant people tutoring exam candidates; item 10(g), "DPA" was the Dancing Proficiency Assessment.		
	2) Helen requested information on the Youth Demonstration Team; David to find out more from Jayne.	D N-Harris	02/06/07
	3) Stocks of Dance Scottish pack were almost sold out. Discussions had been held with David Cunningham about producing a DVD rather than video, slimming down the package, etc. A proposal would go to JMMF to fund.		
	4) Point 10(e), examiners emeritus were Mary Brandon, Gary Morris & Margot Monteith (S Wilkie & E See already agreed).		

5.2	Payment of teachers & musicians at Summer School		
	1) E&T did not recommend making payment to teachers and musicians, at least for the time being. Music course directors/tutors received payment, as had been the case for some time.		
	2) Jimmie argued for payment of musicians; he believed a time would come when there were insufficient musicians prepared to play unpaid, and recorded music would have to be used. There was a need to communicate with the many excellent young musicians that were around, and to invest in the future. It was noted that music course tutors simply invoiced for their services, the problem was with the 'casual' musician.		
	3) Agreed to remit to GP&F to approach lawyer/accountant as appropriate, with the proposition that we wished to pay people an amount and ask how it could be done.	L Boyd	19/05/07
5.3	Scope and purpose of Summer School		
	There were no comments. The paper was agreed .		
5.4	GP & Finance Committee (no meeting)		
	Agreed Jim Healy to be made an additional cheque signatory.	E Gray	31/05/07
5.5	Membership Services Committee (10 Mar 07)		
	1) VisitScotland, on behalf of the Scottish Executive, had contacted RSCDS to ask if we wished to be involved with the Festival Interceltique in Lorient, Brittany, where in 2007 Scotland was the guest country of honour, and we had responded positively. It may be as little as having a dance/music written, and that was being taken forward; they may wish to have dancers at the festival, in which case the Youth demonstration team could be considered. They would be asked for funding, but the Board may be asked to provide a financial contribution.		
	2) Things were progressing well with the database; 21 Branches had participated in the trials, 12 reported back so far. As soon as the last glitches had been overcome, it would be ready to roll out to Branches – this was planned for a special mailing in May.		
	3) London Branch had written regarding Scroll of Honour criteria, particularly in relation to Branch Award criteria. Jim felt that the difficulty was what was meant by outstanding service to the "Society as a whole". There had been a tendency in the last few years to see the work done by someone who founded a branch, in perhaps a remote location, taken dancing out to schools etc, as service to the Society. Jim believed that the Board had to trust the committee to whom responsibility for Scrolls had been remitted to make the right judgement, and trust that every nomination was considered carefully. Jim to draft response.	J Healy	18/05/07
	4) With regard to non-RSCDS goods at Summer School, Jim believed that the 25% taken was not high, the standard was 33⅓%, and it was a good commercial rate for a Branch.		
6	Marketing		
	1) Agreed responsibility for liaising with Liz on marketing issues should now pass from Irene to MS Committee.	J Healy	immed.
	2) Announcement re Liz's appointment to go on website.	W Whyte	18/05/07
	3) Ruth to check on budget for Dance Scottish Week.	R Beattie	02/06/07
	4) Agreed Jim to meet with Ruth and Claire McKee, to prioritise a	J Healy/	11/05/07

	few quick “win-win” projects, then liaise with Liz.	R Beattie	
7	<p>Magazine</p> <p>1) Jimmie apologised that he should have resigned earlier, but didn’t realise how little time he would have. A full week’s work remained to finish the magazine. Agreed Jimmie to speak to Liz about handing layout over to a design house. This would almost certainly need to be the future production method.</p> <p>2) Jimmie suggested that the editorial board should be reconstituted, and that the editor needed a ‘secretary’, someone in the office, for around half a day per week.</p> <p>3) Agreed Irene to speak to Andrew Kellett regarding the position of editor. If Andrew agreed, Bernie Hewitt could be invited to be on the editorial board. Jimmie to respond to Bernie’s email, copying Jim. Editorial board would be discussed at the next meeting, or when an editor was in place.</p>	J Hill	27/04/07
		I Bennett	30/04/07
		J Hill	30/04/07
8	<p>President</p> <p>Irene reported that Alastair MacFadyen had been suggested by a number of people. Agreed Irene to approach him. There was a suggestion that Alastair Aitkenhead be made an Honorary Vice President.</p>	I Bennett	30/04/07
9	<p>Branches</p> <p>1) <i>New Zealand</i> At Branch Secretary’s request held over till next MB meeting.</p> <p>2) <i>Orlando</i> Agreed that the Board’s advice would be to merge and form new Branch, with each Branch AGM passing a motion to that effect. If they merged, there should be no problem with merging assets. However, as the Board were not conversant with local laws and legislation, it was recommended they seek local advice. Agreed to clarify that all three Branches were on board, and request a proposal from all three Branches.</p>	E Gray	30/04/07
10	<p>Affiliated Groups</p> <p>1) The following groups were approved:</p> <ul style="list-style-type: none"> • Salisbury Scottish Dance Group, Wiltshire, England • The Welshpool Reel Club, Welshpool, Mid Wales <p>2) Letter to affiliated groups – Pia was thanked for her work; as Irene would be signing the letter, she would paraphrase what Pia had prepared.</p> <p>3) William’s proposal regarding affiliated groups would be considered at the next meeting.</p>	E Gray	18/05/07
		for agenda	
11	<p>AOCB</p> <p>It was suggested to follow up on the proposal to spend half a day looking at how the Board should work together. The next meeting could be over the Saturday and Sunday, possibly in a hotel. Agreed to investigate availability and prices.</p>	E Gray	04/05/07
12	<p>Governance and Financial Procedures</p> <p>1) Lawrence said that his recent paper followed up one from 8 months ago, focussing on financial controls. Some progress has been made, but he felt not enough. There was no clear responsibility or clarity on financial matters. Decisions were</p>		

being made with a lack of information. He believed it was not clear what was expected of the office staff and that expectations were unrealistic. Lawrence believed there was a need for a Chief Executive Officer to take ownership and responsibility for a number of areas.

- 2) Elspeth commented that, to a large extent, she agreed with Lawrence's views. Her role was ill-defined and the demands made of her were unsustainable. She agreed something had to be done to take things forward. She was open to the review and reassessment of her role. Elspeth then declared an interest and left the room.
- 3) Irene invited a member of the board to take notes for the following discussion. In the light of no response, Craig Houston proposed that Alex chair the next session and Irene take the notes. This was agreed.
- 4) In the discussion that followed Lawrence presented his reasons for the appointment of a Chief Executive Officer. Board members agreed there was a need to improve business procedures and financial controls. There then followed a discussion about alternative ways to achieve this, including appointing an external consultant.
- 5) It became clear that the majority of board members did not believe we were in a position to brief an external consultant or appoint a Chief Executive Officer, as we lacked a true understanding of the current position. Lawrence felt he should resign.
- 6) At this point an adjournment was called to allow the Chairman, Chairman-Elect and Lawrence to see if it was possible to identify a way forward.
- 7) When the meeting was reconvened, Elspeth rejoined the meeting and, at his own request, Lawrence stayed out while Alex reported a possible way forward, namely that Lawrence felt the financial side was the key area to move forward on in the next two months. Lawrence was willing to remain as GP&F Convenor if an interim finance director was brought in to help sort out procedures. Jim Healy offered to act as interim finance director, two days per week for no fee, as a member of the board with the necessary skills.
- 8) Alex left the meeting to put the proposal to Lawrence, who agreed. On their return Lawrence asked that a clear line of reporting was identified. The following was **agreed**: Jim was doing the work and reporting to Lawrence as GP&F Convenor, with any problems referred through Alex and Irene. Lawrence, Jim and Elspeth agreed with this line and the Management Board accepted this as the way forward.

11 **Issues for Magazine**

No specific issues were identified. Formal thanks were expressed to Jimmie for the amount of work he had contributed as Editor of the magazine, which had been extremely successful.

12 **Date of next meeting – 2 & 3 June 2007**

MANAGEMENT BOARD MEETING

Saturday/Sunday 2/3 June 2007

RSCDS Headquarters, 12 Coates Crescent, Edinburgh at 10.30am

AGENDA

Enclosures/Papers

- 1 Apologies
- 2 Notes of meeting of 21 April 2007 *Previously circulated*
- 3 Matters arising from notes not listed elsewhere
 - 3.1 Honorary President
 - 3.2 Magazine
- 4 Management Board Working Groups
 - 4.1 Trustees' responsibilities/Procedures
 - 4.2 Premises
 - 4.3 AGM Sub-Committee
 - 4.4 Dance Scottish
 - 4.5 Outside Scotland
 - 4.6 Website
 - 4.7 Human resources
 - 4.8 Strategic Plan
- 5 Marketing
 - 5.1 Report from Marketing Officer *to follow*
- 6 Management Committees
 - 6.1 Meetings schedule 2007-08 *draft schedule*
 - 6.2 Membership Services Committee *Notes of meeting 12/05/07 to follow*
 - 6.3 Education & Training Committee *Notes of meeting 19/05/07 to follow*
 - 6.4 General Purposes & Finance Committee *Notes of meeting 19/05/07 to follow*
 - 6.4.1 Report on work of Interim Finance Director
- 7 Branches
 - ~~7.1~~ 7.1 New Zealand
- 8 Affiliated Groups
 - 8.1 Affiliated groups proposal *proposal submitted to MB 21/04/07*
- 9 Any Other Competent Business
- 10 Issues for Members' Magazine
- 11 Date of Next Meeting
22 September 2007

Please notify the Secretary at Headquarters at least 2 days before the meeting, in writing, if you have any item you wish to be discussed under Any Other Competent Business.

**Notes of meeting of the Management Board
held on 2 June 2007 at 10.30am
at 12 Coates Crescent, Edinburgh.**

- Present:** Irene Bennett (Chairman and Convenor of meeting)
Alex Gray (Chairman Elect)
Lawrence Boyd (Convenor, GP & Finance Committee)
Jim Healy (Convenor, Membership Services Committee)
Roy Bain, Ruth Beattie, Malcolm Brown, Wilma Brown, Alan Carr, Neil Copland,
Allana Creighton, Helen Frame, Jimmie Hill, Pat Houghton, Craig Houston, Marjorie
Hume, Lorna Ogilvie, Jeff Robertson, Roz Scott-Huxley, Pia Walker, William Whyte.
- In attendance:** Helen Russell (Depute Convenor Education & Training Committee), Elspeth Gray
(Secretary)
- Apologies:** Christina France, David Normand-Harris.

Decision/Action	Member/s Responsible	Date to be completed
May Yarker had sadly died during the week. Irene would visit her daughter when in the area later in June.		
1 Notes of meeting of 21 April 2007:		
Agreed the notes were an accurate record.		
2 Matters arising not listed elsewhere		
1) MB 21/04/07, Note 8 – Alastair MacFadyen was honoured to accept the invitation to become Honorary President. He had suggested the role should be reviewed. Agreed review to take place once he was in office. Agreed the Earl of Mansfield would now be informed, then the membership, with draft AGM agenda mailing and via the website.	I Bennett I Bennett/ E Gray	Feb 08 12/06/07/ 24/08/07
2) MB 21/04/07, Note 8 – Agreed to invite Alastair Aitkenhead to become an Honorary Vice President.	I Bennett	31/07/07
3) MB 21/04/07, Note 7 – Andrew Kellett was interested in the role of editor. Editorial board, with Irene and Jim, to meet in June to discuss roles of editor, editorial board, HQ staff and whichever commercial publisher is used. Noted that magazine policy was MB responsibility, mechanics of production lay with MS. Agreed future publication dates should be March and October.		
3 Management Board Working Groups		
3.1 Trustees' responsibilities/Procedures		
Little had been done on procedures since the last meeting, although Roy had started working on AGM. He questioned whether responsibility for AGM was to remain with MB, or be passed to MS. There were differing views. As the discussion pre-empted some of the issues to be addressed the following day, and it was agreed to leave strategy for further discussion.		

3.2 Premises

- 1) BT had not yet been paid, as invoice submitted was incorrect. Installation of gas main had been paid.
- 2) Roy recommended accepting the quote from Bald for central heating, with minor clarifications/modifications. There would be the additional cost of removing the electrical heating system, which Stewart Adam was taking forward. Total cost would be in the region of £12,000-12,300, well within budget.
- 3) There had been detailed discussions with one decorator; with minor modifications, total would be below £4,000. An interior designer was producing proposals and samples.
- 4) The proposed programme was:
 - clear the room w/c 18 June
 - electrician w/c 25 June
 - decorator w/c 2 July for 2 weeks, probably less
 - furnishings w/c 30 August
 - MS were looking at display stands, similar timescale
 - finishing touches second week of August.
- 5) Board members were unhappy approving expenditure without seeing a written summary. Noted that assumptions for variations should be built in. Lawrence needed to have quotes to have authority to sign them off. It was suggested that a decision/cost 'template' might be useful, with recommendation.
- 6) **Agreed** Roy to circulate an outline of the proposal and total project cost to MB, with detail to GP&F for signing off orders. Roy was thanked for all his work on this project.

R Bain

22/06/07

3.3 AGM

All was progressing well. Bristol Branch were disappointed that so many alternatives were available on Saturday morning, but it was felt that people should have a choice, and Scone Palace was a one-off. An application was being made to Perth & Kinross Council for a contribution to costs.

3.4 Dance Scottish Working Group (was Scottish Issues)

- 1) DSW launch – invitations had been sent out, and information was now on the website. 20 Branches were participating, some making joint arrangements. Ruth was concerned that there was no publicity material as yet. Irene, Jim and Ruth to discuss with Liz on her return from holiday.
- 2) Scottish Branches conference – a letter had been sent to Scottish Branches to ascertain what they wanted. The group would meet on 21 June to decide whether to go ahead and in what format.

3.5 Outside Scotland

- 1) A proposal had been sent to E&T. Jeff clarified that it was never intended as a teachers' conference or a teaching course, rather an opportunity to discuss different ways of teaching and sharing knowledge. As it was not a teaching course, the WG did not believe it lay wholly within scope of E&T but should be a MB responsibility.
 - 2) Helen asked for clarification on the target audience; what she had seen suggested it was aimed at 3 strands – dancers, teachers and 'miscellaneous' – which she felt was ambitious.
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3) The view had been expressed to the WG that people wanted in-depth information, more theoretical/academic than usual – a conference about dancing, not a dance course. Agreed MB were still interested in doing something different, but needed a clearer proposal, and it should not be limited to teachers and advanced dancers.	J Robertson/ WG	14/09/07
4) Noted that MB recognised the commitment to approximately £5,000 expenditure.		
5) Noted that none of the action requested at last MB had been fulfilled, and that there had been problems with timing of submissions to both MB and E&T.		
6) Agreed to ask the group to do exactly what was requested in last minute, for the September meeting, paper and budget to be available at least seven days before meeting.	J Robertson/ WG	14/09/07
3.6 Website		
1) Technical work was done, and furnishing of data onto website would be completed within a week. It was planned to move the test site to production site the following weekend. Procedure for dealing with orders had been agreed with staff and written up.		
2) William had considered website management after his term of office was complete. Ian Brockbank no longer had significant time available, and he believed that a more professional support structure was required. The Australian contractor used for website development had quoted for ongoing support as outlined. Alex requested clarification of response times.		
3) Noted that there was a fundamental question regarding review and signing off of contracts. Agreed contracts to be reviewed by GP&F Convenor, and taken to GP&F or others if appropriate.	All to note	Ongoing
4) William proposed going with his proposal as outlined until November, then reviewing and adjusting if necessary. The contractor would do “carry-overs”. Escape clause was confirmed as 90 days. Noted it was cheaper than would be in UK, although using a small company may be a liability.		
5) With proviso of clarifying issue of response times, and Lawrence reviewing contract, MB agreed to the proposal, on a 6-month trial basis until November. Noted that a webmaster would still be required; responsibility may transfer to MS.	W Whyte/ L Boyd	15/06/07
3.7 Human Resources		
Craig thanked everyone for comments on the handbook, all had been noted and amendments would be incorporated when next updated.		
3.8 Strategic Plan		
Marjorie had received no feedback from the previous meeting, but many issues were likely to come out the following day.		
4 Marketing		
1) Liz Fraser’s contract was due to finish in September. With the exception of Ruth’s concern regarding DSW material, those who had worked with Liz had been very impressed, and Jim gave examples. Agreed to extend her contract for a further year.	I Bennett/ E Gray	12/06/07
2) Irene reported that Liz would welcome having her contract extended; she felt she had made progress, but could deliver very little in one day per week, and suggested that two days		

	would be better. It was suggested there should be a clear strategy before agreeing to more than one day. Agreed to extend the contract on the basis of one day per week, but to find out what the conditions would be for additional ad hoc days.	I Bennett	22/09/07
3)	Agreed a more structured, detailed marketing strategy was required. Suggested that a further review take place after six months of the year extension.	L Fraser	22/09/07
5	Management Committees		
5.1	Meetings schedule 2007-08		
	<ul style="list-style-type: none"> • add MB 19 April • MS 10 May may move, Jim to confirm • move E&T from 20 Sept to 13 Sept • move MB from 7 June to 21 June • move GP&F from 17 May to 7 June • circulate revised schedule and make available on website 	J Healy	15/06/07
		E Gray	29/06/07
5.2	Membership Services Committee (12 May 07)		
1)	Festival Interceltique – There was difficulty finding the right calibre of young dancers, many would be at Summer School. There had been a useful meeting with VisitScotland; they will pay travel, we will pay accommodation, approx £3,500, plus additional expenses. A dance had been written by Ian Brockbank, tunes by George Meikle, and there would be a press conference w/c 18 June in Scotland. Age criteria for dancers was 18-35, dates were confirmed as 2-7 August. There would be new RSCDS leaflets available in English and French. Contact to be made with the group in Rennes.	J Healy	15/06/07
2)	The Committee recommended seven Scrolls of Honour, three nominations had been declined. These were agreed . Text and photos for web to be made available as soon as feasible. Members were reminded that names <u>must</u> remain confidential until the recipients and their Branches had been informed.	E Gray	15/06/07
3)	Mo Rutherford had asked whether a music course at Winter School would be possible; Helen to contact her to discuss.		
4)	It had been a very poor year for sales, and the reasons were not obvious. There was still no clear strategy regarding books, three distinct solutions all had support: (i) as currently, with full piano scores; (ii) omnibus editions, words only, possibly A5; and (iii) no more books, put on web and provide free.		
5)	Agreed to set up a Chairman's Panel to consider future Scroll nominations, Chairman to select appropriate individuals.	I Bennett	31/03/08
6)	The database project was proceeding well, although delayed.		
5.3	Education & Training Committee (19 May 2007)		
1)	E&T felt there were projects being taken forward on MB that should be transferred to committees.		
2)	Requests for funding – noted that background on previous requests, as well as new requests, would be helpful.		
5.4	GP & Finance Committee (19 May 2007)		
1)	Lawrence thanked Jim for the work he had done as Interim Finance Director, which he believed was very timely.		
2)	2007 figures showed a deficit of £28,373. Similar to last year, but had a large legacy and included only one edition of magazine.		

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- 3) Discussion with accountants had clarified that JMMF had the characteristics of a designated rather than restricted fund, meaning that MB had discretion over how it was used.
 - 4) Financial assets high, so strong balance sheet but weak cash flow/profitability, and getting weaker. The longer strategic action to deal with this was left, the worse it would become. If left another year, the organisation would be at serious risk.
 - 5) As noted in minutes, bank accounts had been reviewed and would be streamlined.
 - 6) Funds in Alliance & Leicester were in a general, not savings, account, so interest had not been paid. A meeting with A&L was being sought, and they had been asked to produce the account opening documentation.
 - 7) Final accounts would come to Sept MB for formal approval. Any queries in the meantime should be emailed to Lawrence. **Agreed** to delegate authority to Lawrence to make any minor adjustments necessary. L Boyd 31/08//07
 - 8) Comments on the narrative section should be sent to Elspeth and Ross Robertson. Helen to review section on Schools; Spring Fling to be included in the list of Schools. All H Russell 30/06/07
 - 9) Noted accounts to go on website asap after approval at AGM.
 - 10) Noted it was important to continue working on Terms of Reference.
 - 11) Risk Management: this was a compliance document, and was simply a statement of what existed. Lawrence suggested approving it this year, so that it was in place, but stressed that it needed to be developed. Where pensions were mentioned, Lawrence suggested adding that any scheme must be a money purchase scheme rather than final salary.
 - 12) Annual subscriptions: Lawrence proposed increasing from £10 to £15. He talked members through the financial scenarios and financial planning forecast that had been prepared. There was a gradual drift downwards of subscription income. Lawrence suggested there was a need to become more proactive and sell RSCDS as a charity, although to carry that through would require a major shift in thinking, and would have major PR implications.
 - 13) There was lengthy discussion about Lawrence's proposal, possible alternatives, membership figures, and what it was felt members would accept. If accepted, information would need to be in the autumn magazine. There was a need to change the emphasis from what people got to what the RSCDS did as a charity, to preserve and promote culture. Positioning was important, and communicating information to support that.
 - 14) Lawrence proposed a £5 increase, Roz seconded. Jim proposed a £10 increase, not seconded. William proposed the status quo for this year, Malcolm seconded. MB then voted on the £5 increase: votes for = 20, votes against = 2, therefore carried by a majority.
 - 15) MS Committee and Liz Fraser to be consulted to prepare
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	information for the magazine to support the proposal.		
	16) Salary increases for the year from 1 July 2007 were agreed .	E Gray	30/06/07
	17) Noted that there was no salary policy. Differential increases had been applied in the past, but these were market-driven. Lawrence believed that complex job evaluation was not appropriate as the RSCDS was a small employer. He proposed an agreement that not less than public sector pay rise would be applied each year, but there would be an annual review of whether particular circumstances required anything different.		
	18) Requests for JMMF funding were becoming more complex to manage, and timescales were increasing, a review of the process was required. Lawrence to consider.	L Boyd	14/09/07
6	Branches <i>New Zealand</i> There was discussion of the papers submitted for consideration by New Zealand Branch. The general feeling was that although it would be better if the Branch split up into smaller, regional Branches, it may not be politic to advise them to do so. Any response would require tact and diplomacy. Agreed Alex to discuss with Murray Corps by phone, and agreed to delegate Alex and Irene to then reply.	A Gray/ I Bennett	30/06/07
7	Affiliated Groups 1) Irene's letter to affiliated groups was circulated, together with the standard fee reminder letter. 2) Currently data on branches and affiliated groups was held on the database, from where a programme sweeps data up and transfers it to website. Branches can put data on 'their' page and link to other documents etc. William proposed streamlining the current process, to provide a better page for branches, and to make better information available for affiliated groups. This would also permit a facility for easily emailing branches and groups. He suggested encouraging groups to communicate with website editor, but it was felt communication should be through HQ. With that amendment, the proposal was agreed . There was a need to be careful that affiliated groups did not receive more services than branches. 3) Elspeth to draft response to R Walker, Lawrence to review. 4) There was discussion regarding affiliation fee, and HQ members' subscription. Agreed GP&F to decide on HQ administration fee. £35 affiliation fee was proposed by Pat, seconded by Alan, and agreed .	W Whyte E Gray L Boyd	13/07/07 12/06/07 18/08/07
8	AOCB Presentation to the Earl of Mansfield on his retiral from office – the idea of a waistcoat was not supported. A crate of good claret was suggested. He would be given a specially prepared certificate; check with Liz Fraser if she knows an appropriate source. All to consider for September meeting.	E Gray All	30/06/07 22/09/07
9	Issues for Magazine Subscription increase; positioning; new President; mission statement.		
10	Date of next meeting – 22 September 2007		

MANAGEMENT BOARD MEETING

Saturday 22 September 2007
RSCDS Headquarters, 12 Coates Crescent, Edinburgh at 10.30am

AGENDA

Liz Fraser, Marketing Officer, will attend the meeting at 1.30pm, and the agenda will be adjusted accordingly on the day.

Enclosures/Papers

- | | | |
|---|--|---|
| 1 | Apologies | |
| 2 | Notes of meeting of 2 June 2007 | <i>Previously circulated</i> |
| 3 | Matters arising from notes not listed elsewhere | |
| | 3.1 Honorary Vice President | |
| | 3.2 Magazine editor | |
| 4 | Management Board meeting 3 June 2007 | <i>Overall summary & finance group summary</i> |
| 5 | Management Board Working Groups | |
| | 5.1 Strategic Plan | <i>Report to MB ✓
Strategic Plan draft 2007-2010 v 2 2 Aug 07 ✓
Strategic Plan action plan draft v 2 2 Aug 07 ✓</i> |
| | 5.2 Trustees' responsibilities/Procedures | <i>LB proposal ✓
Premises report ✓</i> |
| | 5.3 Premises | |
| | 5.4 Dance Scottish | |
| | 5.5 Outside Scotland | <i>Approx. budget + Response to E&T submission ✓</i> |
| | 5.6 Website | <i>Website Report ✓</i> |
| | 5.7 Human resources | |
| | 5.8 Technique Sub-Committee | <i>Report to MB ✓</i> |
| 6 | AGM 2007 | |
| | 6.1 Gift to Lord Mansfield | |
| | 6.2 Agenda and meeting | <i>Draft agenda ✓</i> |
| | 6.3 AGM Sub-Committee report | <i>AGM Report ✓</i> |
| 7 | Marketing | |
| | 7.1 Report from Marketing Officer | |
| 8 | Management Committees | |
| | 8.1 Meetings schedule 2007-08 (to reconfirm) | <i>revised draft schedule ✓</i> |
| | 8.2 General Purposes & Finance Committee | <i>Notes of meeting 18/08/07 - to follow ✓</i> |
| | 8.3 Membership Services Committee | <i>Notes of meeting 01/09/07 ✓</i> |
| | 8.3.1 Financial proposal re CD costs | <i>Proposal ✓</i> |
| | 8.3.2 Financial proposal re digital distribution | <i>Proposal ✓</i> |
| | 8.4 Education & Training Committee | <i>Notes of meeting 15/09/07 - to follow ✓
E & T response to forum 06 ✓</i> |

- 9 **Branches**
 - 9.1 New Zealand
- 10 **Affiliated Groups**
 - 10.1 Hong Kong Highlander Reel Club
- 11 **Any Other Competent Business**
- 12 **Issues for Members' Magazine**
- 13 **Date of Next Meeting**
17 November 2007

— common strategy for increase subscriptions

Please notify the Secretary at Headquarters at least 2 days before the meeting, in writing, if you have any item you wish to be discussed under Any Other Competent Business.

**Notes of meeting of the Management Board
held on 22 September 2007 at 10.30am
at 12 Coates Crescent, Edinburgh.**

Present: Irene Bennett (Chairman and Convenor of meeting)
Alex Gray (Chairman Elect)
Lawrence Boyd (Convenor, GP & Finance Committee)
Jim Healy (Convenor, Membership Services Committee)
Helen Russell (Interim Convenor, Education & Training Committee)
Roy Bain, Ruth Beattie, Malcolm Brown, Wilma Brown, Alan Carr, Neil Copland,
Allana Creighton, Christina France, Jimmie Hill, Pat Houghton, Marjorie Hume, Lorna
Ogilvie, Jeff Robertson, William Whyte.

In attendance: Elspeth Gray (Secretary)

Apologies: Helen Frame, Craig Houston, Roz Scott-Huxley, Pia Walker.

Decision/Action	Member/s Responsible	Date to be completed
The deaths of Roy Goldring & Stan Hamilton were noted, both of whom would be much missed.		
1		
Notes of meeting of 2 June 2007		
Agreed the notes were an accurate record.		
2		
Matters arising not listed elsewhere		
1)		
Honorary Vice President (MB 02/06/07, Note 2.2) – Alastair Aitkenhead had not been invited, after discussion between Irene, Alex and Elspeth; there were sensitivities involved that had not been properly considered. Agreed to wait until the President and Vice President roles were reviewed and defined once Alastair MacFadyen was in post. Ideas on the roles to be forwarded to Elspeth.		All 31/10/07
2)	Magazine Editor (MB 02/06/07, Note 2.3) – Andrew Kellett had agreed to take on the role of Editor for two issues, at which point he would consider whether or not to do more.	
3		
Management Board meeting of 3 June 2007		
1)	Alex stated that it had not been the intention to produce a costed action plan. The purpose had been to allow and promote wide-ranging discussion.	
2)	Strategic Plan To be discussed later on the agenda.	
3)	Project planning <i>Draft templates</i> were tabled. It was suggested that the template should record information on the original decision. Jim had been looking at systems in some depth; he suggested there were good controls in place, but few procedures. Systems underlying the template stage were needed, such as	

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- departmental accounts and project codes. Jim hoped to complete an entire proposal linking to the project templates by end October, which would go to GP&F then hopefully be made active in April 2008. It was suggested that £1,000 should be the cut-off point for a project, and that Convenors and the Secretary be given authority to commit up to £250 (inc VAT), otherwise there would have to be a purchase order issued from the office. Information from purchase orders would be included in reporting to GP&F and MB. Lawrence agreed that the framework suggested was a good step forward. **Agreed** to develop procedures using purchase order forms for next GP&F meeting for discussion, and then report back to MB. It was essential that office staff were involved in agreeing procedures.
- 4) *Meetings protocol* – Once the meetings schedule was agreed today, Elspeth to revise the protocol, to include actual dates. E Gray 12/10/07
- 5) **Communications**
Noted that the answerphone message at HQ should be revised.
- 6) *Acknowledgement of communications* – A piece on this was being included in the next magazine. E Gray 05/10/07
- 7) *A 'day in the life' of Coates Crescent* was not currently planned.
- 8) The reference to *'prods'* was about empowering staff to chase Convenors and committee members for meeting papers etc.
- 9) *Convenors* - Staff should have protocols & procedures in place so they could train new convenors. Alex & Irene suggested Convenors and staff meeting together prior to the first MB meeting following the AGM.
- 10) *List of current procedures* – Roy had copies of all the procedures to date, in draft form. Procedures needed to go to relevant committees to be approved by them and made 'live'. Roy **agreed** to email everyone with a register of the existing documents. **Agreed** it was important to progress them urgently, even if they needed further work/updating. R Bain 12/10/07
R Bain 31/10/07
- 11) **Financial control**
The discussion that had taken place on 3 June fitted into discussions about procedures and control.
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4 Management Board Working Groups

4.1 Strategic Plan

- 1) Marjorie had made recommendations in her summary report. Management objectives to be reviewed at the end of the year.
- 2) **Agreed** to amend Aim 3 to include Affiliated Groups. M Hume 12/10/07
- 3) There was lengthy discussion about both the scope and some of the detail of the plan. There was a concern that MB members were not thinking strategically, and had not clarified their fundamental vision for the Society. The strategic plan ought to back up the explanations to be given to members to justify the proposed subscription increase.
- 4) **Agreed** to add an additional objective along the lines of "develop a promotional and outreach programme to ensure that dancing reaches and meets the needs of different communities". M Hume 12/10/07
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5)	Agreed to include something in implementation plan about raising the profile of RSCDS in Scotland.	M Hume	12/10/07
6)	Agreed to add "and abilities" to Aim 1.	M Hume	12/10/07
7)	Marjorie to make these changes and forward documents to everyone, especially Convenors, to add to/amend the implementation plan where necessary.	M Hume	12/10/07
8)	Agreed that updated information to be fed back to Marjorie by 31 October.	Convenors/ All	31/10/07
9)	Agreed that Action Plan to be monitored at every MB meeting.	EG (agenda)	ongoing
10)	Agreed that Strategic Plan to be reviewed annually at the second meeting of MB (February) and Action Plan subsequently revised/updated.	I Bennett	01/02/08
11)	Management committees to take responsibility for following up action. It was suggested that the Plan be a standing item for committees, progress to appear in meeting notes.		
12)	Agreed discussion was needed on fundamentals, and that this should happen around the February MB meeting.	I Bennett	01/02/08

4.2 Trustees' responsibilities/Procedures

- 1) Lawrence was very concerned as he perceived little progress had been made since he had first identified his concerns about governance and management, and he believed that external help was needed. He proposed that a firm of auditors be commissioned to undertake a comprehensive review of policies and procedures in the RSCDS with such a review to be completed by 3rd week in October or, alternatively, to commission a suitably qualified and experienced person to undertake a review of governance arrangements and to produce a costed action plan for improvement, to be produced before the AGM. He believed there were links to elements in the audit report and other "pressure points".
- 2) Lawrence believed that someone looking at governance would expect to see, for example, role descriptions for chairman and convenors, remits, chains of accountability through paid staff to trustees – none of which he believed existed.
- 3) Following some discussion, Jim emphasised that Lawrence's concerns were less about detailed procedures, but much more about governance, about trustees being responsible for what was happening. Lawrence had gone through the governance checklist and reported to MB; Jim suggested revisiting that paper, without the "action points" that had been included.
- 5) **Agreed** to form a small group (Neil, William, Alex) to look at governance checklist and define requirements, and decide whether help was needed to implement them. The group to report back to next meeting, and to report progress to Lawrence before AGM.

N Copland/
W Whyte/
A Gray
"
"

06/11/07
26/10/07

4.3 Premises

Cost reports were submitted on the heating installation and the Members' Room. Thanks were expressed to Roy for all his efforts in getting things done in time for DSW. Future cost reports should be explicit about whether or not VAT was included.

4.4	Dance Scottish The group were meeting in October, and a report would be provided for the next MB meeting. It had been agreed to go ahead with another Scottish Branches conference on 9 th February 2008 in Edinburgh.		
4.5	Spring Fling fees Jim asked for agreement to underwrite Spring Fling. While the proposal was agreed on this occasion, it was acknowledged that the process was unacceptable. Those concerned would be informed that if a proposal was put forward in this way in future, at the last minute, it would be rejected.	J Healy	16/11/07
4.6	Outside Scotland 1) There had been discussion with E&T and others since the last MB meeting. A start-up contribution of £2,500 was sought, to cover eg subsidising attendance for young or more distant members. E&T would support if some kind of teaching skills training were offered. There was concern that the budget had only been provided on Thursday, and was incomplete. 2) It was agreed one member each from E&T and MB to work with the group to bring something more specific back. Agreed William from MB/GP&F, Helen to identify E&T member. 3) Agreed to approve in principle, but E&T must be comfortable with the programme and GP&F must be comfortable with figures. Lawrence suggested delegating an amount of money, if a satisfactory solution can be reached – agreed authority of £2,500 start-up funds and loss of up to £1,000 supported, Alex to sign off.	W Whyte/ H Russell A Gray	
4.7	Website 1) Jimmie proposed making the website open access, with no passwords. Agreed to discuss at next meeting. 2) For next meeting, William to produce risk analysis of PayPal.	EG (agenda) W Whyte	06/11/07 06/11/07
4.8	Human Resources Elspeth proposed keeping Sam, the long-term temp, till the end of the year. She was not convinced it was the right solution, but agreed there was a need to decide firmly on the way ahead by end of year.		
4.9	Technique Sub-Committee Malcolm's report/review was noted, and he was thanked for his work in chairing the sub-committee.		
5	AGM		
5.1	Gift to Lord Mansfield The suggestion of a tree and plaque at Scone Palace was agreed , and also one at St Andrews.		
5.2	Agenda and meeting Lawrence believed communicating information about the motion on subscriptions was essential, and had written a piece for the magazine. He suggested MB members reinforce the message with their Branches, where possible. Irene had also prepared a letter; agreed it should be sent to Branch secretaries and delegates.	E Gray	05/10/07
5.3	AGM Sub-Committee There was nothing more to add to the report circulated.		

5.4	Nominations Nominations received for management positions were read out. Agreed that in future, MB members should be kept informed about nominations two weeks ahead of the deadline for submission.	E Gray	ongoing
6	Marketing 1) Liz Fraser joined the meeting. She outlined her background and discussed the projects she has been working on so far, the two main ones being the Festival Interceltique in Lorient, Brittany and Dance Scottish Week. She then involved MB members in conducting a SWOT analysis (attached). 2) Positioning in the marketplace was important; not so much getting a message out there, but changing the message. The issues and challenges identified in the SWOT analysis should drive the organisation and therefore the marketing strategy. To the outside world, there was a need to communicate what the Society is, what it stands for, what it does and why it does it. Internally, there was a need to communicate intentions, motivate those in the organisation and strive for a common vision of the future. 3) Liz suggested four key areas where strategies were required: (i) youth development <ul style="list-style-type: none"> • youth initiatives • schools • outwith school • college level) (ii) membership retention <ul style="list-style-type: none"> • more direct communication to branches (iii) profile enhancement <ul style="list-style-type: none"> • all material going into public domain to involve marketing • at each meeting decide what marketing involvement needed • suggest setting up marketing group (Liz, Irene, Jim, Catherine Livsey, Elspeth + others for specific tasks/ projects) (iv) improvement of internal communications 4) Liz would put together a report on specific marketing activities. After a short Q&A, Liz left the meeting.		
7	Management Committees		
7.1	Meetings schedule 2007-08 A number of changes were agreed . (Revised schedule attached)	E Gray	05/10/07
7.2	GP & Finance Committee (18 August 2007) 1) Noted that the notes regarding the MB meeting of 3 June accurately reflected the discussion at GP&F, but were inaccurate; a costed action plan had never been the intention. 2) Accounts for first quarter, which Jim had put into the format used previously and which should continue to be used, had been discussed. The projected deficit in the current year of around £150,000 was worrying. There would be problems if the resolution regarding subscriptions was not passed. 2) JMMF: There had been discussion about using the fund more proactively, for developing outreach. It was not clear whether the £10,000 mentioned was capital, this should be clarified at the next meeting. There was discussion around the issue of a		

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- Branch such as New Zealand making separate applications; **agreed** that this could be allowed if justified.
- 3) The committee remit was still a concern – there was a lack of clarity, which was a governance issue.
 - 4) The issue with Alliance & Leicester was still not resolved. A formal notifiable complaint had been submitted; there had been a phone response which was negative but a recent letter suggested it was still under consideration.
 - 5) Noted the proposed use of the donation from Maguy Paillet.
 - 6) Marketing Officer: It was suggested to wait until after the AGM to make a decision, as there may be a need to re-prioritise. GP&F's suggestion was a cap/maximum, which could be reviewed. MB members would like to see a more structured marketing strategy on paper. **Agreed** there was a need to discuss HQ staffing/structure to see whether staffing met needs.
 - 7) Contents of branch mailings were being made available to branch secretaries in a password-protected area of the website, and this could also be made accessible to MB/MC members.
 - 8) Final accounts 2006-07: The management letter from the auditor was effectively the equivalent of a yellow card, a warning that things were not entirely up to scratch. With regard to financial results, a subscription increase would help, but more needed to be done. Alex suggested there was a need to prioritise on projects, and get alignment with overall mission. MB needed to focus on more strategic issues rather than detail. The issue around stock was a known problem. Risk management had been discussed today with regard to governance. **Agreed** to formally approve the accounts.
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7.3 **Membership Services Committee** (1 September 2007)

- 1) There had been an overwhelmingly positive response to the Miscellanies in A5 format, with no music. MS proposed that books should be published in, roughly, collections of 5/6 books, with no music. Full scores could be provided free on request. Noted that last 8 bars of one of the dances in Miscellanies had been changed since previous edition – Jim to investigate.
- 2) Proposal re cost of future CDs: Jim proposed that MB accept that the project should be finished, to have the music available as part of our raison d'être, but funded from JMMF. His view was that no further sponsorship would be forthcoming. Jimmie proposed a "subscription" to all members to fund. **Agreed** to defer till next meeting, Jim and Jimmie to outline Jimmie's subscription proposal.
- 3) Proposal to make seven out of print CDs available as downloads: **Agreed** to defer till next meeting.

EG (agenda)	06/11/07
J Healy/	
J Hill	06/11/07
EG (agenda)	06/11/07

7.4 **Education & Training Committee** (15 September 2007)

All to contact Helen if any queries.

All	asap
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8 **Affiliated Groups**

- 1) The following group was approved:
 - Hong Kong Highlanders Reel Club
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9 **Date of next meeting** – 17 November 2007

emailed 13/11
emailed 14/11
emailed 15/11



MANAGEMENT BOARD MEETING

Saturday 17 November 2007
RSCDS Headquarters, 12 Coates Crescent, Edinburgh at 10.30am

AGENDA

Enclosures/Papers

1 Apologies

2 Notes of meeting of 22 September 2007

Previously circulated

2.1 Correction to Note 4.9

3 Matters arising from notes not listed elsewhere

- deferred matters from previous mtgs

~~4.2 Proposal re coasts~~
Recording policy
(JTM papers + part of WW)

4 Governance

4.1 OSCR checklist

Checklist document + J Healy comments

4.2 Procedures

4.2.3 Commitment recording

Paper JTM

5 Management Committee Policy Statement

MC Policy Statement Feb 07

6 Management Board Working Groups

6.1 AGM 2007 & 2008

6.1.1 Branch representation at AGM *John* + Members' Forum

6.2 Technique Sub-Committee *(JTM to lead)*

Report to MB (previously submitted)

Proposal from E&T

6.3 Strategic Plan

Revised draft Strategic Plan and Implementation Plan

6.4 Premises

Verbal update (R Bain)

6.5 Dance Scottish

Notes of meeting 03/10/07 + R/E

6.6 Outside Scotland

Verbal report (J Robertson)

6.7 Website

6.7.1 Website briefing

Paper to follow

6.7.2 Proposal to dispense with password

6.8 Human resources

7 Management Committees

7.1 Meetings protocol

Paper to follow

7.2 Education & Training Committee

(no meeting)

7.2.1 Proposal for appointment to E&T

memo

7.2.2 Proposal for appointment of examiner to E&T

7.2.3 Appointment of Youth Co-ordinator

memo

7.2.4 Proposal to GP&F re Youth workshops payments

memo

7.2.5 General Purposes & Finance Committee

(no meeting)

7.2.1 Briefing paper on GP&F matters

Briefing paper (W Whyte)

7.2.2 Half year financial figures and comments

Paper to follow

7.34 Membership Services Committee

Notes of meeting 13/10/07

7.3.1 Proposal for appointment to MS

7.3.2 Financial proposal re CD costs

Proposal (previously submitted)

7.3.3 Financial proposal re digital distribution

Proposal (previously submitted)

8 Honorary President and Vice Presidents

9 Branches

10 Affiliated Groups

11 Correspondence

11.1 John Carswell

12 Any Other Competent Business

13 Issues for Members' Magazine + Marketing

14 Date of Next Meeting

16 February 2008

Please notify the Secretary at Headquarters at least 2 days before the meeting, in writing, if you have any item you wish to be discussed under Any Other Competent Business.

**Notes of meeting of the Management Board
held on 17 November 2007 at 10.30am
at 12 Coates Crescent, Edinburgh.**

Present: Alex Gray (Chairman Elect and Convenor of meeting)
William Whyte (Convenor, GP & Finance Committee)
Jim Healy (Convenor, Membership Services Committee)
Roy Bain, Wilma Brown, Neil Copland, Allana Creighton, Christina France, Jimmie Hill, Pat Houghton, Craig Houston, Roderick McLachlan, Jeff Robertson, Roz Scott-Huxley, Andrew Smith, Pia Walker.

In attendance: Elspeth Gray (Secretary)

Apologies: Irene Bennett, Alan Carr, Helen Russell.

	Decision/Action	Member/s Responsible	Date to be completed
1	Alex welcomed everyone, especially new members, to the first Board meeting of the constitutional year.		
2	<p>Alex explained that, for personal reasons, Irene would be taking a “back seat” for a short period. In the ensuing discussion, the following points were made:</p> <ul style="list-style-type: none"> • The Board needed to get behind the Chairman and deliver something back at the next AGM to quash perceptions that the Board had no control. • MB agendas, starting today, would be re-ordered to deal with financial situation first, and anything that required decisions would take priority. • Minor questions about committee minutes should be put to the Convenor before a Board meeting. • Convenors and staff had met the day before; there would be regular Convenors’ meetings, brief notes of which would be circulated to MB. • It was proposed that the first MB meeting after the AGM would be a “lighter touch” meeting, possibly including some induction. <p>Agreed Alex and Elspeth to write to Irene to send a clear message asking her to continue with the Board’s full support.</p>	A Gray/ E Gray	Immed.
1	<p>Notes of meeting of 22 September 2007</p> <p>1) <i>Note 4.9</i> – amend, Malcolm’s report was deferred till the next meeting, not noted.</p> <p>2) With that exception, agreed the notes were an accurate record.</p>		
2	<p>Matters arising not listed elsewhere</p> <p>There were no matters arising.</p>		
3	<p>Financial Statement</p> <p>1) So far, William had no reason to believe that the budget forecast of approx £150,000 deficit was inaccurate.</p> <p>2) Magazine printing and distribution costs were discussed.</p>		

	Printing cost was minimal; distribution costs had risen because of different pricing structure. "Local" printing was not an option; there would be a different size requirement in N America, there were issues of quality control, proofreading, etc. Agreed the Board viewed the magazine as a quality product. Agreed to ask GP&F to look at alternative methods of distribution, assuming hard copy publication, and report back to next MB. Linda Gaul had been appointed as Advertising Manager and was working on attracting advertisers.	W Whyte	25/01/08
3)	Subscription income would not become clear until final quarter.		
4)	Figures circulated separately for Dance Scottish Week did not match accounting figures, but would be checked. Confirmed that there was a budget of £3,500 for it.		
5)	Agreed GP&F to propose a carefully thought-out reserves policy to bring to the next MB.	W Whyte	25/01/08
6)	There was a suggestion to increase subscription fees by cost of inflation each year; Jim felt that would be too restrictive, and there was a need to be at the "right level" first.		
7)	Jim suggested there was a need for a policy to define what was to be achieved from publications and recordings in financial terms.		
8)	A formal complaint had been sent to the Financial Ombudsman regarding the Alliance & Leicester. Agreed to leave a small amount in the A&L account and move the rest immediately.	W Whyte/ S Coyle	30/11/07
9)	Agreed GP&F to propose to MB how to make better use of JMMF, and subsequently review and revise the guidelines/form.	W Whyte	25/01/08
10)	Agreed HQ members to be charged £10 administration fee.	S Coyle	May 08
11)	Agreed to refer issue of Teaching Associations to E&T to investigate and make a proposal, with MB recommendation to drop any fee. Dialogue with TAC and ATA was needed, and clarity required, in particular checking whether all their members are RSCDS members. Proposal to come to MB within next two MB meetings.	H Russell	01/12/07
12)	Other membership rates: half-year membership at 50% as before; William proposed making the young person (up to age 25) discount 50% rather than 20%; however, the 20% had been agreed at AGM 2004, so that proportion would have to apply.	S Coyle	May 08 onwards
4	Proposal from MS regarding future CD production cost		
1)	There were seven CDs still to produce to provide digitally recorded music for every RSCDS dance. Jim asked as a matter of policy if the project was to be completed. Pat suggested it should be shelved until there was a clear budget and knowledge about whether it could be afforded.		
2)	Jimmie outlined the principle of subscription publishing. The potential implications for administering such a scheme would need to be considered. He proposed investigating a subscription scheme to fund remaining recordings.		
3)	One of the seven has already been done, Book 30 + 3 Foss dances. The next two were scheduled, bands had been booked. These three would cost approx £16,000 this year.		
4)	Agreed by a majority to go ahead with the next two that were	J Healy	Immed.

	scheduled, and to look at the situation again at next MB meeting when more figures would be available.		
	5) Agreed to remit to MS to investigate a subscription scheme for the final four CDs and to investigate current CD prices.	J Healy	25/01/08
5	Digital distribution of recorded music		
	1) There were approximately 100 tracks in the seven "out of print" CDs that it was proposed to make available as downloads.		
	2) Some other CDs (Books 29, 43) would soon be out of print, and Jim suggested that carrying out this project could give useful feedback when deciding whether/how they should be replaced.		
	3) Concerns were raised about (a) whether these were the right tracks to make available, to give useful feedback, and (b) whether money should be spent on this experiment at this time.		
	4) On a vote, 7 were in favour, 5 against, 3 abstained (Alex did not vote). Alex felt it was too close, and proposed that the item be deferred till the next meeting, when we would have a clearer idea of the financial position and the tracks to be covered.	E Gray (for agenda)	01/02/08
6	Governance		
	1) Guidance had been sought from the lawyer regarding roles and responsibilities, specifically with regard to the Chairman Elect's decision to immediately disseminate to Branches and delegates the information he had given verbally at the AGM, as this had been questioned. An initial response had been received, stating that it was not at all unusual for the roles of Chairman and Chairman Elect to not be described at length in a constitution, and in that case custom and practice prevailed. The Chairman and Chairman Elect had implied authority to rule on matters not requiring a decision of the full Board. Trustees are the governing body, and all are equal. The Treasurer's constitutional position was simply as Convenor of GP&F, with a limited and subsidiary role as trustee for the building.		
	2) The lawyer had also seen the work done to date on the OSCR checklist, and was of the opinion that there was nothing from it that had to be dealt with urgently, ie at this meeting.		
	3) Agreed to amend nomination form to include a signed statement that nominees were not debarred from being trustees.	E Gray	April 08
	4) There was a need for more openness regarding emails. An email policy was required, and the lawyer would be happy to assist with this if necessary.		
	5) The charity number should be on the website, alongside contact/information details.		
	6) The OSCR checklist should be reviewed and the Board need to agree what to focus on, once the procedures were complete.		
7	Procedures		
	Alex, Irene, Roy and Elspeth were meeting the following day to review the first tranche of procedures, after which they would be distributed to appropriate individuals/committees for comment.		
8	Commitment recording		
	1) The paper recommended cheque signing authorities: the Secretary to sign alone for expenditure up to £250, any amount over that requiring two cheque signatures.		

	2) The paper recommended that any project over £1,000 must be approved by the Management Board, and purchase under such projects can be approved by Chairman, Chairman Elect or Convenor of the sponsoring committee.		
	3) Single commitments of up to £250 (inc VAT) can be signed off by any of Chairman, Chairman Elect, Secretary or Convenors.		
	4) The proposals contained in the paper were agreed .		
	5) Agreed GP&F to take forward getting a corporate credit card.	W Whyte	Immed.
9	Management Committee Policy Statement		
	1) The following changes to the Feb 2007 version were agreed :		
	(i) rename document to "Management Committee Remits";		
	(ii) delete from GP&F remit references to HR measures, policies, and staff training requirements (now HR Panel);		
	(iii) add to E&T and MS remits a requirement to consult with GP&F on applications for financial awards where the application relates to that committee's responsibilities;		
	(iv) delete from MS remit the requirement to make Scroll recommendations (now Chairman's Scroll Panel).		
	2) Circulate revised version to MB, MCs and put on website.	E Gray	30/11/07
10	Management Board Working Groups		
10.1	Working Group/Sub-Committee/Panel list		
	1) Standing groups will be named "panels"; groups formed for a limited term/specific purpose will be named "working groups".		
	2) The list of groups was reviewed and amended (list attached).		
10.2	Conference Weekend & AGM		
	1) Bristol Branch had almost completed the Members' Forum report, and wished it to go onto the website asap. Agreed that this would be done, and that each committee would have it as a standing item on the agenda for every meeting until issues raised had been considered and reported back to MB.	W Whyte/ J Healy	when produced
	3) AGM delegates: list of Branches not represented at the AGM was circulated. Processes were not clearly understood by new Branches. Delegate forms were circulated in April, and Branches without delegates were reminded by email several weeks before the AGM; that reminder should perhaps go to the Chairman rather than the Secretary. Agreed to include something in the next magazine. Agreed Pia to collect ideas for improvement, to discuss at next meeting.	E Gray All / P Walker	Feb 08 Immed. 25/01/08
	4) Also agreed to include an outline of the Branch liaison role of MB members in the magazine.	E Gray	Feb 08
	5) Postal voting: When making constitutional changes in 2006, MB had decided that postal voting on motions would not be allowed so that delegates could listen to the debate at the AGM and vote accordingly. Branches cannot be told not to instruct their delegates, but they can be encouraged to give their delegates freedom to use their discretion. Include something on this in next magazine. Comments on this to Pia.	E Gray All	Feb 08 Immed.
10.3	Technique Sub-Committee		
	The paper submitted to the previous MB meeting by Malcolm was noted. A revised proposal had now been submitted by E&T, after liaison with MS. Agreed to accept the proposal, to rename the group	H Russell/	ongoing

	Technique Panel, and to make it a joint E&T/MS responsibility, with those Convenors making the appropriate personnel selections.	J Healy	
10.4	Strategic Plan		
	1) Agreed to accept the final version as presented to the meeting.		
	2) MCs must now accept responsibility for updating their respective areas in the Action Plan, to be fed back to the Working Group for update prior to the February MB meeting.	Convenors	15/01/08
	3) Agreed Alan to lead the Panel, Andrew volunteered to be involved. Agreed to ask Marjorie Hume if she would be prepared to be co-opted to continue to work with the Panel.	A Carr E Gray	25/01/08 Immed.
10.5	Premises There had been no movement since the last meeting. The budget was £25,000, the estimated spend at the last meeting was £23,500.		
10.6	Dance Scottish		
	1) A self-financing Scottish Branches conference would be held on 9 February 2008, at Cluny Centre in Edinburgh.		
	2) There had been 430 entries to the children's colouring competition. Winners to be published in magazine issue 6.		
	3) The group recommended that Dance Scottish Week be held on an annual basis. A reception would be held at HQ, and there would be a self-financing dance/ball. The proposal was agreed , venue/band for 2008 to be booked now.	R Beattie	Immed.
	4) Agreed to keep the group with MB for now, perhaps move to MS next year.		
	5) Agreed the group to bring a fuller budget to the next meeting.	R Beattie	25/01/08
	6) Notice should be sent to Branches in December mailing.	E Gray	14/12/07
10.7	Outside Scotland The group had agreed to move the event to July 2009, in Geneva. A positive meeting had been held after the AGM with Alex and Helen. A draft programme was expected for the next MB meeting.	J Robertson	25/01/08
10.8	Website		
	1) Responsibility for the website would transfer to MS. The proposal to appoint Anne Carter, who has website skills, to MS to fill the vacant place on the committee was agreed .	J Healy	Immed.
	2) Password protection of some areas was discussed. William to provide a summary for the next meeting of what is and is not password-protected. MS to make a recommendation.	W Whyte J Healy	25/01/08 25/01/08
10.9	Human Resources The same sub-group would remain, and are working on the staff structure. This would be informed by the report from Jim.		
11	MB & MC Protocol Amendments were agreed to items 5 (add Strategic Plan and Members' Forum) and 6 (change "sooner" to "within one week"). Agreed to add dates relevant to nominations and elections. Agreed copies of MB reports and MC notes to be sent to Marketing Officer and Magazine Editor for information.	E Gray E Gray Committee secretaries	Immed. E Gray ongoing
12	Education & Training Committee		
	1) Proposal to appoint Lucy Smallwood to E&T was agreed .	H Russell	Immed.
	2) Proposal to appoint Ann Dix to E&T as examiner was agreed .	H Russell	Immed.
	3) Creation of the post of Youth Events Co-ordinator was noted. There was a query regarding inconsistency of the term of office		

	with other appointed posts, but as this role was not mentioned in the constitution it was not felt essential for it to be the same.		
	4) Proposal regarding payment to teachers and musicians at Youth workshops was discussed. It was agreed that such payments should be offered and costed into budgets, although it was recognised that some teachers may refuse payment.	H Russell	Immed.
13	Membership Services Committee		
	1) The online database has been very well received, although there was a problem with the Glasgow data, which was being resolved with MacLellan.		
	2) Regarding the proposal to print the cover price on magazine, noted that there could be a problem if a bulk distribution overseas was opened by Customs. Agreed to investigate further, including with EFDSS.	E Gray	28/02/08
	3) Reference to changes to Archivist role were only to the job description.		
14	Honorary President and Vice Presidents		
	There had been no suggestions from MB members since the last meeting. A meeting would be held soon with Alastair MacFadyen to take forward discussion of the respective roles.		
15	Branches		
	Correspondence had been received from Florida North Branch. They are proposing to disband, and their members will transfer their memberships to Orlando Branch, probably by 1 January 2008.		
16	Affiliated Groups		
	The following group was approved:		
	• Seahouses Scottish Country Dance Group, Northumberland		
17	Correspondence		
	1) Correspondence with John Carswell was read out. Agreed to refer him to the previous response made.	E Gray	30/11/07
	2) Letters of thanks had been received from Scroll recipients.		
	3) Alan Mair had offered assistance; circulate to Board members.	E Gray	30/11/07
	4) Tony Dewdney had also offered help; acknowledge and file.	E Gray	30/11/07
	5) A Bristol Branch member had offered his services to MB, if the vacant places were being filled. Agreed to request his CV.	A Smith	25/01/08
18	Gift Aid		
	A number of members had queried why Gift Aid was not being claimed on subscriptions. It was understood that some Branches were claiming Gift Aid on the whole of their members' subscriptions, not just the Branch portion – this was a concern. Agreed GP&F to consider and investigate, including asking Branches for information.		
19	CRBS disclosures		
	A letter to the head of CRBS demanding a meeting was suggested. If this was not successful, the press could be approached.		
20	Issues for Magazine		
	1) Magazine – review new CDs.		
	2) Price list – circulate copy with magazine.		
	3) Technique Panel – new structure & procedure, also Q&A on website.		
21	Date of next meeting – 16 February 2008		