

**ROYAL SCOTTISH COUNTRY DANCE SOCIETY**

**MINUTES AND PAPERS OF THE**

**MANAGEMENT BOARD**

**2013**

## MANAGEMENT BOARD MEETING

Saturday 16 February 2013

RSCDS Headquarters, 12 Coates Crescent, Edinburgh at 10.30am

### AGENDA (v3)

Enclosures/Papers

- 1 **Apologies**
- 2 **Notes of Meeting of 1 December 2012** *Already circulated*
- 3 **Matters arising from Notes not listed elsewhere**
  - 3.1 Chairman's Remarks
    - 3.1.1 Training Day on 1 December 2012
    - 3.1.2 Summer School - Teaching expenses and non-dancing partners
    - 3.1.3 Convenors Meeting (1.02.13)
    - 3.1.4 IT Update
4. **Finance**
  - 4.1 Management Accounts – Third Quarter
    - 4.1.1 Bank and Credit Card Charges (WW)
    - 4.1.2 Additional Column in Accounts (latest estimate to year end) (WW)
  - 4.2 Budget 2013/14
  - 4.3 Treasurer Report
    - 4.3.1 RSCDS Investments
    - 4.3.2 Affiliation Fee in 2013-14
    - 4.3.3 Youth Group Discount 2013-14
- 5 **Management Board Strategic Plan**
  - 5.1 Executive Officer
    - 5.1.1 Report
    - 5.1.2 Strategic Plan 2013 – 2016
    - 5.1.3 Risk Management Plan
- 6 **Management Board Panels & Working Groups 2013**
  - 6.1 Chairman's Comments
    - 6.1.1 Panel and Working Group Memberships
    - 6.1.2 RSCDS President
  - 6.2 Panels
    - 6.2.1 Conferences
      1. AGM/Conference Weekend 2013 (and date for 2014)
      2. Scottish and NI Branches Conference 2013
      3. Regional Conferences 2013 (Perth, Australia, October 2013)
    - 6.2.2 Constitution/Articles of Association (William)
    - 6.2.3 HR Panel
    - 6.2.4 Magazine Editorial Board (Rosemary Coupe)

- 6.3 Working Groups
  - 6.3.1 External Events (John)
  - 6.3.2 Children and Young People (CYP) in Education (Helen)
- 6.4 Finance and Governance Advisory Group (William)
- 7 **Management Committees**
  - 7.1 Education and Training Committee
    - 7.1.1 Meeting of 12 January 2013
    - 7.1.2 Forward Plan/Activities Update
  - 7.2 Youth Services Committee
    - 7.2.1 Meeting of 19 January 2013
    - 7.2.2 Forward Plan/Activities Update
  - 7.3 Membership Services Committee
    - 7.3.1 Meeting of 26 January 2012
    - 7.3.2 Forward Plan/Activities Update
- 8 **Appointed Posts**
  - 8.1 Acting Archivist (Alan Macpherson)
- 9 **Branches**
  - 9.1 No correspondence
- 10 **Affiliated Group Applications**
  - 10.1 Chesterfield and District Caledonian Association, Sheffield
  - 10.2 Rotherham Scottish Country Dancers, Rotherham
- 11 **Board Member/Trustee Issues**
  - 11.1 No correspondence
- 12 **Correspondence**
  - 12.1 New Zealand – verbal update (JW)
- 13 **Any Other Competent Business**
  - 13.1
- 14 **Date of Next MB Meeting**  
**11 May 2013**

*Details Attached*

*Please notify the Secretary/Executive Officer at HQ at least 5 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 16<sup>th</sup> February 2013  
at 12 Coates Crescent, Edinburgh at 10.30am**

**Present:** John Wilkinson (Chairman and Convenor of meeting)  
 Jim Healy (Chairman Elect)  
 Di Rooney, Convenor Education & Training Committee  
 Philip Whitley, Convenor Membership Services Committee  
 Roy Bain, Convenor, Youth Services Committee  
 William Whyte (Treasurer)  
 Luke Brady, Neil Copland, Malcolm Brown, Iain Hutchison (via Skype), Alan Macpherson, Jean Martin, Jack Pressley, Helen Russell, Rachel Wilton.

**In attendance:** Elizabeth Foster (Secretary/EO), Elspeth Gray (Notes)

**Apologies:** Keith Evans, Craig Houston

	<b>Decision/Action</b>	<b>Member/s responsible</b>	<b>Date to be completed</b>
<b>1</b>	<b>Meeting of 1<sup>st</sup> December 2012</b>		
1.1	<b>Notes of meeting</b> 1) The minutes were accepted as an accurate record.		
1.2	<b>Matters arising not listed elsewhere</b> 1) <i>Minute 2(1)</i> – JW apologised that the costed plans for the next 1-3 years had not been produced in time for Board members to consider prior to the meeting; it had taken longer than anticipated. He did not expect any decision on them today. 2) <i>Minute 2(2) and (3)</i> – JW believed papers had been substantially reduced, although neither Minutes of Previous Meeting nor the EO report had been radically shortened. <b>Agreed</b> that EO report should be left in full. It was regretted that some papers had been distributed late, but the major personnel issue had absorbed a large amount of time and effort in the previous few weeks. 3) JW confirmed that the review of MS structure had been deferred to give PW time to settle into post, and to allow more time for consideration. 4) With reference to a previous meeting, EF had checked the legal position regarding DC with Peninsula, following concerns about renewing his contract with no gap. They advised that, because of the way it was written, it was not an issue; DC was not employed, he was a contractor.	EF	ongoing
<b>2</b>	<b>Chairman's remarks/Matters arising</b> 1) <i>Training Day on 1 December 2012</i> Responses had been fairly positive, but some comments that there was little actual training. The format had been changed because some people had been through it before and did not want to have it repeated. However, it was noted that training of new trustees was essential. It was suggested that training could be for new trustees only, although LB felt it was a useful opportunity for all members		

	<p>of the Board and Committees to meet together. EF pointed out that the induction pack contained all the material a new trustee would require.</p> <p>2) <i>Summer School – teaching expenses and non-dancing partners</i> The issue of non-dancing partners came about because a class was being offered for 12-16 year olds, and some chaperones were non-dancing. They were being permitted to attend at a small increase in the accommodation rate, but were not being charged the full rate that included classes. There had also been one request, from Australia, for a non-dancing partner to attend, which had been agreed, but JW did not wish to advertise it any further this year. Following discussion, DR proposed that in future non-dancing partners should be accepted, within the limits of accommodation available, but active dancers would take priority. LB seconded, and the Board <b>agreed</b>. Administration would require consideration, eg perhaps giving dancers priority up to a certain date, and a different costing structure would need to be considered.</p> <p>3) <i>Convenors' meeting (01/02/13)</i> Various items had been discussed: <ul style="list-style-type: none"> <li>• Shop and other items for 90<sup>th</sup> anniversary, including having the 90<sup>th</sup> logo on the franking machine and website images, and on the magazine cover for October.</li> <li>• There had been an approach from former employees of Struthers, who made dancing shoes in Scotland (Struthers now has them made abroad). The new company were keen to form a relationship with the Society. The existing contract with Struthers would be reviewed.</li> <li>• The possibility of setting up a building maintenance contract with an agency was discussed, and the Board's views were sought. Stewart Adam had, to an extent, been fulfilling the role. It was <b>agreed</b> that it would be preferable to set up a formal contract.</li> <li>• St Andrew's Day event had also been considered.</li> <li>• Activities/projects plans and costings had been put together and submitted to FGAG.</li> </ul> </p> <p>4) <i>IT update</i> A tender document was in preparation and would be issued shortly to IT suppliers. It had started with just the membership database, but now included website, event management, shop and downloads as well.</p>	<p>DR/ Schools Dir</p> <p>EF/LF</p> <p>EF</p>	<p>S/S 2014</p> <p>asap</p> <p>asap</p>
<b>3</b>	<b>Finance</b>		
<b>3.1</b>	<b>Quarterly Accounts to end December 2012</b>		
3.1.1	<p>1) WLW made some comments on the I&amp;E, 3<sup>rd</sup> quarter result. Sloan's had made three mistakes with payroll in a two-month period. These had subsequently been corrected and £123,901 was the correct figure. A contribution of £85K had been planned for Summer School, but it was £69K, so there was a shortfall. It was difficult to establish the cause, but it appeared to relate to accommodation costs. WLW to carry out further investigations, with Colin McEwen, and report back to the next meeting.</p> <p>2) Subscription income was in a reasonable position. WLW was contacting a number of branches to chase subscription payments.</p>	<p>WLW/CM</p>	<p>19/04/13</p>

<p>3.1.2</p>	<p>Toronto had paid twice the amount they should have for joint memberships, so an adjustment would be made.</p> <p>3) In response to a query from JP, WLW confirmed that “debtors” of £18K was advance payments for Winter and Summer Schools.</p> <p>4) WLW to correct totals in the columns for central budget &amp; overheads.</p> <p><i>Outlook</i></p> <p>1) WLW queried why less money was being spent on examinations than planned. HR replied that it was impossible to predict what candidate courses would be held, and branches could not be forced to hold them.</p> <p>2) Another variable was Irrecoverable VAT, which was not known until the end of the year.</p> <p>3) Shop orders were coming in and it was likely that revenue budget for shop sales would be met. However, the formula for calculating provision for obsolescence meant that the numerous items produced two years previously now came into account, which would mean a large figure for obsolescence and an effect on the bottom line, which had not been foreseen. This was a good reason for having an even flow of new products. There would also be less impact in future as it was now possible to order smaller quantities of re-pressed CDs or re-printed books.</p> <p>4) The end of year outlook for the General Fund was a deficit of approximately £40K.</p> <p>5) WLW confirmed that approximately half the Development Fund had been spent.</p>	<p>WLW</p>	<p>asap</p>
<p>3.1.3</p>	<p><i>Bank &amp; credit card charges</i></p> <p>1) This expense line was increasing, as payment by credit card became more popular. PayPal and WorldPay were currently used, both of which cost money.</p> <p>2) There was discussion regarding whether there should be a charge for credit card payments, either upfront or built into product/event price. The cost varied, depending on the card; JTH calculated that credit card charges were approximately 2.5/3% of Summer School income. It was <b>agreed</b> that an appropriate amount should be built into product/event prices.</p>	<p>EF/WLW/ Convenors</p>	<p>asap</p>
<p>3.2</p>	<p><b>Budget 2013-14</b></p> <p>1) JW apologised again for the lateness of the budget papers, and reiterated that he did not expect decisions today.</p> <p>2) The Convenors had gone through all 3-year plans and costed them, but the paper was based on what the Society is and what it does, it contained nothing unusual (he would discuss special events later, which may be cost neutral). It was clearly unsustainable to have several years of losing £169K. JW saw four possibilities for change: (i) a serious increase, ie possibly 100%, in subscription income, which might mean getting more members, or increasing fees; (ii) increase the return from events; some members thought Summer School far too expensive, others thought it far too cheap; (iii) reduce expenditure; (iv) a combination of the previous three items.</p> <p>3) There was likely to be some income from downloads, but it was unknown, and would not approach £169K.</p>		

	<p>4) JW stressed the need to exercise much more financial control and manage costs. There had been alarming “mission creep” with some projects in recent years; this point was more for Convenors.</p> <p>5) The marketing figure was very low. JW believed there was a need, individually and collectively, to consider how to encourage branches to increase membership, and try to identify means to achieve that end. EF thought there was a need to look at more imaginative ways of achieving it and, with regard to Summer School, attracting new markets.</p> <p>6) Marketing tools could be provided by Headquarters, but the onus was on the branches to recruit. It was recognised that many branches were moribund, and that dynamism often came from newer branches, or the involvement of new and enthusiastic office-bearers. There was a need to review the licence agreement, which was currently very one-way. EF felt that some big branches were active in their own interests, but there was no mutuality in terms of joint interest with the RSCDS.</p> <p>7) JW had considered the possibility of forming a task force to talk to branches, but had not progressed that idea. However, as part of the new website development, there had been discussions about contacting members directly, bypassing the branch structure; it was felt that this was an important way forward.</p> <p>8) With regard to increasing membership, AM thought there was now a lot of crossover between country, old time and ceilidh dancing, and that there was potential for bringing people into the Society by modifying the “product”. DR suggested considering whether Summer School could support ceilidh dancers.</p> <p>9) JW concluded that the benefit of showing Board members this budget was to help clarify thoughts. He asked everyone to consider the issues carefully and come back with questions, suggestions, or further thoughts.</p> <p>10) DR felt strongly that, if Convenors were to become more accountable, more training in understanding spreadsheets and access to basic figures would have to be provided. JW recognised that and assured DR that support and help was available. Provision of up-to-date and accurate figures placed an onus on one part-time staff member and the increasing demands on staff was an issue of concern. Work on better structuring the “path” of projects would help; it was currently difficult to track and present properly allocated information.</p> <p>11) NC pointed out that the Board was expected to approve a budget at this meeting, otherwise Convenors had no authority to spend in the first six weeks of the next financial year. NC proposed an interim budget at the same level as the current year's budget, seconded by JP, and the Board <b>agreed</b>.</p> <p>12) Although YSC was not included in that budget, it was <b>agreed</b> that the committee could continue with its plans.</p>	All	asap
<p><b>3.3</b> 3.3.1</p>	<p><b>Treasurer Report</b> <i>RSCDS Investments</i></p> <p>1) Stock markets had grown appreciably in January/February, and it was hoped that would continue.</p> <p>2) The original agreement with Tilney, the previous broker, was that</p>	EF/WLW	asap

	<p>funds should be placed in “readily realisable” instruments; however, there were some investments that they had been unable to sell. WLW therefore proposed to make a formal complaint and seek reimbursement in the order of £12/14K.</p> <p>3) WLW noted that if there were a deficit of £169K, some investments would have to be liquidated, meaning less income in the following year, and members should bear that in mind.</p>		
3.3.2	<p><i>Membership Subscription fee</i></p> <p>1) WLW had considered the response of London Branch to the subscription motion at the AGM, when they requested more advanced notice of any increase. He suggested that future motions should be for effect two years ahead.</p> <p>2) It was <b>agreed</b> in principle that at 2013 AGM an increase for membership year 2015-16 would be proposed, and that this interval would continue in future.</p> <p>3) It was <b>agreed</b> to defer a decision on the amount of increase to a future meeting, after the budget had been finalised.</p> <p>4) Draft end of year accounts would be available at the May meeting.</p> <p>5) It was suggested that the Treasurer should have a small piece in the October magazine on the above decision, and possibly some explanation of the deficit.</p>	EF/JW	23/08/13
3.3.3	<p><i>Affiliation fee in 2013-14</i></p> <p>The Board <b>agreed</b> an affiliation fee of £37 for the year 2013-14.</p>	EF/JW for agenda	19/04/13
3.3.4	<p><i>Youth Groups discount in 2013-14</i></p> <p>It was <b>agreed</b> to offer a 50% discount on the affiliation fee to groups where 50% of members were under 25 or in full-time education.</p>	EG/SC	19/04/13
4	<b>Management Board Strategic Plan</b>		
4.1	<p><i>Executive Officer report</i></p> <p>1) JW had already updated Board members on the situation regarding Diane Claymore, which it was now believed had reached a conclusion. It had been a difficult six months, and the previous few weeks had been particularly unpleasant.</p> <p>2) WS numbers were still at 87; the target had been 96.</p> <p>3) The events calendar circulated, produced by Liz Fraser, would be included in the next mailing to branches. Part of the Events WG approach was to “piggyback” on events being run by others. LB suggested that some very popular events, such as the Newcastle Festival, could be included. All to consider and LF notified of any suggestions for additions.</p> <p>4) MB noted that the number of exam candidates in Moscow had increased from 8 to 14.</p>	All	asap
4.2	<p><i>Risk Management Plan (RMP)</i></p> <p>1) EF reported that the RMP was fairly robust, but Board members may wish to make some changes. The scores were part of an extensive process of building up perceived risk; to alter the scores would mean re-doing the exercise from scratch. EF to circulate papers explaining the process for members that had not seen them. All to consider any suggestions for changes.</p> <p>2) FGAG meets biannually, not biennially.</p>	EF	done
4.3	<p><i>Strategic Plan 2013 – 2016 (SP)</i></p> <p>The current SP would conclude at end March this year. At this time, EF would normally be working in conjunction with Convenors and the</p>	All EF	asap done



	Board to create a new SP, but the discussions regarding work plans and budgets had made things more complex. At the Convenors meeting, the current six aims were discussed, and it was felt there should be a rolling plan. She would therefore welcome feedback as to whether the six aims were correct, or needed change. JM suggest that aim 4 should be all lower case, with no initial capitals. It was <b>agreed</b> to have a rolling plan.	EF	ongoing
<b>5</b>	<b>MB Panels &amp; Working Groups</b>		
5.1.1	<i>Panel and Working Group memberships</i> The list had been circulated in Nov/Dec; no changes were suggested. (Copy to be sent to IH)	EF	asap
5.1.2	<i>RSCDS President</i> Having done some work over last couple of years with no conclusion, JW suggested that someone else take over chairing this group. The chair would look at whatever anyone else had put forward, and any personal thoughts, and come back to Board with three names. JTH agreed to take over, on the understanding that one option could be to not have a President. EF to circulate the paper that was the outcome of the WG, before JW took over. If there were no President, the wording of the MAA would need to be reviewed.	JTH EF Const WG	ongoing  done ongoing
<b>5.2</b>	<b>Panels</b>		
5.2.1	<i>Conferences</i> (i) <i>AGM &amp; Conference Weekend 2013</i> 1) 2013 was covered in the written report. 2) The dates for 2014 had been agreed as 7-9 November. 3) Dates were being considered for 2015. Bell's sports Centre had offered a deal for 2015-19, at a fixed price. PW did not propose to go to 2019, but would book Bell's for 2015; it was thought that 3 years' booking should be sufficient to negotiate a good rate. 4) With no disrespect to Aberdeen, Glasgow or any other venue, research suggested that people preferred going to Perth.  (ii) <i>SNIBC 2013</i> This would definitely be the last year that PW would chair the SNIBC group. He was still negotiating with OSCAR about doing a session. The agenda was almost finalised, and would be issued the following week. On the basis of feedback, there would be only two presentations and greater time for discussion groups.  (iii) <i>Regional Conferences 2013 (Perth, Aus October 2013)</i> 1) It was 4 years since the last conference in Australia. JW had been invited to hold one in Perth at their Winter School. He had asked them to think about and send questions in advance. 2) At the 2012 conference in Harrogate, it was said that there may be another in a couple of years. MB asked the Board if they wished to have another in 2014. <b>Agreed</b> that MB would discuss with the relevant people and come back to the Board. 3) The rota for conferences outwith the UK was 2 years, there had been one in Prague in 2011. If anyone had any connections or suggestions, let JW know.	MB  All	19/04/13  asap

	<p><i>(iv) Branch Secretaries Workshop, London</i></p> <p>PW was trying to arrange a workshop in London, following the success of the one in Edinburgh, and 28<sup>th</sup> September was being considered. It could not be made breakeven, due to EG's travel and accommodation costs. JTH suggested including it in the next draft of budget. <b>Agreed</b> to leave with PW to take forward.</p>	PW	asap
5.2.2	<p><i>Constitution/Articles of Association</i></p> <ol style="list-style-type: none"> <li>1) The plan was still to show branches as the legal 'members'; WLW wished to give branches a copy of the MAA and ask for comments/queries. A schedule through to 1<sup>st</sup> April 2014 was in place, there was a lot of work to be done, including administrative work, in terms of contacting suppliers etc. WLW would try to minimise the amount of legal fees. He asked for approval to proceed, as per the final paragraph of the report circulated.</li> <li>2) NC requested an estimate of costs. WLW replied that it was difficult to be precise. The additional admin work may require some temporary cover; additionally, it seemed that the property would have to transfer to the new entity, which may entail an official valuation of the property. There may well be taxes, and possibly a capital gains issue. JTH was concerned about stamp duty. Colin McEwen had suggested at FGAG that one reason why the Society should go down this route was to limit liability for a claim by someone whom we have "employed", eg a teacher/musician. The Board had to be very clear that it wished to proceed.</li> <li>3) JW asked the Board for agreement to continue, with regular reporting back to the Board, and authority to spend up to the £10K that was in the budget. The Board <b>agreed</b>.</li> </ol>	Const WG	ongoing
5.2.3	<p><i>HR Panel</i></p> <ol style="list-style-type: none"> <li>1) The HR Panel had been very supportive over the past month and EF hoped that the situation was now resolved. The staff had done as much as possible to reduce any impact on services.</li> <li>2) There was a new YS committee, but the staff structure did not "link" a member of staff to it, and that kind of issue needed further consideration, in addition to the fact that new work had been taken on, eg with regards to the website. At least one new member of staff would be recruited, but because of the changes that had happened, it would not necessarily be a straight replacement.</li> </ol>		
5.2.4	<p><i>Magazine Editorial Board</i></p> <p>Rosemary Coupe has agreed to act as Editor for another two issues beyond the next one.</p>		
<b>5.3</b>	<b>Working Groups</b>		
5.3.1	<p><i>External Events</i></p> <ol style="list-style-type: none"> <li>1) At a meeting in January, the purpose of the group was reviewed.</li> <li>2) The Commonwealth Games was the biggest forthcoming event; there was now a new person in charge.</li> <li>3) JW asked for comments on the proposed application to Creative Scotland. The bus mentioned would probably be purchased rather than hired, the cost of an ex-library vehicle would be around £8K. The proposal centred round the creation of 2/3 dances and music; an app could be developed to support the delivery of local ceilidhs. Glasgow Branch were happy to be involved in enabling events to take place during the period of the Games. There was also potential</li> </ol>		

	<p>to involve overseas branches in commonwealth countries, with the Queen's Baton route.</p> <ol style="list-style-type: none"> <li>4) The Society would have to find 10% of whatever grant was received, which could take various forms, and, probably, would only have to be evidenced at the end of the grant period. Two levels of grant were available; if over £100K, it had to be in partnership with another organisation. The bus could be purchased outwith the application to bring the cost down. Applications had to be submitted by 22 February.</li> <li>5) A bus would not go overseas, but the dances and music would be available to all branches so they could still be involved. JM suggested the title should be along the lines of 'Let's Dance Scottish' rather than 'Get Dancing'.</li> <li>6) As the deadline was so close, it was <b>agreed</b> to proceed with the application, and see what the outcome was.</li> <li>7) Possible partners might be a group like YDance, or NAAFC.</li> <li>8) <i>Argyll Olympics</i> – this was covered in DC's project application.</li> <li>9) <i>ABF</i> – a joint event on 30 November 2013 not viable.</li> <li>10) <i>Health Strategy</i> – all branches and affiliated groups received packs, and around 300 extra packs had been distributed, as well as 1,000+ posters and 2,000+ leaflets. There had been very little feedback. JW had asked Lyn Bryce to take the strategy forward with health professionals, and there would be an ongoing appeal to branches to encourage them. Board members should keep it at the top of the agenda when talking to their branches. The strategy was not a one-off, people had to start committing to it, as the health agenda would be around at national level for a long time to come.</li> <li>11) <i>Downloadable photo library</i> – more photos including men in trousers had been requested. EG/LF to bear in mind.</li> <li>12) <i>National Trust for Scotland</i> – nothing to report.</li> <li>13) <i>Burns Federation</i> – are collaborating in marketing the music competition.</li> <li>14) <i>Diamond Jubilee</i> – book &amp; CD were selling well. An opportunity to present copy #1 to The Queen would be sought.</li> <li>15) <i>90<sup>th</sup> Anniversary</i> – DC had promoted the music competition in an interview with Robbie Shepherd, and the final would be held during the AGM/Annual Conference Weekend. Summer School would feature dancing across St Andrews, and perhaps a floral display. It was also the university's 600<sup>th</sup> anniversary so there may be some joint events. Commemorative pottery and other products would be sourced.</li> <li>16) Noted that Glasgow had been shortlisted for the Youth Games; LF was aware and in touch with organisers.</li> </ol>	<p>EF</p> <p>LF/EG</p>	<p>22/02/13</p> <p>31/03/13</p>
<p>5.3.2</p>	<p><i>Children &amp; Young People (CYPE)</i></p> <ol style="list-style-type: none"> <li>1) The first meeting had been held the previous day. The WG would liaise closely with YSC and E&amp;T, but was looking at a small number of specific projects.</li> <li>2) The group wanted to develop an outline for delivering CPD based on <i>Jigs &amp; Reels</i>, to help trainers use the pack to train teachers.</li> <li>3) Jim Stott and Anne McArthur had begun a pilot school's accreditation scheme.</li> <li>4) It was hoped to complete a follow-up to <i>Jigs &amp; Reels</i>, aimed at</li> </ol>		

	<p>secondary schools and in a similar format, by September 2014. Four sections had been suggested: ceilidh/party dances; more difficult formations &amp; dances; reelers' repertoire; and text from the Higher dance syllabus on creative dance &amp; choreography. Money for publication would not be required until 2014; the only interim costs would be meeting expenses.</p> <p>5) YDance had written modules for sports leadership awards in dance, and the group wished to write a SCD module.</p> <p>6) JM questioned how E&amp;T, CYPE and YSC dovetailed. JW stressed that it was indeed about dovetailing, not fragmenting. CYPE was mainly focussed on the formal education sector; it was a WG, working on finite projects with deadlines. Those concerned should let JW know if it would be helpful for the committee/group leaders to meet together.</p>	DR/RB/HR	ongoing
<b>5.4</b>	<b>Finance &amp; Governance Advisory, Group (FGAG)</b>		
5.4.1	<p><i>Meeting of 12 February 2013</i></p> <p>1) The advisory group comprised the Chairman, Chairman Elect, EF, NC, WLW plus Richard Austin and Colin McEwen.</p> <p>2) They had considered the management accounts as presented to the Board, the year-end outlook and the budget document. They did not spend a lot of time reviewing budget figures, but had wide-ranging discussions on the implications for the Society. There was also discussion about grants and how to access them.</p> <p>3) FGAG were in favour of the Development Fund application.</p> <p>4) The Risk Management Plan was discussed, as was the move towards CLBG.</p> <p>5) Richard Austin now had more time available and could potentially help with, for example, Board training.</p> <p>6) The group discussed the make-up of the Board and length of service on the Board. It was felt important to make information available well in advance about the skills involved/required, and to encourage suitable candidates.</p>		
5.4.2	<p><i>Development Fund Application – David Cunningham</i></p> <p>1) Last year, £10K for project development was approved, but scarcely used for various reasons. DC had spent a lot of time filming and producing podcasts and finalising committee projects ("mission creep"), so much of this cost was in the I&amp;E account.</p> <p>2) Susan Rhodes's contract would end on 31 March, but she would still be interested in taking on ad hoc projects.</p> <p>3) DC's plans for this year would incur costs, as they were developmental, principally the dance music competition. The Argyll Olympics project was worth filming and recording as an example of work that could be done, and could support future grant applications. Podcasts and social media, and future filming, all reflected a more proactive approach. DC had also been involved in developing the Commonwealth Games project application.</p> <p>4) DC estimated costs at £23K; EF presented it to FGAG with a recommendation of a cap or "envelope" of £20k, which met with their approval. Any further requests in the year, e.g. for a specific podcast, would have to have its funding considered separately.</p> <p>5) The timescale to achieve additional income was not clear. JW reiterated that it was never expected that income would come in</p>		

	<p>until year 3 of the project. JTH felt the important question came when it stopped being DC's job and became the Society's job to maintain; how would that be managed?</p> <p>6) MB would produce video material to encapsulate a branch weekend. There was a huge amount of video material on YouTube, but few pieces were sent in, and there was little interaction. Technically, to link to others' videos would require permission.</p> <p>7) It was <b>agreed</b> to allocate £20K for DC project work over the rest of the lifetime of his current contract, ie until November 2013.</p> <p>8) RB asked about the availability of Susan Rhodes's contact lists and background information. EF believed most of the project document was on the website, and would request contact lists from Susan.</p>	EF	Ongoing
		EF	asap
<b>6</b>	<b>Management Committees</b>		
<b>6.1</b>	<p><b>Education &amp; Training Committee – 12 January 2013</b></p> <p>1) Sue Porter and Wendy Jaeger had now met examiner criteria satisfactorily, and the Board endorsed their appointment.</p> <p>2) The comment regarding teachers paying to be on a register had been a suggestion, part of a wider discussion about maintenance of a teachers' register.</p> <p>3) JM was concerned that the increase in Teaching Certificate exam fees might be off-putting for young people. DR felt strongly that compared to other dance form certification, they were very cheap and did not nearly cover costs. Young people paid a reduced rate.</p> <p>4) The proposal to give unsold Medal Test CDs to new teachers and Unit 3 candidates, via the tutors, was <b>agreed</b>. The new Medal Test dances would be recorded this year.</p> <p>5) DR and RB were discussing holding another CPD training session, perhaps at Summer School. There were 34 names on the CPD register, not all of whom were willing /able to go out and deliver CPD courses. More trainers with the right skills were required.</p> <p>6) The Manual text was virtually complete, and HR was working on formatting, diagrams, etc. Once paginated it would be passed to the indexer. HR to investigate further whether or not photos should be added first.</p> <p>7) DR wished to thank HR for the enormous amount of work she had done on the Manual. She also thanked all the staff at HQ for their support to her during this period of instability.</p>	DR/JP	Ongoing
		HR	asap
<b>6.2</b>	<p><b>Youth Services Committee – 19 January 2013</b></p> <p>1) There were 10-12 bookings so far for Spring Fling, which was in line with last year; most bookings came in later.</p> <p>2) The Committee had begun detailed plans for Spring Fling 2014.</p> <p>3) The first Youth (16+) Workshop was planned for the third week in October in Milngavie; RB thanked Glasgow Branch for their support, in running a dance in the evening. Late October and late February were the preferred dates for workshops, taking other events and university timetables into account. Consideration was being given to workshops for a younger age group, ie older primary/early teens.</p> <p>4) There had been nothing on youth dems so far, although Margo Priestley had been involved in discussions.</p> <p>5) The idea of delivering SCD teaching at summer camps had been put on hold.</p>		

	<p>6) The teachers' register was ongoing; RB had contacted every branch in the UK and had received a number of responses through his personal approach. He had also had responses from around one-third of north American branches.</p> <p>7) The Committee was working with university groups for IVFDF in Sheffield, and a good relationship was being established. Communications were also being established with university groups in general.</p>		
6.3	<p><b>Membership Services Committee – 26 January 2013</b></p> <p>1) <i>Book 47</i> – all the music had now been chosen, and GM was about to start on full piano scores. Recording was likely to take place at end March/early April.</p> <p>2) <i>Book 48</i> – the call for branches to be involved in evaluation of dances had gone out two weeks previously, and around 80 had responded positively.</p> <p>3) <i>Book 49</i> – the call for dances had gone out to branches the previous day. After <i>Book 49</i>, it was planned to produce a book every other year until the Society's centenary.</p> <p>4) <i>Index</i> – a prototype developed by Anselm was being tested.</p> <p>5) <i>Out of stock books and CDs</i> – there were no <i>Book 44</i> CDs, and <i>Books 3 and 4</i> were very low. It was now possible to get re-prints and re-pressings in lower quantities, eg <i>50</i>, which would represent approximately 8-10 years' stock. Ultimately, it was hoped they would be available as downloads, but PW queried whether we should keep stocking these CDs in the meantime. The feeling was not to go ahead with these pressings, but to check with eg TAC and NZ if they had any spares that could be bought back.</p> <p>6) <i>AGM/Conference Weekend</i> – It was important for trustees to play their part in escorting/entertaining dignitaries in future. Numbers were generally declining. The marginal income was from local members, who tended to see the price as being high compared to what was normally paid for a dance in the area. It was important to get the message across that ticket prices reflected the cost of a large enough venue and a 5-piece band. From the second survey, it appeared that many people thought the event was for branch committee members only.</p> <p>7) <i>Affiliated Group survey</i> – there had been 52 responses.</p> <p>8) Several Board members had been unable to open the documents embedded in the MS report; PW to re-send separately.</p>	EC/JP	asap
		PW	done
7	<p><b>Appointed Posts</b></p> <p><i>Acting Archivist</i></p> <p>1) AM was progressing an application to the Lottery Heritage Fund to take forward ideas on development of the archive. It would be for approximately £50-60K, ie within the small allocation fund. He would be happy to receive questions or comments.</p> <p>2) AM wished to look at how to protect the archive from catastrophic damage.</p> <p>3) He wished to digitise as much as possible. There was probably a Summer School presentation's worth of early recordings.</p> <p>4) AM would be progressing the uploading of the archive online.</p> <p>5) AM was happy to continue as Acting Archivist, but was unsure of his position vis-a-vis the Board. EG to check further.</p>	All	asap
		EG	asap

8	<b>Branches</b> There was nothing to report.		
9	<b>Affiliated Group Applications</b> The following applications for affiliation were approved: <ul style="list-style-type: none"> <li>• Chesterfield &amp; District Caledonian Association, Sheffield</li> <li>• Rotherham Scottish Country Dancers, Rotherham</li> </ul>		
10	<b>Board member/trustee issues</b> There was nothing to report.		
11	<b>Correspondence</b> <ol style="list-style-type: none"> <li>1) New Zealand were concerned about members in NZ joining the International Branch rather than NZ Branch. In fact, of 600 magazines sent to NZ, only 6 were to non-NZ Branch members. JW to respond giving the facts and pointing out that as branches were autonomous, there was nothing that could be done centrally.</li> <li>2) JP was aware of a magazine still being sent to a Life member who had died 30 years previously; EG to amend database.</li> <li>3) Branches had not yet been informed about the xls download facility on the database as it was still being tested /tweaked.</li> <li>4) JM reported that Brighton Branch would rather have a book of dances than, for example, the Annual Report or Health Strategy. PW suggested pointing them towards the Ebooks proposal.</li> </ol>	JW  EG	asap  <i>done</i>
12	<b>Any Other Competent Business</b> <ol style="list-style-type: none"> <li>1) JW had been asked to reconsider the dates of both the May and July Board meetings. Following discussion, it was <b>agreed</b> to let both dates stand as planned, although it was <b>agreed</b> that the July meeting date should be reconsidered for the future.</li> <li>2) RB reported that Norah Dunn would celebrate her 100<sup>th</sup> birthday in December 2013.</li> </ol>	All to note EF/JW	26/04/13
13	<b>Date of Next Meeting</b> 11 <sup>th</sup> May 2013.		

RB	Roy Bain	JM	Jean Martin	DC	David Cunningham
LB	Luke Brady	JP	Jack Pressley	LF	Liz Fraser
MB	Malcolm Brown	DR	Di Rooney	EC	Ewan Chalmers
NC	Neil Copland	HR	Helen Russell	SC	Shona Coyle
KE	Keith Evans	PW	Philip Whitley	EF	Elizabeth Foster
JTH	Jim Healy	JW	John Wilkinson	EG	Elsbeth Gray
CH	Craig Houston	RW	Rachel Wilton	JP	Julia Parr
IH	Iain Hutchison	WLW	William Whyte	MT	Moir Thomson
AM	Alan Macpherson				

CLBG Company Limited By Guarantee  
MAA Memorandum & Articles of Association  
SNIBC Scotland & N Ireland Branches Conference

## MANAGEMENT BOARD MEETING

Saturday 11 May 2013

RSCDS Headquarters, 12 Coates Crescent, Edinburgh at 10.30am

### AGENDA (v2)

Enclosures/Papers

- 1 **Apologies**
- 2 **Notes of Meeting of 16 February 2013**
- 3 **Matters arising from Notes not listed elsewhere**
  - 3.1 **Chairman's Remarks**
    - 3.1.1 Convenors Meeting (5.04.13)
    - 3.1.2 Meeting re: Aff. Grps. (12.04.13)
    - 3.1.3 RSCDS President
    - 3.1.4 IT Update
    - 3.1.5 Draft Meetings schedule for next year
4. **Finance**
  - 4.1 **Management Accounts – Fourth Quarter**
    - 4.1.1 Bank and Credit Card Charges (WW)
  - 4.2 **Budget 2013/14**
  - 4.3 **Treasurer Report**
    - 4.3.1 RSCDS Investments
    - 4.3.2 Membership Fee increase 2015-16
    - 4.3.3 JMMF Report (Marjorie Hume)
- 5 **Management Board Strategic Plan**
  - 5.1 **Executive Officer**
    - 5.1.1 Report
    - 5.1.2 Strategic Plan 2013 – 2016
6. **Management Board Panels & Working Groups 2013**
  - 6.1 **Panels**
    - 6.2.1 **Conferences**
      1. AGM/Conference Weekend 2013
      2. Scottish and NI Branches Conference 2013
      3. Regional Conferences 2013 (Perth, Australia, October 2013)
    - 6.2.2 Constitution/Articles of Association (William)
    - 6.2.3 HR Panel
    - 6.2.4 Magazine Editorial Board (Rosemary Coupe)
  - 6.3 **Working Groups**
    - 6.3.1 External Events (John)
    - 6.3.2 Children and Young People (Helen)



- 7 Management Committees**
- 7.1 Youth Services Committee
    - 7.1.1 Meeting of 23 March 2013
    - 7.1.2 Forward Plan/Activities Update
  - 7.2 Education
    - 7.2.1 Meeting of 6 April 2013
    - 7.2.2 Forward Plan/Activities Update
    - 7.2.3 Helen Russell – has successfully completed her probationary period and had her full appointment as an Examiner confirmed by E&T (Mins. 6.4.13)  
*For confirmation by MB on 11.5.13*
  - 7.3 Membership Services Committee
    - 7.3.1 Meeting of 13 April 2013
    - 7.3.2 Forward Plan/Activities Update
    - 7.3.2 MS Review
- 8 Appointed Posts**
- 8.1 Acting Archivist (Alan Macpherson) - stands down from MB at AGM 2.11.13  
*For confirmation as Archivist, effective from November 2013, accounting directly to MB*
- 9 Branches**
- 9.1 Portrush Branch – has motion to disband going to an EGM
  - 9.2 Nairobi Branch – has not paid subs, likely to disband, no confirmation as yet
  - 9.3 Johannesburg Branch – in process of disbanding.
- 10 Affiliated Group Applications**
- 10.1 Fishguard Dancers, Pembs, England  
Submitted for Approval by the MB
- 11 Board Member/Trustee Issues**
- 11.1 None received
- 12 Correspondence**
- 12.1 None for consideration
- 13 Any Other Competent Business**
- 13.1 Communication (Email JM)
- 14 Date of Next MB Meeting**  
**6 July 2013**

*Please notify the Secretary/Executive Officer at HQ at least 5 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 11th May 2013  
at 12 Coates Crescent, Edinburgh at 10.30am**

- Present:** John Wilkinson (Chairman and Convenor of meeting)  
 Jim Healy (Chairman Elect)  
 Roy Bain, Convenor, Youth Services Committee  
 William Whyte (Treasurer)  
 Luke Brady, Neil Copland, Keith Evans, Craig Houston, Iain Hutchison, Jack Pressley,  
 Rachel Wilton (via Skype).
- In attendance:** Elizabeth Foster (Secretary/EO), Elspeth Gray (Notes)
- Apologies:** Philip Whitley, Di Rooney, Malcolm Brown, Alan Macpherson, Jean Martin, Helen Russell.

	<b>Decision/Action</b>	<b>Member/s responsible</b>	<b>Date to be completed</b>
<b>1</b>	<b>Meeting of 16th February 2013</b>		
1.1	<b>Notes of meeting</b> 1) <i>Minute 2(3), 2<sup>nd</sup> bullet</i> – It was not clear by whom this was to be followed up, or timescale. EF confirmed that the Marketing Officer had had some discussions with Thistle Shoes and had tried several times to contact St Andrews Shoemakers, so far without success. She and LF would attempt to conclude matters by end of May. 2) <i>Minute 3.1.1 (1)</i> – Amend spelling of McEwan to McEwen. 3) <i>Minute 5.1.1</i> – Although the membership of Panels/WGs was on the second page of the document circulated, it had not been made clear to Board members which groups they had been allocated to. EG to finalise and circulate the list she had begun to prepare. 4) <i>Legend</i> – WW henceforth to be WLW. 5) With the above amendments, the minutes were accepted as an accurate record.	EF/LF EG  EG EG	31/05/13 Done  Asap Done
1.2	<b>Matters arising not listed elsewhere</b> 1) <i>Minute 5.2.2</i> – JTH confirmed that the concern regarding stamp duty had been cleared; it had been confirmed to WLW that as a charity we were exempt from stamp duty in this situation. 2) <i>Minute 5.4.1 (6)</i> – It was queried whether any attempt would be made to consider whether nominations should be pointed in other directions or simply accepted. The website notice and the nomination forms stressed the need to refer to role descriptions on the website. A “day/week in the life of a Board or Committee member” in the magazine, highlighting requirements in terms of time, attention, skills etc may be useful, or possibly a podcast. EF confirmed that the role descriptions already identified the purpose, time commitment, etc. She felt that the most important issue was the size of the Board and the Committees, and the fact that there were insufficient nominations to provide competition. JTH believed that people did not wish to stand for 3 years any more,		

	<p>and that there should be a new ethos of more working groups etc. Discussion to be continued in the afternoon.</p> <p>3) <i>List of those present</i> - IH was listed as attending via Skype; he felt that should be done using video not just audio, where possible. <b>Agreed</b> for future meetings to consider using Skype with video.</p>	EG	
2	<p><b>Chairman's remarks/Matters arising</b></p> <p>1) <i>Convenors' Meeting (5 April 2013)</i></p> <ul style="list-style-type: none"> <li>• Items discussed were: updates to the SP; review of committee remits and operation; finance, including budgets, without coming to any firm conclusions; some cross-committee issues; building maintenance.</li> <li>• There would be discussion with George Meikle regarding the role and future of the Music Director. He had not yet confirmed if he wished to extend his term of office.</li> <li>• An issue regarding the next combined volume had been resolved between MS and E&amp;T.</li> <li>• JW confirmed that the Convenors' group was not a decision-making body; it was an opportunity for discussion, any decisions would still have to be put to the Board.</li> </ul> <p>2) <i>Meeting re Affiliated Groups (12 April 2013)</i></p> <ul style="list-style-type: none"> <li>• JM was concerned that an Affiliated Group Award would create issues with branches. IH was concerned that some groups without web access would be unable to participate in an online forum.</li> <li>• It was <b>agreed</b> that it was not for the Board to discuss the detail of the proposals, and that it should go back to the WG to take forward. All to put any concerns/comments in writing to RthB.</li> </ul> <p>3) <i>RSCDS President</i></p> <ul style="list-style-type: none"> <li>• Despite misgivings about certain statements in R McLachlan's earlier paper, JTH felt it was a reasonable summing-up.</li> <li>• For the next Board meeting, he proposed to prepare an alternative paper suggesting that a President was not required. The Board should then consider both views and come to a conclusion.</li> <li>• WLW had ensured that the constitution document allowed for a position of there being no President.</li> <li>• Alastair MacFadyen was standing down at AGM 2013, so the matter had to be resolved before then. The CLBG would take effect 1 April 2014; JW to discuss with Dr MacFadyen whether he would extend his term to then, if necessary.</li> </ul> <p>4) <i>IT update</i></p> <ul style="list-style-type: none"> <li>• EF, JW, DC and EG had met with 3 companies who had submitted tenders, and were confident that 2 of the 3 could fulfil the requirements. A decision had not yet been made.</li> <li>• The specification included: a CRM; an event management system to integrate with the CRM; good quality shop software that would also integrate; an attractive website; general modernisation; and the ability to easily update/maintain in-house without constant developer input.</li> <li>• Prices were very similar, around £40K. The next stage was to discuss further and come to the Board with a proposal. Both companies stressed the solution being part of office</li> </ul>	<p>ALL</p> <p>JTH</p> <p>JW/EF for agenda</p> <p>JW</p>	<p>31/05/13</p> <p>17/06/13</p> <p>17/06/13</p> <p>31/05/13</p>

	<p>management, improving efficiency. Client references will be taken up. EF was happy to provide copies of the spec or bids.</p> <ul style="list-style-type: none"> <li>The timescale stated was implementation by late October; both companies believed that was achievable, if begun soon. JW hoped to make a decision within the next two weeks; the Board would be asked for approval by email rather than wait until the next meeting. It was <b>agreed</b> that JW/EF should progress matters. WW noted that there would be on-costs and did not believe the October date was realistic.</li> </ul> <p>5) <i>Draft meetings schedule for Nov 2013 – Dec 2014</i> A draft schedule was circulated, incorporating suggestions made. All to consider and send any comments to JW by end of May.</p> <p>6) <i>Scroll of Honour</i> This was not on the agenda, but required Board approval at this meeting. Six nominations for Scroll had been received. The Panel consisted of JW, JTH, Robert Mackay and Johan MacLean. They recommended five of the six, as follows: Keith Bark, Ruth Beattie, Irene Bennett, Ann Dix, Noeline O'Connor (<i>names in strict confidence</i>). The Board <b>approved</b> the recommendations.</p> <p>7) <i>Diamond Jubilee Book</i> RthB had requested an opportunity to present copy #1 to The Queen; this had been agreed, and would take place on 1st July at Holyrood Palace. 20 minutes were allocated, and a team of young dancers was being arranged by Margo Priestley. The Palace would make video footage available to the press. Arrangements would also be made to hire a security-cleared photographer.</p>	JW/EF	Asap
		ALL	31/05/13
		EG	Asap
<b>3</b>	<b>Management Board Strategic Plan</b>		
<b>3.1</b>	<p><i>Executive Officer report</i></p> <ol style="list-style-type: none"> <li>The outcome of the Commonwealth Games grant application would be known by 17th May.</li> <li>The recently-appointed link person at Creative Scotland had advised a "Scotland-Slovenia" proposal was still under discussion.</li> <li>There had been a meeting with YDance regarding the possibility of them providing professional choreography for the Olympic and Commonwealth dances, for filming purposes. They may be able to do so, at a cost. They would like RSCDS to teach some of their teachers to teach SCD in schools across Scotland, which may create a dilemma between sharing skills with people who are not our own teachers, and creating opportunities for school children to be taught SCD. There may be cross-over with the CPD initiative. EF stressed that this had simply been a suggestion, it was not imminent and no timescale had been suggested.</li> <li>The first ever mini-Olympics in Edinburgh, at St Augustine's School, would be held on 12th June. Active School Co-ordinators (ASCs) were keen to have a demonstration of The Olympic Reel to open the event. The dance requires some competence in "fusion" dance. Ruby Wilkinson had brought together an appropriate team of SCD youngsters, and the fusion elements were being choreographed by EF's daughter on a voluntary basis. Some funds would be provided by ASCs for travel and related expenses. DC had been working with a school in Fife to learn to play the music. If it was successful, ASCs hoped to talk further with the RSCDS re</li> </ol>		

3.2	<p>future performances of the dance by Edinburgh PS children.</p> <p>5) Peter Cunningham (PJ Music) had signed a contract and received stock. Assurances had been given that he would not under-cut RSCDS prices. It was a 6-month pilot.</p> <p>6) The Lottery Heritage Fund application for the archive was almost complete.</p> <p>7) The Robert Burns Federation used to receive a regular grant from the Scottish government; that was terminated a year or two ago, but they had negotiated access to a consultant to review their long-term sustainability. The Federation had asked if the consultant could contact us, as they were impressed at what had been achieved in terms of our website, etc. They would be interested if there was an opportunity for a shared event at some point. Their main activity was a competition in schools around Burns Day, and it might be possible to run an SCD-related event at the same time. JW applauded the user of a consultant to help look at the structure, and thought the Board should consider something similar.</p> <p>8) IH noted that EFDSS had a fully digitised resource. JTH confirmed that there had been an exchange of digital recordings.</p> <p>9) IH noted that a letter in recent Reel had questioned whether SlipStop was safe, and wondered if it merited a reply. AM would be best placed to talk about the content of SlipStop.</p> <p><i>Strategic Plan 2013 – 2016 (SP)</i></p> <p>1) The SP appears in this format only for the Board, to give the broadest view of activity across the Board and Committees.</p> <p>2) Contracts for LF and DC would normally be considered at the July meeting.</p> <p>3) The music competition had been a major challenge for DC. JP was concerned about what “first adopted band” meant, and there was some discussion around this. NC to give DC details of a contact in HITS organisation, if he did not already have one.</p> <p>4) IH noted that the Chiswick group had quoted the Health Strategy almost verbatim in their publicity handout. The British Heart Foundation had published a big article in Jan/Feb recommending all sorts of dance, including Morris, but not SCD. EF had received a call from the BHF Development Officer in Scotland and, as they are area-based, gave her branch contact details. Lyn Bryce and Elaine Wilde were investigating contact with health professionals and taking the Strategy forward.</p>	JW/AM	
4	<b>MB Panels &amp; Working Groups</b>		
4.2	<b>Panels</b>		
4.2.1	<p><i>Conferences</i></p> <p>(i) <i>AGM &amp; Conference Weekend 2013</i> – Much was already in hand. Any questions should be directed to PW post-meeting.</p> <p>(ii) <i>SNIBC 2013</i> – Cancelled due to lack of numbers. Consideration now being given as to how often it should be held. IH suggested having a branches’ conference as the main aim, but moving it around. JW responded that regional conferences were already taking place on a basic timetable approved by the Board 2/3 years previously.</p> <p>(iii) <i>Regional Conferences 2013 (Perth, Aus October 2013)</i></p> <p>At the last meeting, the possibility of an event in central Europe</p>		

	was discussed, and it had been suggested that Spring Fling in Lyon might be an opportunity. JW to pick up.	JW	30/06/13
4.2.2	<p><i>Constitution/Articles of Association</i></p> <ol style="list-style-type: none"> <li>1) There were no comments on the report circulated.</li> <li>2) Since then, WLW had received two quotes for the transfer of property to the new entity; one of £800, and a second of £700 from Gillespie Macandrew. He had also talked to a charity lawyer in same office, who was willing to carry out an analysis and review of the MAA for £100. WLW proposed to take advantage of this offer once further alterations had been made, with the intention of putting an updated MAA and OSRP to the July Board meeting. <b>Agreed</b> that WLW should go ahead with this review.</li> <li>3) Some branch input had been interesting, but the overall impression from those who responded was that they were largely in favour and saw no problems.</li> </ol>	WLW	17/06/13
4.2.3	<p><i>HR Panel</i></p> <ol style="list-style-type: none"> <li>1) The Panel had met earlier in the week. The staff handbook had been updated to incorporate lessons learned from recent experience and was circulated to the group for comment.</li> <li>2) EF and EG left the room while the Board discussed staff salaries.</li> <li>3) It was <b>agreed</b> to offer staff a 3% increase, effective from July 2013.</li> </ol>	EF	June 2013
4.2.4	<p><i>Magazine Editorial Board</i></p> <p>Feedback on issue 16 of the magazine had been very positive.</p>		
<b>4.3</b>	<b>Working Groups</b>		
4.3.1	<p><i>External Events</i></p> <ol style="list-style-type: none"> <li>1) There had been no further meeting. Further discussion would take place once the outcome of the Commonwealth Games grant proposal was known.</li> <li>2) Other events had been covered in the Executive Officer's report.</li> </ol>		
4.3.2	<p><i>Children &amp; Young People (CYP)</i></p> <p>Nothing had been submitted for the Board's consideration.</p>		
<b>5</b>	<b>Management Committees</b>		
<b>5.1</b>	<p><b>Youth Services Committee – 23 March 2013</b></p> <ol style="list-style-type: none"> <li>1) RB hoped to review several years' of Spring Fling attendance lists, with a view to encouraging non-members to join. Similarly, university groups would be encouraged to affiliate.</li> <li>2) The application form for the Glasgow workshop had been finalised and would be in the office this week; Cambridge was not yet ready. LB voiced some concerns that he had heard about workshops not being organised in the same way as Spring Fling, ie by young people for young people. He suggested the opportunity to organise a workshop might get more young people onto the committee.</li> <li>3) JTH noted that there had been very good feedback on the 2013 Spring Fling.</li> <li>4) Schools accreditation was ongoing, certificates and medals were being produced. 117 copies of <i>Jigs &amp; Reels</i> had now been sold. DC was working on a "preview" version for the website, which people could see before purchasing.</li> </ol>		
<b>5.2</b>	<p><b>Education &amp; Training Committee – 6 April 2013</b></p> <ol style="list-style-type: none"> <li>1) DR apologised for not being at the meeting, and for not having produced a bulleted note in addition to full minutes.</li> </ol>		

	<p>2) The Board confirmed Helen Russell's appointment as Examiner.</p> <p>3) JW raised the issue of where the cost of 2/3 nights extra accommodation for examiners attending the seminar as well as examining at Summer School should be apportioned. The Schools Director did not believe the cost should be carried by Summer School. The matter was <b>referred</b> back to DR, who could discuss any financial implications with WLW.</p>	DR/JP	Asap
		DR/WLW	Asap
5.3	<p><b>Membership Services Committee – 13 April 2013</b></p> <p>1) PW had originally intended to attend the meeting via Skype, but was not able to do so.</p> <p>2) <i>Foss/Imperial books</i> – PW requested a policy decision from the Board regarding whether the books should be reprinted as they were, or converted into Standard Terminology. A range of views was expressed; some felt they should be published as they stood, for originality and historical interest, marketed as a collector's item, while others felt that the wording in some cases was so unclear that they would not be understood. One suggestion was to publish them as facsimile but make standard terminology versions available as downloads. It was <b>agreed</b> that a policy of willingness to print books in non-standard form, as historical documents, should be adopted. It was further <b>agreed</b> to give MS the option to make the decision in these cases with appropriate marketing input from EF and/or the Marketing Officer.</p> <p>3) <i>MS Review</i> – PW wished the MS review to continue.</p>	PW	15/06/13
		JW/PW	ongoing
6	<p><b>Appointed Posts</b></p> <p><i>Acting Archivist</i></p> <p>There had been some discussion as to whether there was a conflict of interest with AM being Acting Archivist as well as a Board member. His term on the Board finished in November, however, and he wished to continue as Archivist, according to the standard timescale, with effect from November. The Board <b>approved</b> the appointment.</p> <p><i>(Post-meeting note: the term of office for Archivist is 4 years, with option of annual extension for further 3 years.)</i></p>	EF to confirm	30/06/13
7	<p><b>Branches</b></p> <p><i>Portrush</i> – will disband on 31st August 2013.</p> <p><i>Nairobi</i> – was now considered to have disbanded.</p> <p><i>Johannesburg</i> – was in the process of disbanding.</p> <p>The causes generally were ageing membership and lack of numbers, although safety also was an issue in Nairobi. Every effort was made to support branches considering disbandment, but if unavoidable, members were encouraged to transfer to another branch or to HQ.</p> <p><i>Post-meeting note: Berwick-upon-Tweed Branch also disbanding on 31 May.</i></p>		
8	<p><b>Affiliated Group Applications</b></p> <p>The following application for affiliation was approved:</p> <ul style="list-style-type: none"> <li>• Fishguard Dancers, Pembrokeshire</li> </ul>		
9	<p><b>Board member/trustee issues</b></p> <p>No issues had been raised.</p>		
10	<p><b>Correspondence</b></p> <p>There was no correspondence to be dealt with.</p>		
11	<p><b>Any Other Competent Business</b></p> <p><i>Communication (email)</i></p> <p>1) NC had requested that this be on agenda, although JM wished it to</p>		

	<p>be deferred until such time as she was present. EF expressed concern that this had not come directly to her in the first instance.</p> <p>2) There was a wish to address the issue concerning the posts on Strathspey regarding the Traditions of Dance Forum meeting. NC queried whether there should be a statement on Strathspey that the individuals present were not “representing the Society”, as stated by Pia.</p> <p>3) JW confirmed that one Board member was tasked with monitoring Strathspey, bringing any issues to the attention of him or EF and finding out if a response was required.</p> <p>4) EF confirmed that it was a forum, aspiring to be a constitutionally-based organisation. She had attended previous meetings, but under the terms of their remit, felt that it was not necessarily in the best interests of the Society to have a representative on the committee. The RSCDS represented some 15,000 people, and most of the others involved were small, 1- or 2-people organisations. Her recommendation was to stay in touch and comment on anything relevant, but no more than that. The Society already had, for example, direct access to bodies such as Creative Scotland, and would benefit from avoiding a clear potential for conflict of interest. EF felt that it was not for her to deal with Pia on a personal level, it was a matter for the Board.</p> <p>5) It was suggested that one additional Board member should be found who was willing to monitor and report back on Strathspey.</p>	JW	30/06/13
<b>12</b>	<b>Finance</b>		
<b>12.1</b>	<p><b>Management Accounts – Fourth Quarter</b></p> <p>1) There had been slight modifications since the document was circulated, and there may be more, following discussions with the accountants. It was not a final document.</p> <p>2) WLW commented firstly on the SoFA , looking at net incoming/outgoing resources before other recognised gains and losses, where the position overall was (£56,270). Although the focus was primarily on the General Fund (GF) as the core business, other funds were included here; the total operational result would normally be negative, because the Development Fund will always be negative. Overall, there was increased net worth because investments had produced paper gains.</p> <p>3) £35K had been transferred between JMMF and GF; shares had been transferred shares to regularise this, but WLW believed the accountant had not got this quite correct.</p> <p>4) WLW then turned to the GF I&amp;E. Subscription income was greater than budgeted, but included some subscription payments from the previous year, effectively including two lots of memberships for eg Edinburgh Branch. Overall, subscription income had gone down again.</p> <p>5) Summer School had made a contribution of only £68K, well short of the budgeted £85K. The previous year, contribution had been £80K. Exam fees and medal fees were better than budget. The Conference Weekend had made a small loss instead of at least breaking even. Additional invoices may make a slightly greater loss. “Special events” covered primarily the launch of <i>Jigs &amp; Reels</i> at the education exhibition.</p>		



	<p>6) Advertising income was lower than it should be because notices had not been sent out; it would come back next year.</p> <p>7) Banking and credit charges totalled £10K. "Website project" at £7K was for ongoing maintenance work. Meeting expenses (MB and MCs) totalled £14.5K, was £19.2K the previous year. Next year, WLW proposed to include the MC lines elsewhere, as they were not strictly speaking governance expenditure. There was no calculation of what Board &amp; Committee members did <u>not</u> claim.</p> <p>8) There was disagreement between WLW and JTH regarding the policy that had been applied with regard to stock valuation and provision for obsolescence. JTH had not been aware that the accounts had been prepared on the basis of a change in policy. WLW explained why it had been done, and JTH outlined the historical reasons for the formula regarding stocks that had been applied since 2001/2 until now, with Management Board approval. WLW proposed awaiting input from the accountants and auditor, then allowing the Board to make a decision; JTH insisted on presenting his views to the accountants, to which WLW made clear he had no objection. However, it was not possible to wait until the next meeting to approve the accounts. JW asked if the Board would agree to revert to the existing principle for stock valuation and if so, whether a new version of the quarterly accounts was required. It was <b>agreed</b> that WLW would re-work the stock provisions with input from JTH. The accounts were still under discussion with the Accountants and would change because of these and other matters.</p> <p>9) WLW believed that on the basis of the figures presented, VAT paid was below the de minimis level, therefore no VAT would be paid at all, but that was not yet absolutely clear. <i>(Post-meeting note: unfortunately, the de minimis level was exceeded, so irrecoverable VAT will be £7,500-8,000)</i></p>	SC/LindaG	asap
12.2	<p><b>Bank &amp; credit card charges</b></p> <p>This topic had been discussed at the previous meeting, when it had been agreed that, rather than levy a charge for paying by credit card, the costs would be built into product/event charges. This expense post would continue to grow. PayPal use to be reviewed after a cost comparison with WorldPay.</p>	WLW/JTH	Asap
12.3	<p><b>Treasurer's report</b></p>		
12.3.1	<p><i>Investments</i></p> <p>Stock markets continued to rise and investments were doing well, there was a sizeable unrealised gain on investments. WLW was not unhappy with the performance, but would consider it further with the Investment Panel. When there were continual deficits, cash had to be taken out of working funds. The bond fund investment was liquidated late last year, and the same cash-flow need would arise in November. JTH had previously suggested a cash flow monitoring process. WLW had asked SC to discuss the possibility of staggered payments for Summer School, making a much larger payment in advance and delaying the last payment until funds were available (January).</p>	SC/WLW	Ongoing
12.3.2	<p><i>Membership fee increase 1915-16</i></p> <p>This could not be discussed until the budget was finalised. To be brought to the July meeting.</p>	JW/EF for agenda	15/06/13

12.3.3	<p><i>JMMF Report</i></p> <p>There had not been many requests for funding in the last year. It was clarified that in addition to scholarships, JMMF also included the International Teacher Development Fund (ITDF), which contributed towards the cost of, for example, bringing a teacher from overseas to Summer School. The figures had only been produced in the previous week, and an adjustment for ITDF spend had now been made. The Board <b>agreed</b> the budget of £12,500 requested for 2013-14.</p>	WLW/MH	ongoing
12.4	<p><b>Budget</b></p> <ol style="list-style-type: none"> <li>1) JW restated his reasons for producing the budget document. He had been troubled in the past by seeing budgets showing deficits which then increased hugely. He had asked everyone to outline expected expenditure over the next 12 months, and the purpose was for the Board to then agree what could and could not be done. Following discussions, JTH and JW had further reviewed the figures and a budget deficit of £99K was the end result.</li> <li>2) JTH regretted not having provided notes, but proposed to explain the approximate basis for figures line by line, firstly income:</li> <li>3) <i>Subscriptions</i> – the increased subscription was applied for 9 months of the current year, less 2% loss of membership. WLW believed the estimated income was too high, and did not take sufficient account of the latest fall in membership.</li> <li>4) <i>Summer School</i> – the base fee had increased by 8% this year, and early bird discount was reduced. Unchanged attendance looked realistic at the moment.</li> <li>5) <i>Winter School</i> – looked a little unrealistic, more attendees were needed. Assumed last year’s budget would be reached.</li> <li>6) <i>Spring Fling</i> – similar to last year’s figures.</li> <li>7) JP believed that there should be an allocation for HQ staff in the expenditure line for Schools; WLW responded that it was complex, and could not be done for Schools and nothing else. It also meant losing sight of the total staff cost.</li> <li>8) <i>Conference Weekend</i> – PW was convinced that numbers would be higher; the figure was based on a lower number than the last time in Perth, but higher than Aberdeen.</li> <li>9) <i>Special events</i> – contained a cushion of £ 3/4K. Income would be the grant, if approved. It would cover two financial years, but it was not entirely clear what percentage would be in each. There was no allowance for increased irrecoverable VAT.</li> <li>10) <i>Sales</i> – was fairly detailed, based on current year's sales and new products coming in. JTH was fairly confident it was realistic if planned products were produced.</li> <li>11) <i>Exam fees &amp; medal tests</i> – similar to last year’s figures.</li> <li>12) <i>Investment income</i> – this figure was agreed with WLW, based on where cash balances are, within £1K.</li> <li>13) JTH then went on to Expenditure:</li> <li>14) <i>Schools</i> – Summer School was based on a detailed budget, the other two were less firm. NC noted that the review of Summer School proposed previously did not seem to have taken place. JW reported that for the first time, it had been advertised in 3 external publications. The number of first-timers was increasing; retention was not so good; EF pointed out that it was an increasingly</li> </ol>		

	<p>competitive market, and that nowadays people were less inclined to do the same thing year after year.</p> <p>15) <i>Special events</i> – had already been mentioned.</p> <p>16) <i>Cost of sales, royalties etc</i> – all much as usual.</p> <p>17) <i>Cost of examinations</i> – noted that cost of examiners at Summer School should not form part of Summer School budget/costs.</p> <p>18) <i>Meeting expenses</i> – was based on estimates. MB &amp; Convenors looked high, but included all WGs and Panels reporting to the Board, which were increasing in number. WLW queried why the total had increased from £14,500 to £31K; JTH had included an estimate for every member, but many did not claim, and not all members attended every meeting.</p> <p>19) <i>Staff costs</i> – based on what had been approved by the Board.</p> <p>20) <i>Property costs</i> – included an allowance for a maintenance contract, as previously agreed by the Board.</p> <p>21) <i>Equipment leasing</i> – included what EF had outlined in her plan.</p> <p>22) <i>Depreciation</i> – had not increased; although there were plans to improve some technology that would not come through until later in the year.</p> <p>23) <i>Website/database</i> – Assumed £40K, depreciated over 3 years.</p> <p>24) <i>Youth development</i> – RB felt was the cost of complying with the remit: talking to schools, local authorities, universities etc, involving various people in time and mileage. It was <b>agreed</b> to discuss outwith this forum how/where accounts for Spring Fling in France should be managed.</p> <p>25) <i>Publicity</i> – was increased slightly.</p> <p>26) The bottom line was a deficit of £99K, which might move to £69K.</p> <p>27) JW repeated that this was the starting point. CH believed it was irresponsible to present a budget deficit to the AGM once again, and would vote against it. JW noted that after the previous meeting, he had received no feedback until last week when the latest version was circulated. All the feedback had been about looking inwards and cutting, nothing about increasing income. The possibility of increasing the subscription fee may have to be considered.</p> <p>28) JW suggested that a total re-think was needed on how the Society functioned. EF had instigated that process two years ago and it had not gone anywhere. CH believed there was a lot being done to try to increase membership but it was not working, and a different approach was needed. This budget was a wish list; the Board had to decide what could and could not be done, in line with the SP.</p> <p>29) CH also suggested there was a need to review the way the budget was produced. This budget may come back to the July Board, at which point it was nearly half way through the year. JTH agreed, and suggested that a first estimate of budget should be presented to the first meeting in December, then finalised at the February meeting. EF pointed out that the budget could not be produced until it was known what individual committees wanted to do. PW had done a lot of work in terms of forward-planning process.</p> <p>30) JW suggested drawing a line at this point. He presumed the Board would not approve a budget with a deficit of £99K, and it therefore had to be reviewed. Various methods were suggested, including</p>	RB/WLW/ JTH	asap
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	<p>email discussion or a special single-issue meeting. EF suggested that there were two issues: finalising the budget, and a radical review of the Society and its activity.</p> <p>31) In terms of the budget, it seemed that WLW, JW, JTH and EF were best placed to review the figures and priorities with the Convenors. JW requested the Board's permission to take that approach, working as quickly as possible, to come back with a revised budget well before the July meeting. A separate, single-issue meeting could be held to consider the way ahead and the wider issues. The Board <b>agreed</b> to both proposals. The special meeting should ideally be held in June.</p> <p>32) JW wished to make clear to Convenors that the process may be hard; there may be things that they still wished to go ahead but may be told cannot.</p> <p>33) WLW was not in favour of a deficit budget of £99K, but pointed out that there was approximately £99K unrealised gains from investments, and there was a reasonable case for saying that the reserves were being spent. JW acknowledged that, and confirmed that would be part of the discussions.</p> <p>34) EF also pointed out that the plans for the website and database would bring about efficiencies in the office, although these would not be seen immediately.</p>	JW/WLW/ JTH/EF	asap
13	<p><b>AOCB</b> An individual, whose husband had been a member but was now wheelchair-bound, had asked if it was possible to subscribe to the magazine. The magazine could not be sold; because of VAT, it had to be a benefit to members. <b>Agreed</b> to send a magazine, with no charge, but suggesting that a donation would be welcome.</p>	EG	ongoing
14	<p><b>Date of Next Meeting</b> 6th July 2013</p>		

RB	Roy Bain	JM	Jean Martin	RthB	Ruth Beattie
LB	Luke Brady	JP	Jack Pressley	DC	David Cunningham
MB	Malcolm Brown	DR	Di Rooney	LF	Liz Fraser
NC	Neil Copland	HR	Helen Russell	RW	Ruby Wilkinson
KE	Keith Evans	PW	Philip Whitley	EC	Ewan Chalmers
JTH	Jim Healy	JW	John Wilkinson	SC	Shona Coyle
CH	Craig Houston	RW	Rachel Wilton	EF	Elizabeth Foster
IH	Iain Hutchison	WLW	William Whyte	EG	Elspeth Gray
AM	Alan Macpherson			JP	Julia Parr
				MT	Moira Thomson
CLBG	Company Limited By Guarantee	WG	Working Group		
MAA	Memorandum & Articles of Association	SP	Strategic Plan		
SNIBC	Scotland & N Ireland Branches Conference				

**Summary of Management Board Meeting**  
**Sunday 16<sup>th</sup> June 2013**  
**RSCDS Headquarters, 12 Coates Crescent, Edinburgh, EH3 7AF at 10.30 hrs**

- Present:** John Wilkinson (Chairman and Convenor of meeting)  
Jim Healy (Chairman Elect)  
Roy Bain (Convenor, Youth Services Committee)  
Luke Brady, Neil Copland, Keith Evans, Craig Houston, Iain Hutchison,  
Jean Martin, Jack Pressley, Helen Russell
- In attendance:** Elizabeth Foster (Secretary / Executive Officer)  
Julia Parr (Notes)
- Apologies:** Malcolm Brown, Alan Macpherson, Diane Rooney, Philip Whitley,  
William Whyte, Rachel Wilton

**1. Communication**

- *Branch Secretaries Conference Cancellation*  
JM was very disappointed to learn of the cancellation of this year's SNI Branches Conference from a third party, and someone who was neither a member of the Board nor Committee. She felt a simple email to inform all necessary parties of the cancellation would have been helpful; and that the outcome of the Creative Scotland grant application in May 2013 should also have been communicated. John Wilkinson (JW) advised that he thought Board Members had been notified by email both of the SNI Branch Conference cancellation and the "Ceilidh bus" application outcome. JW apologised for this and said he would attempt to notify Board Members more promptly in the future.
- *IT Project*  
JW advised that a majority decision to proceed had now been reached. He noted that some Board Members were unhappy with process but felt some reasons were invalid.

Board comments included:

- Jack Pressley (JP) stated that the notes of the last Board meeting did not accurately reflect the Board's decision re: the website proposal, which was that the Panel should assess the two remaining candidates, select the "winner" then email the Board for "automatic" approval.
- Jim Healy (JTH) stated that his only issue was that the final project figures were not communicated. JW apologised for this and explained that this information had been provided at the May Board meeting but, unfortunately for those who were not present at that meeting, the decision re: the website developer was sent out in advance of the meeting notes. EF advised on the costings in the minutes: Ecom tendered at £38,125 (annual hosting costs quoted at £5,400) and mtc tendered at £38,400 (annual hosting costs quoted at £3,000).
- Neil Copland (NC) felt the quote should be fixed, queried within what parameters the price would change and requested a protocol for future similar situations.
- JM welcomed the email and the paper of 10-Jun-2013.
- Craig Houston (CH) stated that the Board had agreed that consensus would be reached by email notification, all of the necessary information was available and the

- Panel should be trusted to come up with the correct decision. The Board had a strategic role in the process and he found the present situation disappointing.
- Helen Russell (HR) added that an element of trust is required when empowerment is passed to other decision makers.
  - Iain Hutchison (IH) felt that to demonstrate due diligence a specification summary from Ecom should have been circulated to Board Members. JM stated that providing a summary document would have alleviated the present situation. JW affirmed that a summary statement was available, and a company's long-term client base was a good measure of assurance; references are far less informative.
  - JW summarized his position. After considerable thought, he no longer wanted to be part of the project or to progress it in the face of this negative feedback from the Board. He believed he was given the remit as an IT professional, EF was involved as Executive Officer, DC as a result of his IT specialisation, knowledge and responsibility for future musical developments, EG with her working knowledge of the database and website requirements; and MT and SC as significant users of the system. To date, with 9 votes for and 5 votes against the project, JW felt Board objections were aimed directly at the advisory panel, with an implication of flawed decision-making. JTH, JM and NC stated that the issue was purely around communication and not Panel decision-making. JW stated that he was willing to hand over and move on if a volunteer was willing to take the project on. JP stated that the problem has been with the Board and not the IT Project panel. JP requested a vote around the table on the website project and remit. JW was not willing to proceed on a majority decision.
  - A show of hands resulted in unanimous support for the decision to appoint Ecom as the website developers
  - Luke Brady (LB) requested a vote on JW as Project Leader. (NC proposed, and JM seconded the motion).
  - A show of hands resulted in unanimous support for JW as Project Leader (JW wished time to reflect on his position and would advise of his decision by Friday 21-Jun-2013).
  - JW was happy to report this decision to William Whyte (WLW), and concluded Item 1 on the agenda.

## 2. Revised Budget

- JW advised that JTH had provided a revised budget still with a significant deficit. JW had wanted an accurate reflection of likely income and expenditure: previous budgets had unrealistically shown a break-even status or a small deficit.
- JTH said member subscriptions must be increased and/or greater savings made, and requested a 2012/13 account summary. JW advised this had been circulated.
- JP expressed that the problem of income persists not cost.
- NC noted the absence of a financial strategy. JW agreed suggested addressing this in Item 3.
- CH questioned why the Treasurer was not more fully engaged in the budget process; JTH agreed with the sentiment. EF advised that budgeting had been her responsibility but, for various reasons, this year neither she nor William had been engaged in budget development. Both she and William had expressed concerns about this. JW acknowledged EF's integral role in the usual budget process.

- JW asked if Board members were happy to accept a budget which acted also as a management tool to manage/monitor performance and costs. He advised receipt of a legacy of c. £43,000 left to the Society.
- JP re-iterated that this budget forces the issue of looking at income.
- NC felt that staffing must be addressed within this process. To show fiscal responsibility and cover deficit, a strategic budget should be seen to be in-place even if OSCR does not require it. JTH offered to supply papers
- Roy Bain (RB) raised a question on using reserves to cover deficit, and was advised that reserves can be used.
- JW advised that the July MB meeting was the forum for the final decision.
- JP suggested accepting the budget, then looking at meeting the deficit.
- NC proposed and LB seconded a vote to accept the budget (Version 5) with the proviso that a financial strategy is in place by November 2013.
- A show of hands resulted in unanimous support for this motion
- In response to a question from JW, EF advised that she has repeatedly stated the need for a financial plan to accompany the Society's Strategic Plan, and requested support and commitment from Board Members and Convenors to this end. Change on a year-to-year basis was not helpful, long-term planning must be a priority for the Board. JW endorsed these comments and concluded Item 2 on the agenda.

### 3. Discussion on the future structure, strategy and policy of the Society

#### i. *New Members*

- JW stressed that the Board must consider "Who we are" and "What we do"
- LB felt the Society was founded to preserve and promote Scottish Country Dancing (SCD). This particular battle had been 'fought and won', but is the RSCDS still relevant today? Very many people want to engage to the standard represented by the Society.
- JM stated that Rosemary Coupe (RC), editor of *Scottish Country Dancer*, had written an article for *The White Cockade*, the Vancouver newsletter, some years ago where she posed the question "Why join the RSCDS?"
- JTH feels that dancers who are not members of the Society should be targeted. Classes were popular but are Branch and other dances still relevant?
- EF identified the problem of organisational structure, where Branches are the key link with members and send representatives to the AGM. A simpler structure would show HQ linking to branches (and not members) with a branch levy payable to HQ perhaps according to size, Alternatively HQ links past branches to members, as a true "membership" organisation. The current structure is unhelpful as is shown, for example, in the response to the Health Strategy campaign, where success stands or falls on local branch participation.
- KE stated that there is no structure to promote RSCDS within the branches due to their lack of knowledge.
- JW stated that branches previously had felt part of the RSCDS; this sentiment was now more dilute. LB noted the similarity of the present structure to that of a political party, e.g. a group of local associations of similar belief and a difficult relationship with the centre.
- JW questioned the need to move away from Branch structure at this point. LB questioned whether a membership type organisation would be more beneficial.

- EF noted the difficulties in administering 14,000 members. A regional type structure with special interest sub-divisions might lead to greater clarity and efficiency.
- JTH expressed that Branches should be 'recruiting sergeants'. Looking to the future re: dances and classes, the RSCDS should be a focal point, with Branches encouraged to identify membership as a vital part of their remit.
- JM noted that 15 years ago an elitist element existed; this had softened. JW noted that the Music Competition and Dancebase projects aimed to embrace this.
- EF advised that although Creative Scotland had not awarded the RSCDS a Commonwealth Games grant, they had initiated discussions around a "Get Scotland Dancing" grant to operationalize some of the ideas in the original application. At a recent meeting, they had also enquired if there was a national organisation responsible for Ceilidh dance; JW wondered whether the RSCDS might become that organisation. JM pointed out that the RSCDS is not against Ceilidh dancing. Most of the dances used for ceilidhs appear in our books. JW advised that the Society is slowly embracing Ceilidh dance; there will be afternoon classes at Summer School this year and morning classes in 2014.
- JTH asked how Ceilidh dance is part of the RSCDS. HR advised that 14 Ceilidh dances are included in 'Jigs and Reels' and LB noted that the Collins pocket guide is our biggest seller.
- EF advised that several requests had been received over the past 12 – 18 months for dance demonstrations, which might also promote Ceilidh dance. She pointed to a need for a more rapid Branch response to such requests.
- *Action Point - Working Group to look into Ceilidh dance and Reelers*

ii. *Current Members*

- CH suggested that 'Bring a friend' and 'Your Society needs you' as a concept/slogan should be encouraged.
- JP noted that Branches should actively seek new members. However, the structure for this is not in place and recruitment is mainly down to teachers.
- JTH asked 'Where are the new members'? Could we look at the figures in successful and unsuccessful Branches? Change is difficult due to demographics in some branches, e.g. where young dancers are not encouraged
- EF advised that 'bring-one-get-one-free' seemed to be a good strategy; also the Health Strategy aimed to attract new members. As RSCDS research had shown, generally success was down to a few motivated individuals at Branch level.
- JW felt the biggest obstacle was media coverage and asked how we increased coverage? JP agreed the message is not reaching target markets.
- RB noted that the younger group demographic has changed, possibly due to parents being too busy to attend dance classes and socialise. RB identified the need to target parents with grown up children (the empty nesters) and to show the 'fun side' of dancing and dance teaching to encourage uptake. RB had previously spoken with a head-teacher who suggested that parents waiting on children outside the dance class might be encouraged to come in and dance. These parents were now dancing in the PE hall during the first and last period of the day. Hall has been provided free of charge by the school as it is not in use otherwise: it always returns to teaching standards.
- EF commented that younger people (teenagers) may prefer to dance together; also many people may stay on the side-lines due to previous experience or perception. JW thanked all for the input on how to encourage people to dance.



iii. *Income Generation*

- a. JW asked how more income could be generated?
- JP raised the possibility of offering free membership with the National Trust on joining the Society; this happened in the USA. CH commented that this might be a useful medium to long term strategy, but short term income generation is required (12 – 24 months).
  - HR has previously provided lists of benefits; new member recruitment must be addressed.
  - JTH estimated the current market for RSCDS products at around £25,000 pa and reiterated the need to identify other markets, e.g. non-member dancers
  - JP raised the income from iTunes, etc.; DC had anticipated income generation within 1 year and was now looking at 2 – 3 years? JW advised on an iTunes issue with musical downloads which could be addressed with the new website. EF noted that DC has devised the Music Competition. JP would like to see the RSCDS as the future source for all Scottish music.
  - LB advised he has been working closely with the Royal Academy of Dance (RAD) and presented their model of 'after-class music'; CD production with "music to listen to" in the genre - most ballet dancers owned one. Does/could "Fusion" fall within this concept?
  - JW requested that retail operation for non-RSCDS products be addressed.
  - *Action Point - Working Group to look at Retail Operation.*
  - JP raised the issue of selling/leasing 12 Coates Crescent as an income generator; building valuation is up-to-date. Also that, investments should form part of the equation. JW happy to address the latter with the Investment Panel.
  - *Action Point – Working Group to look into the sale/lease of Coates Crescent and possible relocation.*
  - JW advised of subscription increase to be notified at the AGM November 2013.
  - ALL discussed subscription payment times. There is a need for an ultimate increase of £9.00 to show the deficit is real; this increase is required in the short term to cover the existing deficit. NC recommended £4.00 subscription increase at this year's AGM, with possible increase of a further £5.00 in 2014.
  - JW proposed vote on recommending £4.00 increase from 1/7/14 at next AGM.
  - *A show of hands resulted in 9 For, 0 Against and 1 Abstention.*

iv. *Sponsorship*

- JM suggested approaching Branches **which have substantial funds**. WLW should appeal for funds for scholarships and legacies in next SCD magazine. JW advised that his branch is actively looking for ways to dispense funds.
- HR stated that requests should be specific e.g. scholarship, summer school, to ensure that donation source is identifiable.
- LB suggested looking into new ways forward in CD production, e.g. 'Members Choice' CD which could be sold / distributed independently.
- EF advised that significant sponsorship is the result of a relationship which is built up over years, e.g. Burns Federation has recently had an external consultant to look at its long-term strategy, eliciting one suggestion that the Federation and the Society share an AGM weekend; the relationship with the NTS was cordial but possibly best taken forward in local partnership, as would relationships with the British Heart Foundation.

- JM suggested that National Trust fun days can be used to promote RSCDS.
- NC proposed that local authorities, hotels, restaurants, etc. could be approached to pay a fee to be promoted at the AGM, and suggested applying to the 'Common Good Fund'.
- JTH proposed approaching larger sponsors, e.g. BUPA in recognition of the health benefits of SCD (Health Strategy), and acknowledged the need to establish a relationship and contacts within the field. LB agreed that follow-up and networking are imperative at events, etc. EF advised that much work is required to be done at Branch level.
- *Action Point – Working Group to look into sponsorship at local and national levels.*

v. *Marketing*

- JW stated that market research should be about members' and future members' needs, then transferred into strategy, then transferred into the market.
- JTH felt a need for more information. EF stated that all "information" sought should be on an evidence base, then linked to strategy. This requires a cultural shift by the Board. JW described the Society as not "commercially aware".
- *Action Point – Working Group to look at product marketing, advertising and sale of RSCDS products.*

vi. *Teachers / Teaching*

- LB asked what should be done in the next 3 – 5 years; 'Dance Scottish' and the Health Strategy have been done; where to go to next? EF advised that to gain results, Health Strategy should be ongoing over several years; not a "one off".
- JW mentioned that the Medal Tests can be taken to Grade 5; and then what? There is a need to actively look at ways for dancers to keep progressing.
- JW requested discussion on multiple membership e.g. tiered, teacher's accred., teachers franchise, other models (RAD and Highland Dance Association).
- HR stated that more should be done to support our teachers. The minimum needed is adjudicator's brochure and tutoring training with possible CPD, teacher's classes at Summer School and occasional mentor training.
- EF identified children as an important market but raised the problem that not all teachers want to teach children; should teachers who want to teach children be actively recruited / trained – is there not a strategic requirement so to do? EF asked how SCD teaching can best be provided in schools? HR advised that it is a 'feet on the ground' approach and that teachers may not need to be RSCDS trained. EF stated that if RSCDS is training teachers, should it not be addressing what the Society wants its teachers to do?
- JW suggested teachers might be asked to pay an annual fee to help meet the cost of the examination process e.g. Summer School budget without exams. would show a return of circa £90,000. Teachers should be Society ambassadors
- JM indicated that two universities (Edinburgh and Aberdeen) had been approached with a view to accreditation of our teaching certificates some years ago. Although both universities offer teaching training, neither was interested and we had been advised that the best way to introduce SCD to schools was through in-service training to schools (CPD).
- *Action Point – Working Group to investigate ways for teachers to get into other areas of teaching.*

vii. *Multiple Membership*

- Gold/Silver/ Bronze memberships have been proposed. JW advised of teachers in affiliated classes who feel they are affiliated to the Branch and not RSCDS.
- CH advised that any tiered membership implementation must be watertight to avoid the migration of members from one subscription type to another. Information should be available from Board through Branch level to members, thus allowing members to be aware of Board thinking. JM noted that SC Dancer now provides increased membership awareness.
- LB proposed an all inclusive rate for top members, e.g. Gold membership might include a copy of each new publication over the following year, providing a pre-selling situation and assisting in stock control.
- *Action Point – Working Group to further investigate Multiple Membership status*

viii. *Board & Committee Members / Structure*

- JW discussed the size of the Board and felt that more than 14 members was too large. JM noted that on boards and committees it is normal for the number of ordinary members to be greater than the number of those holding office. The National Trust for Scotland has 14 Board members. Agreed that all Board members must be charity trustees. JW proposed 6, plus 6, plus chairman.
- JW proposed the committee structure consist of appointed project groups to deal with specific projects. LB felt the committee structure was good. HR said that inappropriate match of skills to committee/task can create difficulties and someone needs to keep control across committees/groups.
- CH proposed a more proactive approach to sourcing Management Board members, e.g. actively head hunt prospective members. JW agreed that the skill set approach is correct within the organisation.
- EF expressed the need for committees to have coherence and structure with an easily readable message. For example, the message given by “Membership Services Committee” (MS) is too wide and unclear; clarity of focus must be established to allow recruitment of suitable skill sets to committees. JTH suggested the need for more, smaller committees. EF felt that the 3 committee structure is sufficient, with working groups and panels feeding into the respective committees. LB felt that on discussion with others, outside and within the Society, Youth Services Committee purpose is unclear. CH illustrated the point made earlier that with YS ‘*what you see on the tin is what you get*’ from the nomenclature.
- JP advised that convenors should report to the Board but may not necessarily have to be Board members. JW agreed the structure could be similar to a commercial organisation e.g. Board of Directors with Division Heads reporting to Board. JTH acknowledged that Board should delegate powers to committees.
- EF stated that she would like to see continuity, to tie into the Society’s Strategic Plan. Evidence based decision making should be paramount, linking past decisions with future plans in the forthcoming years. Continuity is core to successful strategic planning and an in-situ Strategic Plan.
- HR agreed that it is very difficult presently to define the role of MS Committee and pointed to convenor meetings prior to Board meetings, where time can be taken to approach matters both strategically and operationally.

- JM stated that the plan should be longer than 3 years. JTH suggested the Chairman should be in post for 3 years with Chairman Elect in post for 1 year to allow for continuity. EF agreed that a longer term approach should be taken, focused on what needs done rather than 'what can I do'.
  - JW advised that changes to MAA and OSRP will not occur before the next AGM.
  - JW stated that if MAA is a legal document, OSRP should be one page. JTH questioned if there ever would be an MAA. EF advised that the difficulty lies within the structure of the RSCDS. JW advised that a change in structure should not be considered whilst going through this process. JW expressed that he was under the impression MAA would be a straightforward process. JM noted that other societies are achieving MAA. JW has spoken with WLW and advised that today's outcome may change direction; WLW to be made aware of this. JW advised that to-date CLG cost is circa £8,000. JW noted that an outcome from the Training Day in 2012 identified that Board should be smaller.
  - *Action Point – Working Group to review Board, Committee and Branch structure.* JW concluded Item 3 on the agenda and asked for any other matters.
- **Other Matters Arising:**
- JM stated that CLG and MAA should be decided upon at the July Board meeting. Thereafter, Board papers, CLG and MAA for the AGM must be prepared by 1/8/13, as documentation submission is very prescriptive, with strict timelines. JW agreed that thinking was needed between now and the July Board meeting. JM advised of conference call on 19/6/13.
  - If MAA is to replace the constitution to become the governing document, JM suggested draft OSRP is not part of the final submission but a paper handout.
  - KE suggested we be prepared for a motion at the 2013 AGM proposing becoming a membership organisation i.e. one member one vote
  - LB floated establishing an advisory group of representatives from within the industry to discuss areas of improvement, co-operation, network opportunities and idea generation. CH pointed out the likely conflict of interests. JW suggested using an independent consultant to give advice on what we do and where we are going. JP stated that, generally, our outlook is taken from the inside out, not the outside in. EF advised that an external consultant would be a good way to address the big picture, to look outside the box, e.g. The Burns Federation had been enabled to appoint a consultant by the Scottish Executive. EF will explore this further.
  - CH proposed Price Waterhouse Coopers (PwC) as an appropriate consultant re: selling / leasing Coates Crescent.

There being no further matters arising, JW concluded the meeting by thanking all attendees and expressing the hope that their experience had been productive, and valid points had been identified with which to move forward.

**Date of next Board meeting:** 6<sup>th</sup> July 2013, 12 Coates Crescent, Edinburgh, EH3 7AF

## MANAGEMENT BOARD MEETING

Saturday 6 July 2013

RSCDS Headquarters, 12 Coates Crescent, Edinburgh at 10.30am

### AGENDA (FINAL)

Enclosures/Papers

- 1 **Apologies**
- 2 **Meeting Notes**
  - 2.1 Notes of Meeting of 11 May 2013
  - 2.2 Notes of Meeting of 16 June 2013
- 3 **Matters arising from Notes not listed elsewhere**
  - 3.1 Chairman's Remarks
    - 3.1.1 Meeting of 16 June 2013
    - 3.1.2 IT Update
    - 3.1.3 Draft AGM Agenda 2013
4. **Finance**
  - 4.1 Trustee Report and Annual Accounts to end of March 2013  
*(Alan Cunningham, Auditor, to be in attendance)*
    - 4.1.1 Bank and Credit Card Charges (WW)
  - 4.2 Budget 2013/14
  - 4.3 Treasurer Report
    - 4.3.1 RSCDS Investments
    - 4.3.2 Membership Fee increase 2015-16
    - 4.3.3 JMMF Report
    - 4.3.4 Stock Accounting Policy
- 5 **Management Board Strategic Plan**
  - 5.1 Executive Officer
    - 5.1.1 Report
    - 5.1.2 Strategic Plan 2013-16
    - 5.1.3 Marketing Contract 2013-14
6. **Management Board Panels & Working Groups 2013**
  - 6.1 Panels
    - 6.1.1 Conferences (Philip)
      1. AGM/Conference Weekend 2013
      2. Scottish and NI Branches Conference 2014
      3. Regional Conferences 2013 (Perth, Australia, October 2013)
    - 6.1.2 RSCDS President (John)
    - 6.1.3 Constitution/Articles of Association (William)  
*(Morag Radcliffe of Gillespie Macandrew LLP to be in attendance)*  
*This item will now follow item 7 on the Agenda*

- 6.2 Working Groups
  - 6.2.1 External Events (John)
  - 6.2.2 Children and Young People (Helen)
  
- 7 **Management Committees**
  - 7.1 Membership Services Committee
    - 7.1.1 Meeting of 15 June 2013
    - 7.1.2 Forward Plan/Activities Update
    - 7.1.3 MS Review
  
  - 7.2 Youth Services Committee
    - 7.2.1 Meeting of 8 June 2013
    - 7.2.2 Forward Plan/Activities Update
  
  - 7.3 Education and Training Committee
    - 7.3.1 Meeting of 1 June 2013
    - 7.3.2 Forward Plan/Activities Update
    - 7.3.3 Pat Houghton – has successfully completed her probationary period and had her full appointment as an Examiner confirmed by E&T (Mins. 1.6.13)  
*For confirmation by MB on 6.7.13*
  
- 8 **Appointed Posts**
  - 8.1 Acting Archivist - Alan Macpherson has accepted the post of Honorary Archivist
  
- 9 **Branches**
  - 9.1
  
- 10 **Affiliated Group Applications**
  - 10.1
  
- 11 **Board Member/Trustee Issues**
  - 11.1
  
- 12 **Correspondence**
  - 12.1
  
- 13 **Any Other Competent Business**
  - 13.1
  
- 14 **Date of Next MB Meeting**
  - 12 October 2013

*Please notify the Secretary/Executive Officer at HQ at least 5 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 6<sup>th</sup> July 2013  
at 12 Coates Crescent, Edinburgh at 10.30am**

- Present:** John Wilkinson (Chairman and Convenor of meeting)  
William Whyte (Treasurer)  
Di Rooney (Convenor, Education & Training Committee)  
Philip Whitley (Convenor, Membership Services Committee)  
Roy Bain (Convenor, Youth Services Committee)  
Malcolm Brown, Alan Macpherson, Jean Martin, Jack Pressley, Rachel Wilton.
- In attendance:** Elizabeth Foster (Secretary/EO), Elspeth Gray (Notes), Alan Cunningham (AC), Auditor, for Item 4; Morag Radcliffe (MR) of Gillespie Macandrew LLP for Agenda Item 9.
- Apologies:** Jim Healy, Luke Brady, Neil Copland, Keith Evans, Craig Houston, Iain Hutchison, Helen Russell

	<b>Decision/Action</b>	<b>Member/s responsible</b>	<b>Date to be completed</b>
<b>1</b>	Some concerns had been expressed to JW regarding absences from Board meetings. He reminded Board members that they should make every effort to attend meetings, although there may be circumstances when it was not possible.		
<b>2</b>	<b>Meeting notes</b>		
2.1	<b>Notes of meeting of 11th May 2013</b> The minutes were accepted as an accurate record ( <i>but see following note</i> ).		
2.2	<b>Matters arising not listed elsewhere</b> 1) <i>Minute 2(2), first bullet point</i> – JM, who was not present at the meeting, noted that the minute did not accurately reflect her views; it was <b>agreed</b> to delete the whole of this bullet point. With that amendment, the minutes were accepted as an accurate record. 2) <i>Minute 6, Archivist</i> – WLW sought clarification regarding the Archivist role in relation to the present structure. The Archivist now reported to the Board, but the revised structure document had the Archivist as a member of MS, as per the current constitution. . For the record, PW was happy for the role to report to the Board. 3) <i>Minute 12.1 (6), Magazine advertising income</i> – WLW queried if the invoices had now been sent. EF to check.	EG  EF	Asap  Asap
2.3	<b>Notes of meeting of 16th June 2013</b> 1) JM believed there were a number of grammatical errors, and there was insufficient time to itemise them all. <i>(Post-meeting note: list of suggested amendments received; revised document to be circulated.)</i> 2) <i>Minute 1, first line</i> – <b>Agreed</b> to replace “discomfited to be advised” with “disappointed to have heard”. 3) WLW requested clarification as to whether there were binding decisions within the document, or if it was simply a record of the	EG  EG	Asap  Asap

<p>2.4</p>	<p>discussions. JW understood that items 1 and 2 were decision-making processes; 3 was not. The vote that was taken under “Income generation” was not part of the decision-making element of the meeting, and should come to this meeting as a recommendation. For discussion later on the agenda.</p> <p>4) <i>Minute 2, sixth bullet point</i> – The legacy donor had been a Headquarters member resident in Florida, but nothing more was known about him. SC had gone to great lengths to meet the attorney’s requirements.</p> <p>5) <i>Minute 3(i), third bullet point</i> – Rosemary Coupe wrote the article called “Why join the RSCDS?” around 2000. It was <b>agreed</b> that the final sentence of this bullet point should be deleted.</p> <p>6) <i>Minute 3(vi), seventh bullet point</i> – What JM had said was that two Scottish universities had been approached for accreditation, but the advice at the time was that the way to do it was through CPD, they would not validate our courses. JM to send revised wording to EF.</p> <p>7) <i>Minute 3(viii)</i> – There was no mention of the point made by JM to the effect that the number of ordinary members on the Board should be greater than those holding office.</p> <p>8) With these changes, the minutes were accepted as an accurate record.</p> <p><b>Matters arising not listed elsewhere</b></p> <p>In terms of the way forward, JW reported that nothing had moved pending the Board reviewing the notes today. Action points would now be pursued; he and EF would start to pull the relevant groups together, in some cases using people outwith the Board. Some matters were already being considered, eg the constitution by WLW.</p>	<p>EG</p> <p>JM</p> <p>JW/EF</p>	<p>Asap</p> <p>Done</p> <p>Asap</p>
<p>3</p>	<p><b>Chairman’s remarks</b></p> <p>1) <i>Email communications</i></p> <p>JW thought he had made clear at the June meeting that if Board members were unable to attend meetings, then email communications for input to the Board should be addressed to JW and/or EF. He was not happy with the Board being inundated with views of those not present, particularly emails regarding items of a confidential nature. He reiterated the policy that members unable to attend a meeting and wishing to have input to the meeting should send it to JW or EF.</p> <p>2) There was broad discussion on the topic. Most Board members present approved JW’s point of view. JW would respond to those responsible for recent items. However, JW recognised that if there were decisions to be made, then Board-wide emails were required.</p> <p>3) <i>Operational matters</i></p> <p>In considering matters relating to the IT project, JW had also reflected on his role, the role of the Board and the role of HQ. He believed that he had become too involved in operational matters, particularly on the financial side, which was not his role, and he apologised to EF and WLW. He would not do so again. He believed that the Board had acted similarly. This was undermining; EF had to be allowed to get on with operational decisions. For example, it was for EF to suggest to the Board how Shona should be replaced, although it was appropriate for WLW to express his views on the finance role to EF.</p>	<p>JW</p>	<p>Asap</p>



	<p>4) <i>IT update</i> There was an update contained in EF's report. However, JW confirmed that a letter of acceptance had been sent to Ecom; they had provided a project plan and a standard contract for review. A meeting was scheduled for Friday of the following week.</p> <p>5) <i>Draft AGM Agenda 2013</i> The draft agenda had been circulated, and JW did not propose to discuss it further at this stage. There had been communication with Keith Stacey regarding a potential motion for the AGM, but he suggested discussion be deferred until later in the agenda, once CLG had been discussed.</p>		
<b>4</b>	<b>Finance</b>		
<b>4.1</b>	<p><b>Trustee Report and Annual Accounts to end of March 2013</b></p> <p>1) The Auditor, Alan Cunningham (AC), joined the meeting.</p> <p>2) WLW gave an overview of the final position. There was nothing particularly unusual; no large donations, no significant other income, and central costs and expenses were generally under control. In the Statement of Financial Activities (SoFA) p15, total funds were shown as £776K – this equals the net worth of the Society. Full year accounts showed a surplus of £9K, but that included £90K in actual and unrealised gains in investments. With a large amount of net worth tied up in investments, the annual figures will vary according to stock market performance.</p> <p>3) The main fund, the General Fund (G/F), before investments or any inter-fund transfers, had a loss of £51,247. Past intentions were normally to keep it in balance, plus or minus £10/20K, so that was a rather large deficit. The previous year had a deficit of £60K, thus a second year of G/F deficits.</p> <p>4) In Appendix 1 (G/F income), subscription income was about the same, although the number of paying members did drop slightly. Some branches had paid last year's subscriptions late, thus two payments. Other income was fairly normal; Summer School revenue was a little higher than the previous year, and shop sales likewise.</p> <p>5) In Appendix 2 (G/F expenditure), the column headed 'contribution' was the difference between income and what was spent directly; this did not include staff costs. The significant item was Summer School. In 2012 there were more people at Summer School than in 2011, paying higher prices, and yet the contribution was significantly lower. WLW had spent a lot of time investigating this, and concluded that either the university had overcharged, or we did not receive the correct amounts for the numbers we had, or both, and he currently believed it was both. He would investigate figures further before discussing with EF and JW to plan how to approach the university on the matter. However he believed that procedures for collecting and banking receipts were robust.</p> <p>6) Sales had not contributed as much as planned, for which there were several reasons. Various books written off should have been done some time ago. Products on sale for 12-24 months now qualified for the reserve calculation process, using the formula that the last meeting had agreed should continue. It was unlikely that the same situation would recur in the coming year.</p>		

	<p>7) Central costs were substantially down from the previous year, as were governance costs.</p> <p>8) With regard to other funds, JMMF showed a small positive outcome, which should be spent. Money had been spent from the Development Fund as agreed; after 2 years, it now stood at half the original value, and would be empty in 2 years if not before.</p> <p>9) WLW then directed Board members to the Balance Sheet, p16. He highlighted two items: there was the gross equivalent of £100K in stock, but valued conservatively according to the formula, roughly £30K. Tangible assets were £42K; included in that was the Coates Crescent property, worth in the market around £750K, but valued in the accounts at cost less accumulated depreciation. A reworded note (14) had been added regarding property; it was an extremely conservative valuation. Investments at £717K formed a large part of the overall £776K net worth. These investments were with one investment manager and mostly in one fund, which WLW believed was accumulated risk, and he would later propose a modification to the investment policy. SC had negotiated with the university that their bill would be paid in instalments; £100K in June, £100K when their invoice was received in October, and the final balance at the end of January in the following year. Complicated cash flow planning was therefore not required.</p> <p>10) WLW confirmed that greater attention would be paid to the information passed to the university, eg regarding numbers of staff and non-staff (VAT was paid on staff). JW noted that the university had its own issues with accounting processes, eg counting meals. Numbers attending 2013 Summer School were up.</p> <p>11) Alan Cunningham (AC) made some additional comments. The overview provided by WLW was very helpful. As he had mentioned, the charity had had a deficit in each of the last two years. The challenge for the Society was to stop the deficits, and he was sure that challenge would absorb much Board member attention. In paper terms, whilst net assets had increased, thanks to unrealised investment gains, there would always be volatility in the market.</p> <p>12) In the charity sector in general, there were currently at least two main challenges: firstly, remaining viable due to the struggle to confirm funding, eg from local government, and the ability simply to be in existence in a year's time – but that was not a concern for the Society. Secondly, concerning property; since the market downturn, where charities had chosen to harness valuation of property in the balance sheet, much more emphasis was being placed on the accuracy of that. How to value buildings owned by charities was challenging. To date, the Society had chosen not to show a current valuation. Under current accounting regulations it cannot simply be stated in the accounts that depreciation was not being applied, so within the accounting policies there was now additional explanation. The alternative was to value the building at market value, and then consider writing it down/depreciating it over say 50 years. As auditor, he understood why the Society was choosing not to do that, but readers of the accounts had to be fully informed of the rationale.</p>		
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	<p>13) Some annual costs regarding development expenditure were slow-burning costs, and hopefully would eventually generate income.</p> <p>14) AC was happy with the overall accounts as presented to the Board. He confirmed that they met accounting standards, and there was a clean audit report, as expressed within the accounts. He extended his thanks to EF and her team and to WLW for their help and co-operation throughout the process.</p> <p>15) JM asked if other charities of a similar size were having property valuations carried out; AC responded that there was no consistent pattern. Once a valuation had been carried out, it had to be re-valued every five years. Even if a valuation was adopted, it simply provided balance sheet strength, but was captured in a designated “bricks &amp; mortar” fund.</p> <p>16) MB recalled that the building was bought for £4,500 in the 1950s, and had already been depreciated by a certain amount; he queried what would happen if it were sold. AC responded that, like selling investments, the proceeds would be evident in the accounts, it would be a sizeable gain, and the Society would need to decide what to do with the funds. If there was a “windfall” after relocating, the gain would belong to the G/F; he had seen some charities designate the excess for a particular purpose. If the building were leased rather than sold, that would be contrary to the Society’s charitable purposes, and OSCR could raise questions.</p> <p>17) WLW noted that the accounts reflected the Society’s second- or third-highest net worth level, which in his view far exceeded what was required, and asked AC’s opinion. AC responded that the figures had to be considered in terms of the reserves policy. There was no standard practice, but many charities had adopted 3-6 months’ reserves.</p> <p>18) With no further questions, WLW asked the Board to formally adopt the accounts, to accept the accounting policies therein, and the report as written. <b>Agreed</b> unanimously. The accounts and letter of representation were signed. AC left the meeting at this point.</p>		
<p>4.2</p>	<p><b>Budget</b>  WLW would split the budget into quarterly figures and pass these to the accountants. When the first quarter accounts were presented to the Board, they would incorporate the quarterly budget figure and performance against that. Also incorporated would be an outlook figure for the year end.</p>		
<p>4.3  4.3.1</p>	<p><b>Treasurer Report</b>  <i>RSCDS Investments</i></p> <p>1) The valuation date at the end of March was a fairly high point in the market. Since then, shares had gone down and come back up almost to the same point.</p> <p>2) Until a few years ago, there had been plenty of cash, some investments, and the property. Now, with two years of deficits, the cost structure going up, income stable at best, and less cash in the business, it was WLW’s view that too much of our net worth was tied up in investments. He proposed that investments should normally be limited to 75% of net worth. This ratio would be considered annually, at the end of the financial year and a decision made as to whether any investments should be sold or not. The</p>		

<p>4.3.2</p>	<p>matter was slightly complicated this year due to a large bequest which would come in as cash. WLW asked the Board to agree a change to investment policy as outlined above, which was unanimously <b>agreed</b>.</p> <p><i>Membership fee increase 2015-16</i></p> <ol style="list-style-type: none"> <li>1) As noted at 2.3(3) above, there had been discussion at the June Board meeting regarding subscription fees. There was a proposal for an increase of £4, which had been voted upon (one abstention and the remainder in favour). However, as no decisions were to be made in that part of the meeting, JW had brought the issue to the Board today, as the recommendation of the meeting. There was a counter proposal from WLW, who had not been at the June meeting, when Board members would not have been aware of the forthcoming substantial legacy.</li> <li>2) WLW was concerned that the Board was reacting to the annual accounts in immediate terms. He recalled a previous Board decision to recommend an increase in the subscription, which was not even on the meeting agenda at that time. He urged the Board to remember what that had produced in terms of membership, ie problems with New Zealand Branch, and a fall in members. He believed a £4 increase would carry the risk of losing NZ as a Branch, and produce a widespread backlash.</li> <li>3) There was a good process in place for “collecting” subscriptions via the branches, which happened mostly without a great deal of effort. When significant change was introduced it caused people to think. He also pointed out that many branches did not make clear to their members that their fee included the RSCDS membership fee, but simply announced a combined fee and then paid the RSCDS direct from branch funds – in that scenario, £1 increase could be more easily absorbed.</li> <li>4) WLW also felt that going to the AGM with high net worth, informing members of a legacy of £150K then asking for a subscription increase of £4 was tactically unlikely to succeed.</li> <li>5) JW summarised that the recommendation from the June meeting was for the fee for 2014-15 to be raised by £4; WLW was proposing a £2 increase for 2015-16.</li> <li>6) There was general discussion about both proposals, with other suggestions being made, including £1 increase each year. In order to involve all Board members in the final decision, an email ballot would be held. It was <b>agreed</b> to draft wording at lunchtime for Board approval in the afternoon session. JW to circulate an email ballot to Board members.</li> </ol> <p><i>(Wording subsequently approved.)</i></p>	<p>WLW</p>	<p>ongoing</p>
<p>4.3.3</p>	<p><i>JMMF Report</i></p> <p>There was nothing to report.</p>		
<p>4.3.4</p>	<p><i>Stock accounting policy</i></p> <ol style="list-style-type: none"> <li>1) The accounting policy had been outlined in the annual accounts, but there was a need for clear internal procedures for HQ staff and future trustees.</li> <li>2) EF noted that there were a number of CDs that now sold in very small numbers, and it would be helpful to get rid of some in order to free up storage space. WLW proposed that staff should highlight</li> </ol>	<p>JW</p>	<p>Asap</p>

	such items to himself and Convenors, who could decide what should be done with them. It was <b>agreed</b> that such arrangements should be discussed outwith the Board meeting.	EF	12/2013
<b>5</b>	<b>Management Board Strategic Plan</b>		
5.1	<p><i>Executive Officer report</i></p> <ol style="list-style-type: none"> <li>1) EF apologised for the report's late circulation.</li> <li>2) WLW hoped that consideration would be given to replacing SC with a full-time book-keeper. EF was not ruling out any possibilities, but wished to consider all possible models.</li> <li>3) DR asked if JPa was yet confirmed as secretarial support to E&amp;T; EF confirmed this would happen, but in the meantime JPa was still required to do a certain amount of office management; she would be available for the October E&amp;T meeting. The Board <b>agreed</b> that staffing was for EF to deal with.</li> <li>4) JW noted that Summer School numbers, including non-residents, were significantly up on last year. EF noted that a number of bookings had been slightly later than usual and may reflect the impact of external advertising.</li> <li>5) A lot of work had gone into having new products available in time for Summer School.</li> <li>6) Both Thistle Shoes and St Andrews Shoemakers were taking space at Summer School, on alternate days. Relationships with both were being reviewed.</li> </ol>		
5.2	<p><i>Strategic Plan 2013 – 2016 (SP)</i></p> <p>There was nothing further to report at the moment; it would come back to the October meeting.</p>		
5.3	<p><i>Marketing Contract 2013-14</i></p> <ol style="list-style-type: none"> <li>1) EF noted that there had been comments in emails about marketing. She believed it was unfair to assess the MO's success or otherwise on the basis of membership numbers, as that was not part of her marketing agreement, which was more concerned with overall awareness-raising etc. The MO worked closely with EF on organising events. There had been a suggestion also that the MO's work could be done by volunteers. EF believed that core functions should be carried out by office staff, and the work that LF and DC did was supplementary to that. The marketing aspect was very important; momentum had been built, the Society was now routinely asked to participate in national events, the profile had clearly been raised within the arts sector. EF was satisfied that LF did a good job, and worked far more hours than she was paid for.</li> <li>2) JP believed LF did not have clear targets or direction. EF disagreed; each year, LF provided detailed forward plans that she pursued, and it was for the Board to say, or tell EF, if they felt they were not right. WLW agreed that it was for EF to translate the vision of the Board for LF. He was concerned that Board members were confusing marketing and PR.</li> <li>3) EF confirmed that there were 6.4 FTE (full-time equivalent) permanent staff, and LF and DC were in addition to that.</li> <li>4) It had been suggested at the meeting that there should be a working group to look at products; JW suggested that such a group should include LF and EF.</li> <li>5) EF noted that LF was on a very low daily rate for a marketing</li> </ol>		

	<p>professional. Her view was that the contract should be continued; it could be reshaped, there could be bonuses or other ways to reward success, but Board members had to articulate what they wanted LF, to do that she was not currently doing.</p> <p>6) There was a proposal to renew LF's contract for a further year, at terms to be agreed by EF and JW; <b>agreed</b> by a majority, with two abstentions.</p>	EF/JW	Asap
<b>6</b>	<b>MB Panels &amp; Working Groups</b>		
<b>6.1</b>	<b>Panels</b>		
6.1.1	<p><i>Conferences</i></p> <p>(i) <i>AGM &amp; Conference Weekend 2013</i> Included in MS update which was circulated. Any queries to PW.</p> <p>(ii) <i>SNIBC 2014</i> Included in MS update which was circulated. Any queries to PW.</p> <p>(iii) <i>Regional Conferences 2013 (Perth, Aus October 2013)</i> Nothing further to report.</p>	All to note	Asap
6.1.2	<p><i>RSCDS President</i></p> <p>There was discussion on JTH's paper and the earlier paper from 2010, with various views being expressed. It was felt that "person of distinction" did not mean the same as "person of repute", which was perhaps more accurate. JW put forward an amended proposal: that we continue to have the position of President, but that if we cannot find a suitable person that meets the criteria then we do without, and that this position is reviewed annually. The amended proposal was <b>agreed</b>. JW would speak to JTH and suggest that he continue to look. JW reported that Alastair MacFadyen was prepared to continue until April if absolutely necessary, but not beyond.</p>	JW	ongoing
	<i>Item 6.1.3 on the agenda would be dealt with after agenda item 7</i>		
<b>6.2</b>	<b>Working Groups</b>		
6.2.1	<p><i>External Events</i></p> <p>There was nothing further to report.</p>		
6.2.2	<p><i>Children &amp; Young People (CYP) in Education</i></p> <p>1) HR's notes had been circulated. Any queries to HR.</p> <p>2) DR commented that in item 9, the concept of CYP seemed to have expanded. JM stated that reeling was an altogether different style.</p>	All to note	Asap
<b>7</b>	<b>Management Committees</b>		
7.1	<p><b>Membership Services Committee – 15 June 2013</b></p> <p>1) PW's update had been circulated. He wished to bring two specific items to the Board's attention. Firstly, item 2.1 – having received the final quote, the price for the Ladies Step book would now be £17.60 (£16.00 members).</p> <p>2) Secondly, item 2.3 re AGM/Conference Weekend. The proposed dates for 2015 were 6-8 November. There was an option to book Bell's Sports Centre in Perth for 2016, and he proposed the dates to be 4-6 November. The Kelvin Hall was closing down, and PW had been unable to locate an alternative site in Glasgow. The WG would meet in August for further discussions.</p> <p>3) WLW noted that a combined price was proposed for buying Book 47 and its CD together. However, this was complicated because of VAT, so it was <b>agreed</b> not to make this offer.</p> <p>4) Having participated in trialling dances for Book 48, WLW suggested including some means of identifying the trial number of</p>	SC/EC	Asap

	<p>each dance selected for the final book; PW to take to the committee for consideration.</p> <p>5) Noted that 2.7 should begin "This tool...". The Dance Description Management System developed by Anselm would include all current and future dances, and would be held by the RSCDS. Once finalised, dances could be published directly from the database onto the website or in pdf format. It was a way of storing all "master copies", including introductions etc, in one place; there would be version control and a full audit trail.</p> <p>6) With regard to 2.2, ISTD dances, JM asked if Vols 1-5 included the 18<sup>th</sup> Century book and the Grampian book. PW confirmed it did not, as copyright was not yet known. JM noted that they did not have a good reputation with regard to their authenticity.</p> <p>7) DR asked if the single book versions would be discarded as each compilation volume was produced. PW confirmed that no such decision had been made at this stage.</p>	PW/c'ttee	Sept 2013
7.2	<p><b>Youth Services Committee – 8 June 2013</b></p> <p>1) RB reported that the register of teachers now stood at almost 500, which he thought was around half way. Following discussion with JW, he was now also logging those with a Preliminary Certificate, or with a lot of experience and doing some teaching without any certification, but such records would be held separately. He had not yet requested information from parts of Europe and Japan.</p> <p>2) RB had not realised that VAT had to be added to the Spring Fling budget for costs. SF 2013 was therefore showing a deficit, after application of VAT. WLW confirmed that SF was not a profit-seeking event, and a deficit of up to around £1K was acceptable. WLW confirmed that all SF 2014 bookings were being handled in France. SF 2015 would be back in the UK, hopefully in London.</p> <p>3) With regard to the Guide challenge badge, EF confirmed that Fiona McIver had been liaising with HQ and the project was ongoing.</p> <p>4) RB confirmed that development of a Youth team was being looked at by Margo Priestley through the planned youth workshops. There had been a team at IVFDF in Sheffield.</p>		
7.3	<p><b>Education &amp; Training Committee – 1 June 2013</b></p> <p>1) There would be a CPD event at Summer School on the Sunday of Week 3, to try to draw in new people. In each of the 4 weeks of Summer School, there was an optional session for people to take the basic training unit in teaching children. The examiners' seminar would take place in Week 3; JM was supervising the preparation of an examiners' manual.</p> <p>2) EF to send DR details of group that were part of Sport &amp; Recreation Alliance, in relation to the wheelchair dancing initiative.</p> <p>3) MB noticed that HR had been approved as an examiner at a previous Board meeting, and asked if this was a new procedure, as he was not aware of it having happened previously. DR responded that she was simply following the written protocol.</p> <p>4) The Board confirmed Pat Houghton's appointment as Examiner.</p>	EF    DR	Asap    Asap
8 8.1	<p><b>Appointed Posts</b></p> <p><i>Archivist</i></p> <p>It was confirmed that Alan Macpherson had accepted the post of Honorary Archivist, with effect from November 2013.</p>		

8.2	<p><i>Music Director</i></p> <p>Subsequent to the meeting it was clarified that George Meikle was interested in continuing in this role for another year.</p>		
9 9.1	<p><b>Constitution/Articles of Association</b></p> <p><i>Discussion with lawyer</i></p> <ol style="list-style-type: none"> <li>1) Morag Radcliffe (MR) of Gillespie Macandrew LLP joined the meeting. WLW outlined that there would be discussion with MR, then the Board would have to decide what to do regarding the CLG project. He proposed firstly to review the background to ensure everyone was up to date.</li> <li>2) In October 2011, the Board had decided to go down the CLG route. Prior to that, at training days, Alastair Keatinge (AK) from Lindsays had often said that it would be a good idea to do so, and had estimated the total cost at £3,500-5,500. The Board had considered whether to go for CLG or SCIO, and decided firmly against SCIO although it was the preferred choice of the Constitution WG leader, Keith Stacey (KS). KS managed the group's work, WLW was charged with negotiating with the lawyer regarding the MAA.</li> <li>3) WLW's brief to AK was that we wished to do things basically as we did now, and asked whether that might be possible. There were lengthy discussions about whether branches could be the legal members of a CLG; although it was not AK's first choice he said it could be done. A lot of work was done and a document produced, but the bill at that point was greater than the estimate for the total cost.</li> <li>4) The MAA was taking longer than expected, so was not ready to be put to AGM 2013, but OSCR approval of the MAA was secured.</li> <li>5) WLW then involved Gillespie Macandrew, who offered to review the document. MR found some difficulties with the text, and there had been further discussions over the last two months. The conclusion had been reached that legal members, who had the power to vote at the AGM, were <u>the people</u> that the branches appointed to go to the AGM. It was a subtle difference, and there were differing views on how important it was; the Constitution WG was not of one view. WLW now asked MR to explain the subtleties of legal members.</li> <li>6) MR noted that the starting point was why an unincorporated association (UA) was not satisfactory. OSCR did not like them, which is why SCIOs were invented. It was an easy way for small UAs to become legal entities. A UA technically cannot contract, sue etc, so it tended to be the committee members who ran it who were liable. Leases of premises etc, were in the names of individuals.</li> <li>7) It took some time for SCIOs to be put in place. They were a much better fit for small charities, eg playgroups, and it was much more difficult when trying to apply them to bigger charities. The advantage of CLG was the legal precedent. CLGs had been operating for a long time, with plenty of law around them. It was a structure that was easy to operate, and more flexible, eg a SCIO could not amalgamate with another organisation that was not a SCIO, and could not simply decide not to be a charity, etc.</li> <li>8) The MAA that MR had first reviewed was acceptable from a</li> </ol>		



	<p>charity perspective. However charity trustees had to be sure that people standing and voting at a meeting were properly able so to do. It was essential to have clearly-named individuals on a register to whom notification of AGMs were sent, who would be entitled to vote.</p> <p>9) A CLG had to have legal members. Every member was entitled to appoint a proxy. It was important for company law purposes to be clear who is the “member”. The CLG needed to know who was authorised to vote, on a register of members, with details of proxies etc. Having said that, it did not mean that we had to call members “members”; we could say that branches were “members”, but would have to define how that operated in practice. Similarly, we could call supporters “members”, or whatever – provided the definition was in the articles.</p> <p>10) WLW asked if we could use the term “non-voting member”; JM felt that calling our members “supporters” could be rejected by many.</p> <p>11) MR said that it was very common to have different types of membership: ordinary, voting, non-voting, whatever. She suggested that we could use whatever terms we wished, so long as those who were entitled to speak and vote at an AGM were clearly distinguished.</p> <p>12) An up to date register had to be maintained; if “members” did not respond, it did not matter as long as they did not expect to speak at an AGM.</p> <p>13) With regard to proxies and voting, it would be up to each individual branch, but they could establish local “rules” that a member/proxy had to vote as the branch directed.</p> <p>14) JP asked if these members would have legal responsibility for the Society. MR responded that they would not; they had rights but no obligations. It was the trustees and directors who had obligations. The important thing was that trustees knew who the “members” were. The trustees had full power to act in the interests of the charity; generally, decisions that they knew would be emotive would be put to an AGM, although they did not have to do so.</p> <p>15) Around 20% of branches currently did not respond to AGM delegate nomination requests or attend the AGM. MR did not believe this was a problem; they had an entitlement, or right, to attend an AGM but they did not have to. There would only be a problem if there was not a quorum.</p> <p>16) MR was asked if, once a branch had appointed a delegate who was a voting member, the delegate could be removed; MR replied that they would be appointed until they resigned or were removed.</p> <p>17) MR was asked if there was any problem with one person holding more than one proxy vote; it was not, and MR noted that usually it was the Chairman who ended up with proxy votes.</p> <p>18) MR felt that the Licence Agreement was key, and that it should include provisions for the relationship between branches and the parent body. However, WLW pointed out that the licence did not address voting powers, or provision for “de-listing” a branch, and was in fact minimal. MR believed the LA ought to confer more than just a trademark or brand. MR suggested that licences should outline the approval process. WLW pointed out that the Society as</p>		
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	<p>a CLG would be a different legal animal. There were various ways of transferring eg licences; commonly there would be a transfer agreement, included in which would be all contracts/agreements. A licence cannot be unilaterally assigned unless it permits you to do so. The most straightforward way would be for the “old Society” to sign a transfer agreement to the new company, which would have to be acknowledged.</p> <p>19) Tightening up the licence agreement was an issue for further discussion, but WLW felt it better not to confuse matters at this stage.</p> <p>20) WLW clarified that the Board now had to decide whether the new ideas circulated were acceptable, and whether it was worth proceeding, on the basis that an agreed set of words could be found. A revised MAA would have to be submitted to OSCR. The draft AGM agenda and papers had to go out on 23<sup>rd</sup> August.</p> <p>21) WLW asked MR if she thought it was worth going ahead, given the difficulties and work involved. MR believed that reasons for doing so were generally for continuity, to decrease dependence on the same directors, members or anything else. It could also be an advantage if external funding was sought, as grant givers generally preferred companies to UAs.</p> <p>22) EF asked at what point in the proceedings anything would need to be done regarding licences. MR hoped that the licences were assignable; in which case there could be a simple intimation to branches, giving them notice of the effective date, and that could be done after the event.</p> <p>23) If OSCR was to be asked to look at a revised MAA, the process would be speeded up by pointing out the changes, and making it easier for them.</p> <p>24) MR was thanked for her input and advice, and left the meeting.</p>		
9.2	<p><i>Board discussion on CLG</i></p> <p>1) WLW summarised the position. He had always been in favour of the MAA itself, and felt some WG worries had been overstated. MR’s comments had provided some reassurance. The basic issue was the question of how far to take matters in terms of the workload involved, and the cost. His best estimate was that the total bill would be around £15/16K + VAT. The gains would be a more secure legal foundation and protection for trustees. Trustees had financial risks only if the Society itself could not meet financial demands placed upon it, and this would happen only after reserves were exhausted and the building sold.</p> <p>2) JW had been reassured by what had been said today, and thought it was worth taking forward, but believed it was too tight for this year’s AGM. He suggested branches and members be informed that there was more to do and it would be put to the 2014 AGM.</p> <p>3) JM was aware of the need for other Board members who were not present to be satisfied by the responses received today. WLW and JM would report back to the WG.</p> <p>4) There was a vote on whether to go ahead on that basis; 8 votes for, 1 against. It was therefore <b>agreed</b> to go ahead, with the aim of putting the proposal to AGM 2014.</p>	WLW	ongoing
9.3	<i>Size of Board</i>		

	<p>1) WLW proposed changing the number of ordinary Board members from 12 to 6. JM proposed changing from 12 to 8.</p> <p>2) MB noted that the meeting was only just quorate now; if the Board numbers were reduced, the quorum would be even smaller.</p> <p>3) JM did not think this change should be made now; it should wait to form part of the discussions on the overall structure.</p> <p>4) Another Board member having left, the meeting was not quorate. The matter would have to be discussed outwith the meeting. JW also wished to go back to the Board about member appeals. He would discuss these issues further with EF and WLW initially, and prepare something to go out by email, if any proposals were to go to this year's AGM.</p>	JW/EF/ WLW	Asap
<b>10</b>	<b>Affiliated Group Applications</b> There were no applications for affiliation.		
<b>11</b>	<b>Board member/trustee issues</b> No issues had been raised.		
<b>12</b>	<b>Correspondence</b> There was no other correspondence to consider.		
<b>13</b>	<b>Any Other Competent Business</b> There was no other competent business.		
<b>14</b>	<b>Date of Next Meeting</b> 12th October 2013		

RB	Roy Bain	JM	Jean Martin	RthB	Ruth Beattie
LB	Luke Brady	JP	Jack Pressley	DC	David Cunningham
MB	Malcolm Brown	DR	Di Rooney	LF	Liz Fraser
NC	Neil Copland	HR	Helen Russell	RW	Ruby Wilkinson
KE	Keith Evans	PW	Philip Whitley	EC	Ewan Chalmers
JTH	Jim Healy	JW	John Wilkinson	SC	Shona Coyle
CH	Craig Houston	RW	Rachel Wilton	EF	Elizabeth Foster
IH	Iain Hutchison	WLW	William Whyte	EG	Elsbeth Gray
AM	Alan Macpherson			JPa	Julia Parr
				MT	Moira Thomson
CLBG	Company Limited By Guarantee	WG	Working Group		
MAA	Memorandum & Articles of Association	SP	Strategic Plan		
SNIBC	Scotland & N Ireland Branches Conference				

## MANAGEMENT BOARD MEETING

Saturday 12 October 2013

RSCDS Headquarters, 12 Coates Crescent, Edinburgh at 10.30am

### AGENDA

Enclosures/Papers

- 1 Apologies
- 2 Note of Meeting of 6 July 2013 already circulated
- 3 Matters arising from Notes not listed elsewhere
  - 3.1 Chairman's Remarks
    - 3.1.1 IT Update (*Linda Steadman, eCOM to present*)
    - 3.1.2 RSCDS President
    - 3.1.3 TV documentary
    - 3.1.3 Working Groups (from MB meeting on 16 June 2013) Update
4. Finance
  - 4.1 Quarterly Accounts to end of June 2013
    - 4.1.1 Outlook to end of March 2014
  - 4.2 Budget planning cycle for 2014/15
  - 4.3 Treasurer Report
    - 4.3.1 Banking services
    - 4.3.2 Investments
- 5 Management Board Strategic Plan
  - 5.1 Executive Officer
    - 5.1.1 Report (incl. RMP and SP 2013-16)
    - 5.1.2 Music and New Media (*David Cunningham to present*)
6. Management Board Panels & Working Groups 2013
  - 6.1 Panels
    - 6.1.1 Conferences (Philip)
      1. AGM/Conference Weekend 2013 and 2014
      2. Scottish and NI Branches Conference 2014
      3. Regional Conferences 2013 (Perth, Australia, October) and 2014
    - 6.2.2 Constitution/Articles of Association (William)
      1. Company limited by guarantee
      2. MAA
      3. OSRP
  - 6.3 Working Groups
    - 6.3.1 External Events (John)
    - 6.3.2 Children and Young People (CYP) in Education (Helen)
    - 6.3.3 Maximising Income (from MB meeting of 16 June 2013) Update

- 7     **Management Committees**
  - 7.1    Youth Services Committee
    - 7.1.1   Meeting of 14 Sept. 2013
    - 7.1.2   Forward Plan/Activities Update
  
  - 7.2    Education and Training Committee
    - 7.2.1   Meeting of 7 Sept. 2013
    - 7.2.2   Forward Plan/Activities Update
  
  - 7.3    Membership Services Committee
    - 7.3.1   Meeting of 21 Sept. 2013
    - 7.3.2   Forward Plan/Activities Update
    - 7.3.3   MS Review
  
- 8     **Appointed Posts**
  - 8.1    Archivist Report
  
- 9     **Branches**
  - 9.1    Nairobi
  - 9.2    Portrush
  
- 10    **Affiliated Group Applications**
  - 10.1
  
- 11    **Board Member/Trustee Issues**
  - 11.1   Communications (Jim Healy)
  
- 12    **Correspondence**
  - 12.1
  
- 13    **Any Other Competent Business**
  - 13.1
  
- 14    **Date of Next MB Meeting**
  - .....

*Please notify the Secretary/Executive Officer at HQ at least 5 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 12<sup>th</sup> October 2013  
at 12 Coates Crescent, Edinburgh at 10.30am**

**Present:** John Wilkinson (Chairman and Convenor of meeting)  
 Jim Healy (Chairman Elect)  
 William Whyte (Treasurer)  
 Di Rooney (Convenor, Education & Training Committee)  
 Philip Whitley (Convenor, Membership Services Committee)  
 Roy Bain (Convenor, Youth Services Committee)  
 Luke Brady, Malcolm Brown, Neil Copland, Craig Houston, Alan Macpherson, Jean Martin, Jack Pressley, Helen Russell, Rachel Wilton.

**In attendance:** Elizabeth Foster (Secretary/EO), Elspeth Gray (Notes)  
 Linda Steedman (for agenda item 3.1.1), David Cunningham (for agenda item 5.1.2)

**Apologies:** Keith Evans, Iain Hutchison.

	<b>Decision/Action</b>	<b>Member/s responsible</b>	<b>Date to be completed</b>
<b>1</b>	<b>Notes of meeting of 6th July 2013</b> 1) <i>Minute 9.1 (4)</i> – <b>Agreed</b> amend to read: “The MAA was taking longer than expected, so was not ready to be put to AGM 2013, but OSCR approval of the MAA was secured.” 2) With the above change, the notes were accepted as an accurate record.	EG	Immed.
<b>2</b>	<b>Matters arising from Notes not listed elsewhere</b> 1) <i>Minute 4.3.2 (6)</i> – The final result of the vote was requested. JW agreed to circulate the figures, but confirmed that the majority of first votes was for £2. Responses regarding having an annual increase were inconclusive, but the majority were against. 3) It was formally recorded that the decision regarding a motion to the AGM to increase the membership subscription had been taken between two Board meetings.	JW	Asap
<b>3</b> 3.1	<b>Chairman’s Remarks</b> <i>IT update</i> 1) Linda Steedman (LS) of eCom would update the Board on progress to date. Much work had been done with office staff to clarify and map processes. Work was progressing on target. Further desirable elements had been identified outwith the scope of the original tender, and would attract additional costs. LS joined the meeting. 2) LS thanked the Board for the opportunity to tell them about what eCom were doing. When creating a web system, it was essential to try to understand how an organisation worked. She had met with staff, talked about their job roles and responsibilities, and wanted to create a system to enhance their capabilities. A number of process maps had been drawn up and from those, processes identified that needed to be managed through the CRM (customer		

	<p>relationship management). The main ones were membership fees and renewals; AGM; events management; shop &amp; stock control; social media; and branch access to the website.</p> <p>2) eCom had brought their experience of working with other organisations to help improve processes and had identified a number of mechanisms to do so:</p> <ul style="list-style-type: none"> <li>• renewal of branch memberships will be more automated</li> <li>• the membership number allocated to a member will stay with them for life</li> <li>• there will be space for branches to add a description of their branch and what they offer</li> <li>• members will be able to update their own details (with full audit log)</li> <li>• a history of all branch details will be visible to both branch and HQ</li> <li>• website forms for booking events will be dynamic so that they can be created by HQ staff</li> <li>• Google Circles to be used to develop communities of practice around topics of interest</li> <li>• current web content will be reviewed and revised as necessary</li> <li>• there was a need to highlight reasons for joining RSCDS.</li> </ul> <p>3) DR asked if there could be a map to show branch locations; LS confirmed that could be done.</p> <p>4) JP asked if the system would handle bank transfers; LS responded that there would be a mechanism for online payment but that bank transfers would have to be carried out using internet banking.</p> <p>5) Various suggestions were made regarding branches and proxy delegates. However, WLW pointed out that once the change to CLG was made, the issue of “delegates” would be handled differently, so it was best not to build too much in at this point.</p> <p>6) A training manual for branches, explaining how to use all aspects of the system, will be prepared; some branch secretaries will be involved in this.</p> <p>7) PW asked if e-tickets for events could be produced; LS replied that they had not been asked to do that, and a reader would be required. However, a pdf could be produced that would act as a receipt/ticket.</p> <p>8) A centralised stock control system, to cover both the online shop and the actual shop, would save administration time in the office. JTH asked about stock at Summer School, where non-RSCDS goods were sold – if they were not included, cash management may be affected. LS confirmed non-RSCDS goods would not be included. She had proposed that a more sophisticated till was required, and that bar codes were used; this would involve initial expense, but would be more efficient in the long run. All goods purchased would be entered through the CRM, and receipts would be issued directly from the system. RB asked if the till could store information if used where there was no web connection; LS confirmed that it could, and update when connected, or it could connect via a mobile phone. However, it was felt that in those circumstances, a written record of sales would be easiest.</p> <p>9) Google Circles could allow communities to be set up round specific</p>		
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	<p>topics.</p> <p>10) The website will be fully integrated into the management system – they were not two separate things. eCom carry out work for banks, and were well aware of the security required.</p> <p>11) The new website would make more use of images and photos.</p> <p>12) eCom were investigating provision of other services such as the Archive.</p> <p>13) Ezines will be on the website, available to both members and registered users.</p> <p>14) LS suggested using snippets of articles, or features from old magazines, and making that content available on the website to everyone, including non-members. There was a limited number of people available to write features and articles, and this would be a good source of interesting material. PW noted that someone on MS was producing a database with links to past magazine articles. LS suggested a different article could be “promoted” each week/month, to keep the website looking fresh.</p> <p>15) LB asked if the system could handle one-time offers in shop, eg 5% discount off first order; LS confirmed that it could, all kinds of discounts were possible.</p> <p>16) LS suggested a different design/colour, perhaps even a mascot, to differentiate the Youth pages, which should be eye-catching.</p> <p>17) Members will no longer have to register on the website; when they join they will be sent their login and password.</p> <p>18) JW thanked LS for her detailed update, and she left the meeting.</p> <p>19) There had been discussions about examinations and training, and possibly using separate software; again, there would be additional cost for that, which would need Board approval.</p> <p>20) The original specification had covered a very basic shop; however, what LS had discussed today regarding till, barcodes and reader, and software to enable them, would be an additional cost of around £11K (inc VAT); the decision was yet to be made, but would be formalised and come to the Board very soon. WLW pointed out that there was supposed to be no new expenditure beyond what was in the budget, and asked how that could be done and not hold the project up. <b>Agreed</b> that JW would circulate a paper outlining what was involved and the costs.</p> <p>21) JW noted that another aspect of the shop he would like to investigate further was the ability to sell other people’s products.</p>		
	<i>The meeting then moved to item 5.1.2 on the Agenda.</i>		
4	<p><b>Music &amp; New Media – update from David Cunningham</b></p> <p>1) DC wished to talk about the Commonwealth Games project, and also to ask the Board about their understanding of some of the services/tools at their disposal.</p> <p>2) As outlined in the EO report to the meeting, RSCDS would be working with “Get Scotland Dancing” (GSD), a Creative Scotland project, throughout 2014. Working with 3 GSD dance hubs in Scotland, three new dances would be commissioned representing Commonwealth Games themes – speed &amp; endurance; commonwealth connections; and agility. The dances would be devised by professional dance groups in collaboration with local branches.</p>		



	<p>3) The RSCDS had also been asked to devise a 2-hour dance programme, including the 3 new dances, to be called the “Commonwealth Ceilidh”, to be held/performed as widely as possible on 21<sup>st</sup> June 2014. The dance programme, with instructions/music/video, will be freely available from the RSCDS website. There would be a lot of work to do, and given the short timescale, it would be extremely intensive. However, the RSCDS would benefit greatly from high profile media coverage.</p> <p>4) The ceilidh bus idea that had been part of the RSCDS original funding application had been picked up by Creative Scotland, and there may yet be involvement with that project.</p> <p>5) DC wished to clarify the Board’s understanding of the Society’s use of video resources. At the moment, members were already taking a lot of footage of SCD and posting it on YouTube. Rather than competing, he thought the Society should be providing material people could not make themselves. If done properly, there was the opportunity to generate income. For example, there could be a series of masterclasses; the more people looked at them, the greater the chance of selling advertising. He felt such things should be available on the website, not YouTube. Another suggestion would be an entertainment programme, once or twice a year, a showcase – a “new White Heather Club”, which would require new material.</p> <p>6) DC suggested that there should be a steering group of some kind, to make recommendations to the Board on building a strategy about exactly what kind of resources were wanted, what material would be required, etc. DC’s own skills were in managing production, but the Board needed to be clear about what they wished to happen. JW felt that DC’s suggestion fitted well into the website discussions earlier.</p> <p>7) With regard to the “Dance Music for the Future” competition, DC reported that all submissions had been through the adjudication process, strictly anonymously. There were no entries from Scotland. He had had to change the profile of the “finale” slightly, as shortlisted bands were unable to be present; final adjudication would now take place before the day. There would be presentations from the finalists, with at least one band member present, and there would be performances from various people.</p>		
	<i>The meeting returned to item 3.1.2 on the Agenda.</i>		
5	<b>Matters arising not listed elsewhere (continued)</b>		
5.1	<p><i>President</i></p> <p>1) Alastair MacFadyen had now indicated that he would definitely stand down in November. A decision regarding chairing the AGM was deferred, and may only be made on the day.</p> <p>2) The Board had previously decided to retain the position of President, but not necessarily fill it.</p> <p>3) As the notice from Alastair was fairly late in the day, JW did not anticipate any problems regarding the constitutional position.</p>		
5.2	<p><i>TV documentary</i></p> <p>1) The film crew filmed at Summer School for a week. They were very enthused, and pleased that it was about fun and enjoyment. They were now planning to film some high quality dancing in Glasgow on 24/25 October, which Margo Priestly was organising. There had</p>		

5.3	<p>been direct contact with some individuals, including LB. The intention was for the film to be about SCD generally, but also specifically celebrating the 90<sup>th</sup> anniversary of the RSCDS.</p> <p>2) RSCDS did not have final editorial control, but had been promised a preview before it was broadcast. It was hoped the broadcast may be on St Andrew's night. <i>(Post-meeting note: this is now unlikely.)</i></p> <p><i>Working Groups update (from MB meeting 16 June)</i></p> <p>1) A WG had been created, consisting of office-bearers, convenors, EF and DC, looking at retail, advertising and sponsorship. The group met at the end of September. There would be actions from the group, but nothing was yet documented.</p> <p>2) JTH noted that the other proposal discussed, a new long-term membership (6 years for the price of 5), was still being investigated.</p> <p>3) No other groups had been formed.</p>		
6	<b>Finance</b>		
6.1	<p><b>Quarterly Accounts to end June 2013</b></p> <p>1) The end of June was now a long time ago; WLW had seen raw data for the period to end September, so had more cognisance of the current situation than shown in circulated documents. The outlook column largely took account of figures to September.</p> <p>2) The first quarter figures were not very informative. For example, subscriptions were down against budget, but the first quarter figure consisted almost entirely of carryover from the previous year, and a few payments that came in April-June. This year, fewer branches made late payments that went into the next financial year. No assumptions could be made on the basis of this figure. WLW believed his calculation of the outlook figure was fairly realistic; it took account of the mechanical effect of transferring a quarter to next year, plus the effect of the subscription increase, and assumed a 4% attrition rate.</p> <p>3) Donations outlook showed £45K as that money was in the bank, but WLW believed there was substantially more to come.</p> <p>4) Further investigations had been carried out regarding Summer School 2012, but it was difficult because payments could not be traced to actual people; however it was clear to WLW that St Andrews University had over-billed the RSCDS, in the region of £10-18K. He and JW held a meeting with the relevant official, who was to investigate and report back. JW had a further meeting planned with the University for the Monday following the AGM.</p> <p>5) CH was disappointed that current figures, even rough ones, were not available, as he understood that this had been agreed last year. WLW believed that what had been agreed would be appropriate and "do-able" was the addition of an outlook for the full year, which he had done. EF had some sympathy with WLW's position; September figures could not have been produced for this meeting, they would have been only a guesstimate. She felt the problem was the timing of Board meetings. CH requested that, when the September accounts were produced, they be circulated to the Board immediately rather than waiting until the next meeting. WLW agreed that was possible; EF noted it would be with the</p>	WLW/EF	As approp

	<p>proviso that any questions on the figures would have to wait until a Board meeting.</p> <ol style="list-style-type: none"> <li>6) JTH thanked WLW for the progress in providing the year end outlook. He asked if the same information could be provided with regard to the JMMF and the Development Fund – an overall picture of where things stood.</li> <li>7) Summer School contribution stood at £100K. The final invoice from the university had not yet been received and, until that arrived, the outcome could not be certain, but WLW was confident the contribution would be at least £100K.</li> <li>8) The outlook for shop sales had not changed from budget. Revenue to end September was fair, and WLW was fairly confident of the outlook figure.</li> <li>9) Medal tests were doing better.</li> <li>10) WLW believed bank and credit card charges would continue to grow as credit card use increased.</li> <li>11) Irrecoverable VAT would be substantial this year.</li> <li>12) There would probably not be £11,700 expenditure on legal and professional services; there would be some expense in this year but the bulk would be in the following financial year, in the run-up to AGM 2014 and the actual change to CLG date.</li> <li>13) The outlook for the year end was a deficit of approximately half of what was currently budgeted. There was a chance it could be very close to zero or even positive. JTH stated however that £45K was one-off income, and the true operating position was now -£82K, with £45K towards it. In order to move things forward, JW suggested that JTH discuss the matter with WLW outwith the meeting. WLW suggested that he and HQ staff would investigate the workload involved in terms of producing an outlook for all the elements. CH said that there was no need to do that if the September accounts were circulated to the Board as soon as available.</li> <li>14) In closing, WLW believed there was nothing unexpected in the financial figures.</li> <li>15) NC suggested that large donations should perhaps not sit in the General Fund, but rather the Development Fund or JMMF.</li> </ol>		
6.2	<p><b>Budget planning cycle for 2014/15</b></p> <ol style="list-style-type: none"> <li>1) EF had met with Convenors and office-bearers on 24 September to have a first look at committee plans and budgets for next year. She expected to have final figures before February and hoped they would meet with approval. This was an earlier timeframe than previously. JW had stepped back from the budgeting process.</li> <li>2) MB asked if Convenors were expected to spend significantly less next year; if not, there was a danger of producing a budget that was again a £100K deficit. He suggested that the budgeting process should have that in mind, and there may be a need to cut back. EF noted that the meeting in June had identified improving income as a priority. The budget was based largely on subscription income. She also pointed out that the RSCDS holds far more reserves than most voluntary organisations do, and that this was an issue when applying for grants.</li> <li>3) JTH believed a budget process should not start with the end result</li> </ol>		

	<p>in mind; a plan should be produced based on what people wanted to do, when the result was produced there was a choice to go ahead, cut back, or fund from reserves.</p> <p>4) EF strongly believed the Society should be considering long-term, ie 10-year, strategy. Because of the turnover of Board and committee members, it was very difficult to plan work programmes or finance in the longer term. JW agreed that this was important.</p> <p>5) NC suggested that it would be prudent to consider including the gradual, planned reduction of current reserves in a financial strategy. A reduced level of reserves would be less likely to hinder future applications for external funding, and would also not distract from any future proposals for subscription increases. This would complement JTH's suggestion that future budgets should be brought forward annually with proposals for how items should be funded if the Board considered all submissions worthy of support.</p>		
<b>6.3</b>	<b>Treasurer Report</b>		
6.3.1	<p><i>Motion to AGM</i></p> <p>As noted previously, the Board decision regarding a motion to increase the membership subscription was agreed between meetings. JW had agreed to write a short piece on it for the magazine. Following queries from branches, there had been further discussion and the previous week, WLW was asked to produce a more detailed argument for the increase, which had been emailed to branches that morning. PW felt strongly that supporting material should have been issued with the draft agenda; at this point, many branch committees had already met and decided whether or not to support it.</p>		
6.3.2	<p><i>Banking Services</i></p> <p>There was some discussion around WLW's circulated paper. Any further comments should be sent to WLW.</p>	All	Asap
6.3.3	<p><i>Investments</i></p> <p>There was little change to report. The main investment manager, Newton, had sold its charities' private wealth section to Standard Life, who had taken over a week previously. Discussions will be held in the next quarter to establish their plans.</p>		
<b>7</b>	<b>Management Board Strategic Plan</b>		
7.1	<p><i>Executive Officer report</i></p> <p>1) Staff changes were outlined in the report. EF reiterated that Alison (AH) was working 5 days per week, but that her job title was Finance &amp; Office Manager, so she would also oversee administration of personnel systems, health &amp; safety, etc. She planned to bring in the Finance &amp; Office Administrator post shortly.</p> <p>2) The Risk Management Plan (RMP) had been circulated. Any queries or suggested changes to EF.</p> <p>3) EF had spent a lot of time working with AM on a Heritage Lottery application, and she had also had a lot of contact with Creative Scotland and branches on the Commonwealth Games project, to get things moving effectively.</p> <p>4) At 10 October, Winter School bookings were at 108, 21 more than at the same point last year.</p> <p>5) Numbers were looking good for the Conference Weekend, and</p>	All	Asap

	<p>bookings were still coming in. PW was concerned that people were leaving booking until the last minute.</p> <p>6) DC was an £18K pa retainer as Music &amp; New Media Development Officer, working up to 3 days/week. Working out how much he was paid for particular activities was complex, as much of his time had been taken up with requests from E&amp;T and MS, which were separate from the development work; he had become the first port of call for a number of things. JTH felt that because he had become key to many projects, it was important to know how much he received in payments.</p> <p>7) DC's initial contract was envisaged as 3 years, and two years would be complete in December. EF would circulate information between now and then.</p> <p>8) Sara Lamont had not yet confirmed whether she would return to work following her maternity leave.</p> <p>9) JTH asked about EF's performance in relation to objectives that were originally set for her post; it was suggested he discuss this with JW.</p> <p>10) There was discussion concerning the ratings in the RMP and whether or not they should be changed, in particular reduced. It was suggested that it would be useful to have a session looking at this in more detail during the training day in December.</p> <p>11) JW noted that there was also a need to review the SP, looking at it in the longer term; also to be included in the Training Day.</p> <p>12) JM suggested that training in minute-taking may be useful for some staff.</p>	EF	01/12/13
8	<b>MB Panels &amp; Working Groups</b>		
8.1	<b>Panels</b>		
8.1.1	<p><i>Conferences</i></p> <p>(i) <i>AGM &amp; Conference Weekend 2013</i> This item will appear under MS Committee in future.</p> <p>(ii) <i>SNIBC 2014</i> This item will appear under MS Committee in future.</p> <p>(iii) <i>Regional Conferences 2013 (Perth, Aus October 2013)</i> JW's session in Perth, Australia was very positively received. Plans for 2014 conferences had not yet been finalised, although JTH had committed to attending Spring Fling in France.</p>		
8.1.2	<p><i>Constitution - CLG</i></p> <p>1) At the last meeting, Morag Radcliffe had made suggestions that would improve the wording. In the draft MAA, the term "supporter" was no longer being used; however, a qualifying descriptor such as "dancing" or "supporting" would be required for ordinary members. The legal members were now clearly the delegates, ie those who vote at AGM. Proxies can be appointed, but the proxy document would have to contain the resolutions on the agenda and the delegate will have the responsibility of ticking the boxes, ie effectively postal voting. Voting will become more complicated, and administrative processes more detailed.</p> <p>2) The target was to have the final draft MAA out to the Board for the December meeting, then sent to OSCR for approval. That would fit with the timescales for AGM 2014. It was debatable whether the OSRP would be finished by that stage, but it was less critical.</p>		

	3) WLW confirmed that Convenors did not figure in the MAA, they counted as ordinary Board members.		
<b>8.2</b>	<b>Working Groups</b>		
8.2.1	<i>External Events</i> The only events were those connected with Creative Scotland, already covered by DC and EF.		
8.2.2	<i>Children &amp; Young People (CYP) in Education</i> 1) This was a small WG producing scholastic materials for CYP; they were trying to keep to their remit and not spill into other areas. 2) The group's primary focus now was on a sister volume to <i>Jigs &amp; Reels</i> , for secondary schools. They had decided not to have a "reeler" section, although some "reeler" dances would be included. Suggestion for the title was "Trad dances – ceilidh, country and creative for young people". The end section, "creative", slotted in with Higher Dance. LB suggested "Dance Trad – ceilidh....". 3) The pilot schools accreditation was ongoing, being careful not to impinge on medal tests or anything else, it was about school participation and exposure. 4) DC had many ideas using the model of the <i>Jigs &amp; Reels</i> pack, eg a pack on traditional music for schools, but he had been asked to do more research first. 5) HR did not think there would be the same investment in sending people out to do CPD with the secondary pack; in those schools, it would generally be delivered by PE teachers.		
8.2.3	<i>Maximising Income</i> 1) As mentioned previously, Convenors and office-bearers had met in September. They considered: the shop, and maximising retail income; sponsorship; magazine advertising; Summer School advertising; long-term membership. 2) JTH reported that long-term membership had been stopped because it was uneconomic. It started as 15 years for the price of 10, and finished up at 10 for 10. He had floated the idea of 6 years for the price of 5, as he believed a 10/12 year commitment was now unlikely. JTH to continue investigating and bring paper to next meeting. 3) EF noted that there were occasional requests from ex- members, wanting to see if there was some way to keep in touch, perhaps with a magazine. If other forms of membership were being considered, a "seniors" option may be worth investigating. The problem with selling the magazine was the implication for VAT.	JTH	07/12/13
<b>9</b>	<b>Management Committees</b>		
<b>9.1</b>	<b>Youth Services Committee –</b> 1) The teachers' register had developed beyond initial expectations. All branches and affiliated groups had received at least one request to provide information. JW suggested that a line be drawn under what was currently held, so that it could be made available; the register could continue to be added to, but it was important to have something to show. At the September meeting, it had been suggested that those on the list could be contacted, enclosing dance notes for recent books and other information, as well as details of where help can be found on the website. It would be important to keep the list up to date, including a mechanism for the		

	<p>Examinations Administrator to add new teachers as they qualified.</p> <ol style="list-style-type: none"> <li>2) Action points from last year's Youth Forum had been addressed.</li> <li>3) Work continued on getting the Young Dancers page on the website better organised.</li> <li>4) Good use was being made of Facebook, and there had been discussions about using Twitter.</li> <li>5) Email lists had been built up of young dancers who had attended Spring Fling, who could now be contacted with information on workshops etc. There was also a list of teachers and others interested, for disseminating similar information.</li> <li>6) There were 12 registrations for the first workshop the following week, although many more had said they would attend.</li> <li>7) RB felt that there was a fragmented approach, and that YS and the CYP in Education WG should be under one umbrella. JW pointed out that the WG was set up with a discrete remit, and he felt it should remain as a discrete and successful group. HR sent very full notes of the WG meetings to YS so that if there was any overlap she could be informed, and any constructive comment would be equally welcome. It was felt that this matter was not for the Board; JW to take it to Convenors/office-bearers for discussion.</li> </ol>		
9.2	<p><b>Education &amp; Training Committee –</b></p> <ol style="list-style-type: none"> <li>1) DR reported that 255 copies of Jigs &amp; Reels had been sold. The training day at Summer School was successful; there were now 48 trainers on the CPD trainers list. IB had produced a template to provide a consistent approach to delivering training.</li> <li>2) The Manual had generated more compliments than complaints. There were some minor errata. 319 had been sold to date.</li> <li>3) E&amp;T were working with MS on a new Graded Book 3, attempting to fill formation gaps and include some strathspeys.</li> <li>4) DR was working with RB on the teachers' register.</li> <li>5) Anne Kennedy had now completed her training and been appointed as an examiner, in Sydney.</li> <li>6) A WG of E&amp;T had had a session with an executive from the Wheelchair Dance group; he was in the process of forming an organisation, and DR thought looking for a partnership to make money. She advised caution in future liaison. Pat Harrower and Jim Stott would attend the Scottish wheelchair dance championships to meet some of the other groups involved.</li> <li>7) Medal tests were beginning to expand into N America.</li> <li>8) DR was now dealing with the outcomes from the examiners' seminar. HR and JM agreed that the seminar had been well worthwhile, and an invaluable opportunity for all.</li> <li>9) An adjudicators' training course was being held in Perth on 23 November; there were 9 applicants, including one from Japan.</li> </ol>		
9.3	<p><b>Membership Services Committee –</b></p> <ol style="list-style-type: none"> <li>1) PW was relieved that Annual Conference Weekend bookings were finally picking up.</li> <li>2) There were 8 bookings for the Branch Secretaries workshop, so it would go ahead on 19 October.</li> <li>3) With reference to the paper from RthB on affiliated groups, an umbrella licence for the groups for PPL had been investigated; it would cost around £13,000, so was not feasible.</li> </ol>		

	<p>4) Volunteers were needed for dance-throughs on 9<sup>th</sup> and 13<sup>th</sup> November – anyone wishing to attend should let PW know.</p> <p>5) At this point next year, there would be an election for the next Convenor of MS. PW felt the role had changed quite radically, and that the job spec should be amended, to include some sort of technical background.</p>		
10 10.1	<p><b>Appointed Posts</b> <i>Archivist</i></p> <p>1) AM had little to add to the report circulated. The Heritage Lottery Fund was keen that a reapplication should be made. There were two main reasons that the initial application had failed; the first was that almost 100% funding had been requested while the organisation held substantial reserves. They implied that greater input from the Society would show commitment; in AM's view, around one-third to half would be about right. Secondly, the application had not demonstrated sufficient public/membership participation. AM had discussed this with EF, and the need to involve more people to help in the archive, perhaps in identifying provenance of photos etc.</p> <p>2) A contribution of £15K was being sought; the main part was for putting the archive online, which would enhance the reputation of the Society throughout world. It would be possible to restrict access to copyright or confidential material. There had been informal discussion with eCom about how it could be done, and they had some good ideas.</p> <p>3) Part of the principle on which the Society started was the preservation of old dances; it was important to ensure that in 50-100 years' time they would still be available, in accessible form. If the proposal was accepted, someone would need to be in place to ensure that standard archive practice was followed.</p> <p>4) NC asked if eCom's costs included the archive; AM responded that no, the only thing included in their costs was the catalogue. The original cost for the archive was £90K. By reducing the archivist salary cost, choosing a lower cost scanner, and removing some costs for digitisation, it had been brought down to £42-45K. The £11K for eCom's work is included in that figure. Approximately £15K was requested from the Board.</p> <p>5) It was <b>agreed</b> to approve expenditure on the project up to £20K, to come from the JMMF.</p>		
11	<p><b>Branches</b> Nairobi and Portrush Branches disbanded in August 2013. <i>(Post-meeting note: Johannesburg Branch disbanded in October 2013)</i></p>		
12	<p><b>Affiliated Group Applications</b> There were no applications for affiliation.</p>		
13	<p><b>Board member/trustee issues</b> <i>Communication</i></p> <p>1) JTH had circulated a paper on 27 September on Communication. He was not putting anything to the Board as a proposal now, but he believed the Board needed to take communications as seriously as publications. He asked all Board members to consider the paper and respond to him directly, and it would be discussed at the next Convenors/office-bearers meeting. JTH apologised for</p>	All	Asap



	unintentionally omitting EF from the circulation list. 2) In response to a comment, EF confirmed that EG intended to retire in December 2014. EF also informed the Board of her own intention to retire in March 2015.		
<b>14</b>	<b>Correspondence</b> There was no other correspondence to consider.		
<b>15</b>	<b>Any Other Competent Business</b> JW gave his grateful thanks to all Board members for whom this would be their final meeting.		
<b>16</b>	<b>Date of Next Meeting</b> The training day in December would now incorporate a presentation from eCom, and consideration of the RMP and SP documents. It would be for all Board and Committee members. It was suggested that there should be a 10.30am start, until 3.30/4.00pm.		

RB	Roy Bain	JM	Jean Martin	RthB	Ruth Beattie
LB	Luke Brady	JP	Jack Pressley	DC	David Cunningham
MB	Malcolm Brown	DR	Di Rooney	LF	Liz Fraser
NC	Neil Copland	HR	Helen Russell	RW	Ruby Wilkinson
KE	Keith Evans	PW	Philip Whitley	AH	Alison Horsley
JTH	Jim Healy	JW	John Wilkinson	SC	Shona Coyle
CH	Craig Houston	RW	Rachel Wilton	EF	Elizabeth Foster
IH	Iain Hutchison	WLW	William Whyte	EG	Elsbeth Gray
AM	Alan Macpherson			JPa	Julia Parr
				MT	Moira Thomson
CLG	Company Limited By Guarantee	WG	Working Group		
MAA	Memorandum & Articles of Association	SP	Strategic Plan		
OSRP	Organisational Structure, Rules & Procedures				
SNIBC	Scotland & N Ireland Branches Conference				

**Notes (amended) of meeting of the Management Board  
held on 7<sup>th</sup> December 2013  
at Thistle St James Hotel, Edinburgh**

**Present:** John Wilkinson (Chairman and Convenor of meeting)  
Jim Healy (Chairman Elect)  
William Whyte (Treasurer)  
Sue Porter (Convenor, Education & Training Committee)  
Philip Whitley (Convenor, Membership Services Committee)  
Luke Brady, Neil Copland, Elizabeth Harry, Craig Houston, Iain Hutchison, Jean Martin, Helen Russell, Jim Stott, Rachel Wilton.

**In attendance:** Elizabeth Foster (Secretary/EO), Elspeth Gray (Notes)

**Apologies:** Roy Bain

	<b>Decision/Action</b>	<b>Member/s responsible</b>	<b>Date to be completed</b>
1	A short formal meeting was convened in the course of the Training Day to deal with specific matters. Notes of the previous meeting and other matters would go to the next formal Board meeting in February 2014.		
2	<b>Scholarships</b> In discussion with E&T, JW proposed offering one more two-week scholarship, for Unit 5 at Summer School, to be funded from JMMF. <b>Agreed.</b> This would make a total of 16 weeks' scholarships.	SP/RW	
3	<b>Thursday dances at Summer School</b> VisitScotland are no longer going to run the Thursday evening dances during Summer School. RSCDS will run them instead; the dances will continue to be open to the public.		
4	<b>Discounts</b> JW noted that membership age brackets and event discounts were varied, and there was a need to rationalise them. It was important to have a consistent message. For further discussion.		
5	<b>Constitutional matters</b> 1) There is currently no President, as required under the current Constitution. <b>Agreed</b> wording in Constitution to be changed from "shall invite..." to "may invite...". 2) There are currently two Vice Presidents. JW proposed changing the VP role to "emeritus" appointments, eg Alastair MacFadyen or Alastair Aitkenhead. This would need to be considered for the AGM 2014 agenda. 3) JW made a proposal re: organisation of the AGM Conference Weekend (and probably SNIBC). The skills needed for the task are similar to those required to effectively organise the Summer and Winter schools. As an interim arrangement, therefore, it was proposed that a Conference Weekend Co-ordinator could be appointed by the Board to work with the Events Manager (Moirra) and the local branch (where the event is being held) within the Schools Sub-committee under the chairmanship of the Schools Director. In the longer term, thought	CPanel	10/05/14

	<p>could be given to creating a wider external events group under the chairmanship of an Events Director.</p> <p>4) There was some concern that the role of Events Director would be as big as a convenorship; it would be a very large remit.</p> <p>5) Currently, there was no guarantee of a person with the necessary skills always being on Membership Services. If responsibility for the Conference Weekend was elsewhere, MS would effectively return to being a publications &amp; recordings committee.</p> <p>6) While the logic of one staff member (Moira) being responsible for all events was accepted, there was some concern about whether the same could be expected of volunteers.</p> <p>7) All to consider, for further discussion at February Board meeting.</p> <p>8) The Constitution needed to be changed re: Archivist reporting to MB.</p> <p>9) There had been a suggestion that Chairman Elect/Chairman term of office should be 1 + 3 years, rather than 2 + 2. All to consider and bring concrete ideas to the February meeting.</p>	All ConsPanel  All	15/02/14 10/05/14  15/02/14
6	<p><b>IT</b></p> <p>1) Approval was sought for additional expenditure on the shop element.</p> <p>2) NC clarified that around £46K had already been approved; further expenditure of around £11K had been mentioned at the last meeting; but a total of £19.5K was now being requested.</p> <p>3) WLW expressed concerns regarding Kashflow.</p>		
<i>The meeting stopped for lunch then reconvened following the afternoon session.</i>			
7	<p><b>Legacy</b></p> <p>1) It was confirmed that there was no conditionality attached to the legacy.</p> <p>2) WLW was concerned that if all of the legacy money was put into the Development Fund, there would have to be justification to move it elsewhere.</p> <p>3) <b>Agreed</b> to leave the legacy money where it was now, in the General Fund, in effect "ring-fenced", with £100,000 to be placed to earn interest.</p> <p>4) All to give consideration to where the legacy money should go, and to other projects that might be considered.</p>	All	15/02/14
8	<p><b>IT</b></p> <p>1) Unanimously <b>agreed</b> to provide the additional funding requested + 10% for the website, inc VAT, to be funded from legacy money.</p>		
9	<p><b>Date of Next Meeting</b></p> <p>15 February 2014</p>		
<b>ADDENDUM</b>			
10	<p><b>David Cunningham</b></p> <p>Board approval was sought to engage DC on a different contract for a time-limited period, effective from 1 December 2013, as proposed by EF. The contract would be for £7,000 ( based on same rate as LF - £250/day, one day/week for 26 weeks, + £500 travel costs), for which DC would complete a specified range of tasks, as well as co-ordinating and producing materials for Get Scotland Dancing/Commonwealth Ceilidh. The Board <b>approved</b>.</p>		

RB	Roy Bain	IH	Iain Hutchison	JW	John Wilkinson	DC	David Cunningham
LB	Luke Brady	JM	Jean Martin	RW	Rachel Wilton	EF	Elizabeth Foster
NC	Neil Copland	SP	Sue Porter	WLW	William Whyte	EG	Elsbeth Gray
EH	Elizabeth Harry	HR	Helen Russell			LF	Liz Fraser
JTH	Jim Healy	JS	Jim Stott				
CH	Craig Houston	PW	Philip Whitley				