

ROYAL SCOTTISH COUNTRY DANCE SOCIETY

MINUTES AND PAPERS OF THE

MANAGEMENT BOARD

2009

MANAGEMENT BOARD MEETING

Saturday 21 February 2009

RSCDS Headquarters, 12 Coates Crescent, Edinburgh at 10.30am

AGENDA

Enclosures/Papers

- 1 Apologies
- 2 Notes of meeting of 22 November 2008 *Previously circulated*
- 3 Matters arising from Notes not listed elsewhere
- 4 Strategic Discussions/Activities
 - 4.1 Risk Assessment (20 minutes) *Two papers attached*
 - 4.2 NZ Motion AGM 2008 (40 minutes) *Paper attached*
- 5 Finance
 - 5.1 Accounts to end December 2008 + Notes *Paper attached*
 - 5.2 Auditor's management letter *Circulated for last meeting*
 - 5.2.1 Stock
 - 5.2.2 Investment Management Policy
 - 5.3 Banking arrangements
 - 5.4 Update on Alliance & Leicester current position
 - 5.5 Update on Dance Schools
- 6 Issues from AGM 2008
 - 6.1 NZ motion AGM 2008 (Report from Working Group, see below)
 - 6.2 Boston Branch update
 - 6.3 Communication/ Member's Forum
 - 6.4 Structure of AGM/Agenda (Report from Working Groups, see below)
- 7 Management Board Panels & Working Groups *Composite paper attached*
 - 7.1 Panels
 - 7.1.1 Adjudication
 - 7.1.2 Dance Scottish
 - 7.1.3 Fundraising
 - 7.1.4 HR
 - 7.1.5 Marketing and Publicity *(separate paper attached)*
 - 7.1.6 Strategic Discussions
 - 7.1.7 Conferences – Scottish Branches and Regional
 - 7.2 Working Groups
 - 7.2.1 AGM/Format of meeting
 - 7.2.2 AGM/Constitution, and Voting on Motions (GP&F)
 - 7.2.3 Kaleidoscope

- 7.2.4 Membership
- 7.2.5 Procedures
- 7.2.6 Role of President/Vice President
- 7.2.7 VAT Recovery
- 7.2.8 NZ Motion and AGM Amendment 2008
- 7.3 Other
 - 7.3.1 AGM (Conference Weekend)
 - 7.3.2 Editorial Board
 - 7.3.3 Technique Advisory Panel
- 8 Directors and Appointments** *Paper attached*
 - 8.1 Archivist
 - 8.2 Music Director
 - 8.3 Youth Director
- 9 Management Committees**
 - 9.1 Schedule re meeting agendas, papers, notes *Paper to follow*
 - 9.2 Education and Training Committee *Notes of 6 Dec 08*
 - 9.3 General Purposes and Finance Committee *Notes of 6 Dec 08*
 - 9.4 Membership Services Committee *Notes of 7 Feb 09 to follow*
 - 9.4.1 AGM (Conference Weekend) 2010 *Notes of 31 Jan 09 to follow*
- 10 Health & Safety**
- 11 Branches**
 - 11.1 Application from Lyon
- 12 Affiliated Groups**
 - 12.1 Applications from Ballylesson (Belfast), and Thistle and Ghillies (Idaho, USA)
- 13 Correspondence**
- 14 Any Other Competent Business**
- 15 Issues for:**
 - 15.1 Magazine Editor
 - 15.2 Marketing Officer
- 16 Date of Next Meeting**
30 May 2009

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

**Notes of meeting of the Management Board
held on 21 February 2009 at 10.30am
at 12 Coates Crescent, Edinburgh.**

Present: Alex Gray (Chairman and Convenor of meeting)
Ruth Beattie (Chairman Elect)
Pam Gillies (Convenor, Membership Services Committee)
Helen Russell (Convenor, Education & Training Committee)
William Whyte (Convenor, GP & Finance Committee)
Lyn Bryce, Bernie Hewitt, Craig Houston, Alan Mair, Roderick McLachlan, Isobel McMillan, Ross Robertson, Lindsey-Jane Rousseau, Andrew Smith.

In attendance: Elizabeth Foster (Executive Officer), Elspeth Gray (Membership Secretary).

Apologies: Alan Carr, Neil Copland, Pat Houghton, Lorna Ogilvie.

	Decision/Action	Member/s responsible	Date to be completed
1	Notes of meeting of 22 November 2008 The Notes were agreed as an accurate record.		
2 2.1	Matters arising not listed elsewhere <i>22 Nov 08, item 1, (4): Elizabeth Foster objectives</i> EF outlined progress on the initial objectives that she was given: (i) <i>Audit management letter:</i> Liz's contact details had been lodged with OSCR; the number of bank accounts had been reduced; bank accounts signatories were being amended; risk management was being dealt with today. Stock obsolescence would be considered before the next stocktake. William had information on investment policies. (ii) <i>Review internal business processes and recommend improvements:</i> Elspeth's hours had reduced from 1 February, and Kate's had also reduced from January, for health reasons. Liz's and Elspeth's roles had been reviewed, and consultation with Jill Petri would take place at the appropriate time. Liz was considering putting Moira on a short-term contract, but it was difficult to balance financially, due to the agency fee. The cleaner had suggested that she be employed directly. Liz would review these issues and take any matters arising to the HR Panel in the first instance. The WG on Procedures had met, this would be discussed later. Development of an office manual was planned. The Procedures WG were keen to define Liz's responsibilities quickly, to revise management charts. Liz had met with Margery McBain, who had provided details of their consultancy services. (iii) <i>Marketing & fundraising:</i> Liz had met with Liz Fraser and Ruth, and was considering requirements in terms of the forward plan. (iv) <i>Staff management:</i> Liz had met with Elspeth and Craig (Jackson), had discussed staff management ideas and favoured all members of the staff team having a 12-month plan.	EF	15/05/09

	<p>(v) <i>Building</i>: Liz and Elspeth had met with Stewart Adam, who was drawing up a plan for repairs/maintenance. Liz would be looking at the contract with Peninsula for Health & Safety.</p> <p>(vi) <i>IT</i>: The server was starting to break down and cause concern. Other service providers would be assessed in the next financial year. There had been discussions on website development.</p> <p>(vii) <i>Financial procedures</i>: Liz had been discussing this with William. She would be reviewing financial procedures and was keen to revert to the presentation of only one set of financial management information to the MB. She was liaising with William & Convenors regarding the budget, and would be more involved next year. She had been assisting with VAT recovery.</p> <p>(viii) <i>Strategic Plan</i>: Liz planned to bring ideas for the next 3 years to the May, if not the June MB. The current Plan, which still had a year to run, had had input from Committee Convenors, and should continue to be reviewed regularly as a standing item on committee agendas in the interim. Liz was working on a 3-year plan to start after AGM 2009.</p> <p>With regard to the server, it was clarified that MacLellan had already quoted but comparative quotes were needed. A decision was unlikely to be made till March, with replacement in late March/early April. The backup drive had failed, and backups were no longer being taken offsite, which William felt was not acceptable.</p> <p>Andrew noted that the current Strategic Plan in reality ran for only 2 years, and last year was rather thin. Although short on implementation detail, Liz had been advised that there was enough outstanding at least on E&T for it to be useful to continue, pending development of the new Plan. It would be useful also for the MB and committees to reinstate the discipline of regularly reviewing the SP.</p> <p>2.2 <i>22 Nov 08, item 4, (1): Premises Manager</i> Liz felt that Stewart Adam should be given another chance, and if it worked she would be happy with that level of support.</p> <p>2.3 <i>22 Nov 08, item 4, (2): Removal of unsatisfactory trustee</i> Elspeth had not yet done this, but would follow up with the lawyer.</p> <p>2.4 <i>22 Nov 08, item 4, (3): Homecoming/Gathering – Schools project</i> Irene Bennett would be co-ordinating this project, and would liaise with Edinburgh Branch.</p> <p>2.5 <i>22 Nov 08, item 5, (1): Accounts - spreadsheet</i> Upgrading Microsoft software to 2007 was being considered. If that went ahead, (free) software would be required to retro-convert documents</p> <p>2.6 <i>22 Nov 08, item 5.4: Alliance & Leicester</i> It was agreed at the last meeting that another letter be sent. Nothing more had been heard. If a letter was sent, wait till a response was received, but it may be that everything possible had been done.</p>	<p>EF</p> <p>EG</p>	<p>15/05/09</p> <p>13/03/09</p>
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2.7	<p><i>22 Nov 08, item 5.7: Budget process</i></p> <p>Andrew questioned the budget process and timescales. William responded that the budget process was approved at the last meeting. Input had been received from Convenors and others, a document would be circulated to Convenors, Chairman and Chairman Elect, and the final document would be presented to the May MB meeting. The MB would make decisions then on the budget for two years. When that was completed, William and Liz would discuss the process for next time. Ross pointed out that if the budget was not approved till May then the IT spend, for example, was not coming within the budget process. The capital purchase of a server had been agreed by GP&F, should be agreed by MB, and William would do that by email rather than wait till May.</p>	WW	27/03/09
2.8	<p><i>22 Nov 08, item 5.8: 2008-09 accounts</i></p> <p>Alexander Sloan's had said they could meet the June deadline.</p>		
2.9	<p><i>22 Nov 08, items 6, (1), (2) and (3): Strategic discussion action points</i></p> <p>6 (1) E&T agreed that making formations and figures available on the website was a good idea, and Malcolm Brown had started collating information.</p> <p>6(2) There would be an invitation to submit dances in the forthcoming edition of the magazine.</p> <p>6(3) Helen reported that at this year's Summer School, the occasional non-RSCDS dance would be included on some programmes. This was a tentative step forward, it was still under discussion.</p>		
2.10	<p><i>22 Nov 08, item 7.4, (2): Communication from Glasgow Branch</i></p> <p>Alex and Ruth had met with Glasgow Branch representatives the day after the last MB meeting. The Vice Chair had thanked them for their input, but the other two members remained unconvinced. The only way to prove to them that finances were under control would be to produce a breakeven outcome for the current year.</p>		
2.11	<p><i>22 Nov 08, item 10: MB/Branch liaison</i></p> <p>Roderick asked whether guidelines on contact with Branches had been revised. Elspeth had received no comments, so only minor changes had been made. This would be sent to Branches in the next week. Roderick had been thanked for wearing his name badge at the AGM, and suggested all MB members should do so at functions/events. Noted this should be done as a matter of course.</p>		
2.12	<p><i>22 Nov 08, item 12.4: E&T – Teachers' Associations</i></p> <p>Helen felt a statement may be needed about the differences between TAC and TAS, their roles and how they related to the Society. TAC being treated as a Branch was historical, and they had chosen to retain that position when offered a change.</p>		
2.13	<p><i>22 Nov 08, item 15: Correspondence – Bob McArthur</i></p> <p>Bernie had spoken with Bob McArthur, to whom a letter was sent in December. Mr McArthur seemed satisfied with the situation.</p>		

3	Finance		
3.1	<p><i>Accounts to end December 2008</i></p> <ol style="list-style-type: none"> 1) William believed the final result would be around £15K over budget. With regard to subscriptions, the budget was set for minimal attrition of 1.5-2% - roughly equivalent to a loss of 1,000 members. Subscription payments had been received from a large number of Branches, although fewer than at this time last year. Some showed a small reduction in members, a few had a significant reduction. 2) Summer School figures were good, Winter School would be less than expected, as there were no non-dancing spouses. Helen confirmed that the "budget" for Spring Fling attendees was 50, and 44/45 applications had been received to date. 3) Irrecoverable VAT was difficult to judge, and could be less than the £12K predicted. 4) There was discussion regarding Branches whose membership had dropped more than 10%, to try to discover reasons why. Agreed that Liz would produce a proforma for MB members to use and contact specific Branches. Only Shona should chase up non-payment of subscriptions. 5) William summarised by saying that the outlook was for a deficit of approximately £12K, but that was a relatively small number and further efforts would be made to improve it. 6) Helen queried payments to the VAT consultant, which she understood were to be 25%. William confirmed that he had under-billed the Society at this stage. Alex explained that all costs paid would be put into the prior year's accounts, as most of the benefits were also in the prior year's accounts. The figure for Summer School was understated, as scholarships had not yet been put through. 7) Alan questioned spending from JMMF. He believed that normal operational activities had been subsidised from JMMF, eg the CD recordings. Alex responded that it was a means of finishing off a project which could otherwise take a long time to complete, and was not normal operational activity. Alan felt that people gave money to JMMF on the understanding that only interest would be used. William stated at the last AGM that more than the interest was being spent, and made clear that the MB commitment to a balanced outcome was on operational results. 	EF	20/03/09
3.2	<p><i>Auditor's management letter</i></p> <ol style="list-style-type: none"> 1) Concerns regarding bank accounts had been addressed. The issue of Trustee misunderstanding had also been clarified to the auditor's satisfaction. Three points remained to be dealt with: risk management, stock and investment management policy. Risk management was on today's Agenda. 2) Stock: The Auditor recommended consideration of how stock was valued and how this was presented in the accounts, particularly obsolescence and write-offs. GP&F had discussed and had some ideas, but it was difficult to resolve. Sound reasoning was required if any change was to be made to the current formula. MB would need to agree any change in policy. 		

	<p>3) Investment management policy: The current situation was so bad and unusual, no-one was giving coherent advice other than to hold on for things to improve. Investments with Tilney were approximately 30% of overall assets. There was a need to address whether arrangements with Tilney were right for the future; there would be a need to consider what to do with money from VAT recovery. GP&F had set up a small group to look at alternatives to Tilney and then present information and a recommendation to MB. It was confirmed that VAT repayment would not be in the P&L, but would only improve reserves.</p>		
3.3	<p><i>Accounts – general</i></p> <p>1) There was concern that two sets of figures had been circulated, and the projected outcome was different in each. For absolute clarity, only one set of accounts should be presented to MB. Alex had asked Liz to liaise with Alexander Sloan to produce accounts in future that could be clearly understood by Trustees. The primary difference between the two was that William had deducted the 25% of subscription income that is transferred to the following year’s accounts, because of the difference between the financial and membership years, whereas Isobel would usually do this at the end of the year. Agreed to work with William’s figures, and to ask Isobel to make the same adjustment. Where there was going to be large expenditure, it had to be made clear where this would appear in the accounts.</p> <p>2) Alan noted that some time ago, when there was a substantial VAT reclaim, it had been suggested that the money actually belonged to the members. William did not propose to reduce the subscription fee to “repay” money to members.</p> <p>3) It was confirmed that in relation to Summer School, there was no question of St Andrews University having overcharged the Society; matters had been discussed carefully with them, they understood the situation and were very supportive.</p> <p>4) Isobel asked why building insurance was lower than market value. William responded that the property was used for the purpose of running a “business”, there was no intention to sell it. It would cost a few thousand pounds to get a formal valuation, and that would then have to be done on a regular basis; ie £3-5K would be spent annually for no practical purpose. Insurance was on rebuild rather than market value.</p>	EF/WW	27/03/09
3.4	<p><i>Banking arrangements</i></p> <p>1) Some bank accounts had been closed to make the banking function more efficient. At least one account would now be changed to a more remunerative product. The issue of inclusion of some RSCDS Branch bank accounts by mistake had been resolved.</p> <p>2) The question of splitting the approximate £100K held in one account between other accounts, bearing in mind that only up to £50K was guaranteed, was discussed. William and Liz to investigate and come back to MB by email with a formal opinion.</p>	WW/EF	13/03/09

3.5	<i>Alliance & Leicester</i> No further communication had been received.		
3.6	<i>Schools update</i> An update had already been given on Schools, and Helen confirmed that candidate classes would all be running.		
4	Risk assessment Liz led a risk assessment exercise, and the results were discussed briefly. The next stage in developing risk management would be taken forward by the staff team and committees, after which Liz would collate the outcomes, for presentation to the next MB.	EF	15/05/09
5	Issues from AGM 2008		
5.1	<i>Boston Branch update</i> 1) Alex and Ruth had held a conference call with the Boston Branch chairman and secretary. The Branch had introduced a new category of member, who had membership in Boston Branch only. The application form was on their website, and they maintained that the form ensured members saw the benefits of joining the Society. They said that they did not have access to their licence agreement, so the signed copy had been scanned and emailed to them. 2) Crucially, their membership had fallen from 280 to 120; New Zealand Branch's view had been that only a small number would take up an option to be local members, but that was not borne out by Boston. 3) They had clearly broken the licence agreement. Their Branch committee was meeting on 25 February. It was a sensitive situation; if the MB took a draconian stance, there was a risk of losing the remaining loyal members. The lawyer's advice was to negotiate. Ruth noted that the Branch clearly did not want to break away completely. 4) The Branch was concerned about funding, particularly because at the time the subscription increase was agreed, the rate of exchange was not in their favour. 5) With regard to Branch constitutions, the Executive Council did say at one point that they no longer required to be submitted to HQ for review or comment, although it said so in the licence agreement.		
5.2	<i>Members' Forum – Communication</i> Katharine Hoskyn had been very ill through January, so reports had only been received two days previously. Some decisions were taken at last MB. Agreed to discuss at next meeting.	EF (for agenda)	15/05/09
6	MB Panels and Working Groups		
6.1	<i>Adjudication</i> Had not met.		
6.2	<i>Dance Scottish</i> Ruth reported that the Assembly Rooms had dry rot and that the premises were being closed for review. It may be necessary to find an alternative venue for the Homecoming Ball.		
6.3	<i>Fundraising</i> Agreed to adopt the principles outlined in the paper circulated.		
6.4	<i>HR</i> Had not met.		

6.5	<p><i>Marketing & Publicity</i></p> <ol style="list-style-type: none"> 1) Alex explained how the leak of information regarding the Homecoming Dance had happened. There was general discussion as to whether to communicate directly with Alistair Graham, but it was felt unwise. Homecoming had generally not handled matters well. To discuss further at a future meeting. 2) Noted that Brian Harry claimed at the Scottish Branches Conference that Edinburgh Branch was being undercut by RSCDS putting on youth teams at events they would have been asked to do. There was an issue about informing a local Branch if the youth team was performing in their area, as there was a risk of alienating Branches. 3) Ruth was managing Liz Fraser's workload. 		
6.6	<p><i>Strategic Discussions</i></p> <p>No suggestions had been put to the Panel.</p>		
6.7	<p><i>Conferences – Scottish Branches and Regional</i></p> <ol style="list-style-type: none"> 1) <i>Scottish Branches Conference</i> Ruth reported that there were 40 delegates at the Scottish Branches Conference, representing 21 Branches. Allana Creighton was carrying out analysis of the evaluations, but Ruth confirmed that all without exception wanted another conference. A full report would follow. One important issue that needed a quick response concerned the Curriculum for Excellence at secondary level; unless contact was made now with the new education minister we may be left out completely. Helen to discuss with Jimmie Hill and Jean Martin. Noted that in future years, it was important to ensure that new members of MB were invited to the Scottish Branches Conference. 2) <i>NZ Regional Branches Conference</i> <ol style="list-style-type: none"> (i) A report had been received two days previously from Murray Corps, but it was very long; Liz and Alex had produced the shorter version circulated. It was generally very positive. (ii) There was a feeling that we were losing contact with the younger generation. Alex suggested keeping two "slots" at Summer School, and inviting all Branches especially overseas to nominate the best of their young teachers to teach there. All costs would have to be covered. The invitation would need to be 12-18 months ahead. (iii) There were requests at the conference for Summer School application forms to be available in October/November, and for responses/confirmation to be quicker. (iv) Craig's view was that the main theme from the conference was that whatever decisions were made, there was a need to think about applying them throughout the world. It was important to think strategically. 3) <i>TAC</i> As a regional conference at TAC was to be held, it should be publicised very soon. There was discussion as to whether one or two MB members was appropriate. Agreed to go ahead with the conference and to decide at next meeting the number of MB members who would attend. 	EF (for agenda)	15/05/09

6.8	<p><i>AGM / Format of meeting</i></p> <ol style="list-style-type: none"> 1) No decisions were needed at this stage, but the Group wanted to highlight that any change envisaged would be to make the meeting more business-like. They felt there was a need to take more business to the AGM even if not required by the constitution. Another major point was whether to keep the presentation of scrolls within the meeting or move to another time. 2) There was discussion concerning bringing more business to the AGM. There was a judgement to be made about the issues where that would be appropriate, but in general no-one was against the proposal in principle. 3) There was strong support for keeping presentation of scrolls as part of meeting, but for photos to be taken earlier. A small platform for scroll recipients to stand on was suggested. 		
6.9	<p><i>AGM / Constitution and Voting on motions</i></p> <ol style="list-style-type: none"> 1) Agreed that a delegate holding more than one vote could not split their votes in different ways. 2) GP&F wanted the constitution to allow for a simple vote of hands, not voting cards, on matters of procedure within the AGM. 3) Agreed to maintain the quorum as 80 delegates. 4) Alan suggested that there was a reason, possibly legal, for not allowing people under 18 years old to sign nomination forms, or to vote at Branch level. WW to investigate. 5) Agreed that GP&F should take this opportunity to tidy up other areas of the constitution. 6) Electronic voting methods were too costly and complex, a mechanical method was required. Cards for 3, 2 and 1 votes could be issued, and each counted in turn. Agreed to trial at AGM 2009. More counters would definitely be needed. 		
6.10	<p><i>Kaleidoscope</i></p> <ol style="list-style-type: none"> 1) Lindsey reported that there had been a meeting the previous day. Numbers were good, the financial situation was better than last reported, and a subsidy may not be required. The group had requested some of the Marketing Officer's time. Agreed Ruth to ask Liz Fraser to contact Jerry Reinstein. 2) There was a proposal to have a stall for RSCDS goods. It was suggested that one of most items be supplied, with order forms. Staffing to be clarified. 	RB	06/03/09
6.11	<p><i>Membership</i></p> <p>There was nothing further to report from this group, any comments to be sent to Neil.</p>		
6.12	<p><i>Procedures</i></p> <p>Update covered in Liz's report.</p>		
6.13	<p><i>Role of President / Vice President(s)</i></p> <p>The view was expressed that, unless they were being effective, the role of Vice President should be abolished.</p>		
6.14	<p><i>VAT Recovery</i></p> <p>Update covered in William's report.</p>		
6.15	<p><i>NZ motion and AGM amendment</i></p> <ol style="list-style-type: none"> 1) No decisions would be made today, but the WG were seeking 		

	<p>feedback with reference to the bullet points in Lorna’s covering note.</p> <ol style="list-style-type: none"> 2) <i>Point 1</i>: nothing was suggested as having been missed. 3) <i>Point 2, consultation structure</i>: There was extensive discussion regarding the timescale, whether it could be met, and whether there was time for a pilot. Views for and against were expressed. Helen noted that the consultation could not take place in a vacuum, it was important to give Branches an idea of the implications. A range of scenarios would be helpful. It was suggested that the list of benefits document should be finalised and included with what was sent to Branches. Agreed to go ahead with the consultation. 4) <i>Point 3</i>: the MB agreed with stating the possible implications of fewer members. It would be important to explain what kind of services might have to be dropped. 5) The WG would prepare the consultation document, but MB had to be aware of the content. The list of benefits would be circulated for comment. 6) Liz believed it was a bad idea not to have a pilot. If questions were not accurate, the whole thing would be a waste of time. Agreed to take Katharine and Liz’s advice and have a pilot. 7) Alex thought that specific examples should not be given, but some alternative models/scenarios could be outlined, eg: <ul style="list-style-type: none"> - different levels of membership - “2-tier” membership, local members and Society members - basic membership option, with extras payable – eg magazine, book - totally separate membership, payable to HQ - direct debit option for UK membership 8) <i>Point 4</i> – the WG should present information in the way they feel most appropriate, using both graphics and words. William to provide base data, WG to give William the assumptions. 9) <i>Point 5</i> – agreed that the WG should consider the financing of the magazine as an optional extra. William noted that the WG should bear in mind that the major cost related to the magazine was postage, which was much higher outside UK/Europe. William also noted that if the magazine was not provided as a benefit for members, that would have a noticeable effect on the VAT situation; the magazine was a benefit and was zero-rated. William to discuss with Saffery Champness to clarify. 10) <i>Point 6</i> – include this question in questionnaire. 11) <i>Point 7</i> – no other suggestions were made. 12) <i>Point 8</i> – agreed that, rather than email paperwork to MB for approval, they should be part of the pilot process. 13) <i>Point 9</i> – agreed that consultation responses should be confidential to the WG and MB. 14) <i>Point 10</i> – agreed that all Branches should be given the opportunity to respond. 15) <i>Point 11</i> – agreed that consultation responses would go to Lorna for assimilation. 		
6.16	<p>AGM (Conference Weekend)</p> <ol style="list-style-type: none"> 1) Agreed that there should be a “question time” session rather 	AGM WG	27/03/09

	<p>than a members' forum, with questions from the floor being put to a panel comprising Chairman, Chairman Elect, Convenors and Executive Officer.</p> <p>2) Agreed that there should be a youth fact-finding group, and ask them to look at having a different format from the Youth Forum, to get the young people themselves involved in setting the agenda.</p> <p>3) Winter School 2010 – noted that if numbers coming in did not look like coming up to expectation, Helen wanted assurance that the booking for the second School could be withdrawn and we could revert to one without financial loss.</p> <p>4) AGM venues – agreed that it could be held elsewhere than at Perth, Marilyn Healy had produced a list of requirements.</p>	HR/JB	27/03/09
7	Directors and appointments		
7.1	<p><i>Archivist</i></p> <p>Agreed to ask Marilyn Healy to continue as proposed.</p>	EF/EG	27/03/09
7.2	<p><i>Music Director</i></p> <p>Agreed to ask Mo Rutherford to continue as proposed.</p>	EF/EG	27/03/09
7.3	<p><i>Youth Director</i></p> <p>Notice to be placed in magazine asking for expressions of interest.</p>	HR/EG	27/02/09
8	Management Committees		
8.1	<p><i>Protocol</i></p> <p>The schedule of relevant dates was circulated.</p>		
8.2	<p>Education & Training Committee</p> <p>1) It would be helpful if a key to initials used was included.</p> <p>2) Noted that BF spoke but was not listed as being present.</p>		
8.3	<p>General Purposes & Finance Committee</p> <p>1) Notes of 6 December, point 6 – it was clarified that the “sale” was of old material that was not selling.</p> <p>2) Notes of 6 December, point 8 – it was suggested that the credit crunch could be an opportunity – when people were being cautious with money, SCD offered a cheap hobby/entertainment.</p> <p>3) Both minutes referred to HQ banking procedures; to Liz’s knowledge, these were in place but would be reviewed.</p>		
8.4	<p>Membership Services Committee</p> <p>1) There would be 5 dances in the insert with the April edition of magazine.</p> <p>2) There was an invitation in the magazine to submit dances for publication of a book of dances with music in 2010.</p> <p>3) The Step Dance book was now with Jim Healy in preparation for publication.</p> <p>4) Noted that the Music Director was to be consulted about musician appointments; it was also recommended that the Music Director should receive E&T minutes, and be invited to Schools WG meetings. Helen would take these points forward.</p> <p>5) Dance Scottish Week 2009 would run from 12-19 September.</p> <p>6) Katharine Hoskyn had provided a summary of questionnaire responses for the magazine, with suggestions for MB response to accompany it. Both documents were circulated, and all were asked to pass comments to Elspeth by Monday. She would collate them and liaise with Alex to finalise text on Tuesday.</p>	HR All EG/AG	Ongoing 23/02/09 24/02/09

	<p>7) The online database was hopefully now more stable. Any development work would cost, and would have to be put to the committee and MB as a proposal. It was suggested that it may be a good time to investigate other options, as standard packages designed for charities were available.</p> <p>8) Alex had convened a meeting to discuss progress. He was expecting to see a staged plan and to use Sam (contracted host/developer) to take forward, Anne Carter and Ian Brockbank needed to discuss. We were tied into Sam and Plone for 6 months. Each committee would appoint a member to look at what was obsolete, get rid of it, then take responsibility for updating/revising. Alex would be monitoring progress closely. <i>(Post-meeting note: Bernie Hewitt has agreed to be "content owner" as described above for the MB.)</i></p>		
9	<p>Health & Safety There was nothing to report.</p>		
10	<p>Branches <i>Branch Application – Lyon</i> There were currently no specific measures/activities in place to support new Branches. However, we would enclose JMMF guidelines in the new Branch pack and encourage them to apply. The application was approved.</p>		
11	<p>Affiliated Groups The following groups were approved:</p> <ul style="list-style-type: none"> • Ballylesson SCD Class, Belfast • Thistle and Ghillies Scottish Country Dancers, Boise, Idaho 		
12	<p>Correspondence There was no correspondence.</p>		
13	<p>AOCB No other competent business was raised.</p>		
14	<p>Issues for Magazine / Marketing No specific issues were identified.</p>		
15	<p>Date of next meeting 30 May 2009</p>		

MANAGEMENT BOARD MEETING

Saturday 30 May 2009

RSCDS Headquarters, 12 Coates Crescent, Edinburgh at 10.30am

AGENDA

Enclosures/Papers

- 1 Apologies
- 2 Notes of meeting of 21 February 2009 *Previously circulated*
- 3 Matters arising from Notes not listed elsewhere
 - 3.1 Unsatisfactory Trustee removal (note 2.3)
 - 3.2 Alliance and Leicester (note 2.6)
 - 3.3 Banking arrangements – amounts held in Accounts (note 3.4.2)
 - 3.4 Clarification from Saffery Champness re VAT & the Magazine (note 6.15.9) *attached*
- 4 Executive Officer Report *Paper attached*
- 5 Strategic Discussions/Activities
 - 5.1 NZ motion AGM 2008 (Report from Working Group) *Paper attached*
- 6 Finance
 - 6.1 2008/09 Year end Accounts + Notes *Paper and Draft Accounts previously circulated*
 - 6.2 Auditor's Management letter (2008) *Circulated for last meeting*
 - 6.2.1 Stock
 - 6.2.2 Investment Management Portfolios *Paper previously circulated*
 - 6.3 2009/10 Budget *Paper previously circulated*
 - 6.4 ICT equipment and Update (including website)
- 7 Issues from AGM 2008
 - 7.2 Boston Branch update
 - 7.3 Communication/ Members Forum
 - ~~7.3.1~~ 7.3.1 Newsletter
- 8 Management Board Panels & Working Groups *Composite paper previously circulated*
 - 8.1 Panels
 - 8.1.1 Adjudication
 - 8.1.2 Dance Scottish
 - 8.1.3 Fundraising
 - 8.1.4 HR
 - 8.1.5 Marketing and Publicity *(Separate paper previously circulated)*
 - 8.1.6 Strategic Discussions
 - 8.1.7 Conferences – Scottish Branches and Regional
 - 8.2 Working Groups
 - 8.2.1 AGM/Format of meeting

- 8.2.2 AGM/Constitution, and Voting on Motions (GP&F)
- 8.2.3 Kaleidoscope
- 8.2.4 Membership
- 8.2.5 Procedures
- 8.2.6 Role of President/Vice President
- 8.2.7 VAT Recovery
- 8.2.8 NZ Motion and AGM Amendment 2008 (see above)

9 Directors and Appointments (Update)

- 9.1 Archivist
- 9.2 Music Director
- 9.3 Youth Director

10 Management Committees

- 10.1 Schedule re meeting agendas, papers, notes *Paper to be tabled*
- 10.2 Education and Training Committee* *Notes of 7 Mar 09 previously circulated*
 - 10.2.1 Curriculum for excellence *Paper previously circulated*
- 10.3 General Purposes and Finance Committee *Notes of 9 May 09 previously circulated*
 - 10.3.1 JMMF
- 10.4 Membership Services Committee *Notes of 18Apr 09 to follow*
 - 10.4.1 AGM (Conference Weekend) 2010
 - 10.4.2 Editorial Board

11 Health & Safety

12 Branches

13 Affiliated Groups

- 13.1 Amesbury Scottish Dance Group, Amesbury, England
- 13.2 Garstang Scottish Dance Group, Garstang, Lancs., England
- 13.3 Oakbank Scottish Dance Group, Perth, Scotland

14 Correspondence

15 Any Other Competent Business

16 Issues for:

- 16.1 Magazine Editor
- 16.2 Marketing Officer

17 Date of Next Meeting

27 June 2009

***Notes of Schools Sub-Committees of 6 March and 7 May also attached**

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

**Notes of meeting of the Management Board
held on 30 May 2009 at 10.30am
at 12 Coates Crescent, Edinburgh.**

Present: Alex Gray (Chairman and Convenor of meeting)
Ruth Beattie (Chairman Elect)
Pam Gillies (Convenor, Membership Services Committee)
Helen Russell (Convenor, Education & Training Committee)
William Whyte (Convenor, GP & Finance Committee)
Lyn Bryce, Alan Carr, Neil Copland, Bernie Hewitt, Pat Houghton, Craig Houston,
Alan Mair, Roderick McLachlan, Isobel McMillan, Lorna Ogilvie, Ross Robertson,
Andrew Smith.

In attendance: Elizabeth Foster (Executive Officer), Elspeth Gray (Membership Secretary).

Apologies: Lindsey-Jane Rousseau.

	Decision/Action	Member/s responsible	Date to be completed
1	<p>Notes of meeting of 21 February 2009</p> <p>1) Item 2.1, final para – AS noted that there was no indication as to when the Strategic Plan would be reviewed. EF advised that an RSCDS Plan was in place for 2007-10, which should be reviewed regularly at Committee meetings to track progress, and annually by the Board. It was her responsibility to prepare a new Strategic Plan for 2010 and beyond. <i>Convenors would be asked to submit an up to date report on their progress in relation to 2007-10 for the next MB meeting.</i></p> <p>2) Page 6 – AS felt there were several items that should have had responsibilities and actions against them. <i>WAG urged members to raise queries on Notes asap after circulation.</i></p> <p>3) Item 6.5 – AS felt that no action was specified. EF pointed out that a full Marketing Report was submitted for this meeting. WAG had had a discussion with Brian Harry.</p> <p>4) Item 6.7 (1) and (3) – AS felt that actions should have been entered. WAG reiterated that these points must be raised when Notes were circulated, not brought up at the next meeting.</p> <p>5) Item 6.13 – AS noted that a view contrary to that recorded had been expressed at the meeting: both should have been minuted.</p> <p>6) Items 7.1 and 7.2 – AS believed that what was proposed should have been included in the minutes. This was not agreed.</p> <p>7) Item 3.1 – This note was not accurate. WW had proposed changing the first 2 sentences to: “William believed the final subscription revenue would be around £15K less than budget. The subscriptions revenue budget (paying members) assumed minimal attrition of 1.5-2%, whereas what we now appear to have is roughly equivalent to a loss of 1,000 paying members.”</p> <p>8) With the amendment at 7 above, the Notes were agreed as an accurate record.</p>	<p>Committee Convenors</p> <p>Board Members</p>	24/06/09

2	Matters Arising		
2.1	<i>21 Feb 09, item 2.3: Removal of Unsatisfactory Trustee</i> Alastair Keatinge had made comments and provided suggested wording for the Constitution. All to consider and send in comments to EF, and this would be finalised at the next meeting.	ALL EF for agenda	15/06/09
2.2	<i>21 Feb 09, item 2.6: Alliance & Leicester</i> A letter was sent in October 2008. EG had contacted the Financial Ombudsman; the adjudicator who had dealt with our case had left, but EG spoke to her manager. They had sent a response in November, which we had not received. He would order the case file from their archive and review the correspondence.	EG follow up	15/06/09
2.3	<i>21 Feb 09, item 3.4 (2): Banking arrangements</i> WW had investigated and reported back to MB members by email. The meeting was satisfied that this matter had been dealt with.		
3	Staff salaries EF and EG left the room for this item. The Board agreed to give staff a 2% increase with effect from 1 July. The HR Panel to consider bringing the salary year into line with the financial year.	EF HR Panel	19/06/09 18/09/09
4	Scroll of Honour WAG read out the list of nominees recommended to receive a Scroll of Honour. All had been strong cases. EG to process.	EG	12/06/09
5	Overseas Teachers Exchange Scheme WAG proposed that this scheme be established, called perhaps the Jean Milligan Young Teachers' Exchange. GP&F had suggested it be funded from JMFF. The cost would be approximately £3,000. HR reported that ATA were generally positive about co-operating. WAG intended to bring a paper to the next meeting.	WAG	15/06/09
6	Executive Officer Report AM noted that the office functioned on 5.2 WTE, and felt the current range of services demanded of staff was too high; systems were needed to use less staff time and still operate successfully. EF reported that there were some things in the pipeline that would affect staff time: one was support in terms of software and hardware. A web-based event management system was being investigated, along with web-based production of regular forms & certificates. Improvements to the database were under discussion, along with ability to manage the huge number of payments processed each month. EF received a bi-monthly report from each member of staff: current systems were not supporting staff and too much had to be checked and/or done manually. A persistently huge number of emails created overload. EF hoped that hardware/software could be in place within the next 2 months and everything else operational by October. An underlying difficulty affected the vast amount of work undertaken by volunteers: staff could not control timing and outcomes. Once the database issue was resolved, it was suggested that a global email be sent to Branches to explain. WAG stated that the database question should be resolved within the next few weeks. EF was trying to look at things comprehensively, ie considering database, website and online payment together, which was partly	HQ	

	why it was taking a little longer than hoped. Draft specifications were near completion, but it did take time to get right. WAG would include an update on the website in his proposed newsletter.	WAG	
7	<p>Strategic Discussion – MB amendment to NZ motion</p> <ol style="list-style-type: none"> 1) LO reported that responses to Q8 clearly divided into two – there were many comments about communication, and database accuracy. A number of issues raised would be solved by the proposals for the website and database, and advice on RSCDS membership was “keep it simple”. 2) A further 5 responses since the report produced a response rate of 62%. 71% of respondents voted for the status quo. Because of the qualitative way in which Branches responded, LO was reluctant to stretch statistical analysis too far. 3) There was a suggestion that New Zealand should perhaps re-think their structure. Murray Corps had not sent a single Branch response, but forwarded responses from the regions, some of which did not vote for the NZ option. 4) A high percentage wanted the magazine delivered as a tangible benefit of membership, although there were suggestions at Q8 about making it optional or available online. 5) There had been only 3 “very prickly” responses; the vast majority was very encouraging and showed much goodwill. At one level, this had been good PR: LO had responded to each individually and received many expressions of thanks for raising the questions. 6) If the majority had responded in favour of a 2-tier system, this would have required in depth consideration of the financial implications 7) Much material needed to be incorporated in the Strategic Plan and the way forward. 8) There was discussion as to whether an extra MB meeting was required; as the Board was committed to putting something on the website by 5 June, however, there would be a loss of credibility if this did not happen. 9) Having sought opinions round the room, it was agreed that a reasonably full summary of the responses analysis, minus Q8, should be put on the website. 10) There was further discussion regarding what should be on the website alongside the above. It was agreed there should be a statement the MB would not propose any constitutional changes to the next AGM, and agreed also to state that issues raised would be discussed further, along with other recent surveys, to feed into the Strategic Plan (SP) for 2010 and beyond. 11) It was agreed that Branches, particularly those which had taken time to respond, should be emailed thanks and alerted ahead of time that the response would be posted on the website. 12) Other sources of membership views included: the magazine questionnaire; the Members’ Forum report; feedback from Branches re Membership – it was agreed that WAG and LO should look at the reports with EF and identify common headings to link in with the SP, for circulation along with the headings for discussion at the June MB meeting. 	<p>EG</p> <p>As above</p> <p>As above</p> <p>WAG/LO/ EF</p>	5/06/09

	<p>13) The SP should be a strong enough document to report against annually at AGM, and should include targets.</p> <p>14) WAG's proposed newsletter – should be circulated to Branch secretaries and put on the website. MB members should inform "their" Branches. Each Branch with a website to be asked to put the newsletter on their site, or include a link to it on ours.</p> <p>15) LO was thanked very much for all her work.</p>	WAG/HQ/ MB Members	
8	Finance		
8.1	<p><i>2008/09 Year End Accounts</i></p> <p>1) Figures had changed slightly from those presented, which were discussed at GP&F. The draft Budget was for discussion and included end of year figures at column B.</p> <p>2) The positive figure of £26,348 on the Operational budget did not include JMMF – its incorporation still produced a positive, although smaller, outturn. RSCDS had gone further than its previous commitment - a tremendous achievement. Reasons for this were:</p> <ul style="list-style-type: none"> ▪ subscription increase meant subs income was near to budget; ▪ some payments from branches had been pulled forward; ▪ some donations; dividends and interest held up better than expected; ▪ Summer and Winter Schools were significantly more in surplus than previously; ▪ merchandise revenue had held up well; ▪ salaries, recruitment and training were less than expected, as were magazine costs <p>Some areas were higher than expected, eg audit and accounting.</p> <p>3) There was discussion around the cost of processing credit card payments. GP&F favoured a surcharge, but MB previously had decided against this. It was agreed not to make a charge for credit card payments, but to take cost into account in budgeting.</p> <p>4) The final annual report and accounts would be sent out mid-June so members could study them ahead of the next meeting.</p> <p>5) LO suggested that there should be guidance as to which pages were required for discussion.</p>	HQ/ Directors WW	
8.2	<p><i>Budget</i></p> <p>1) The subscription figure was unrealistic as it assumed no attrition in paying members. WW's view was that a 5% drop should be budgeted for. Considering the changes agreed at AGM 2008, he amended that to a 7% drop.</p> <p>2) WAG suggested it would not be helpful to publish a negative budget at AGM.</p> <p>3) RR suggested £5k could be added to donation income.</p> <p>4) There was discussion about when the subscription might next be increased; many Branches wanted regular small increases. WW was strongly against an increase at this time. There was a general feeling that if it was not increased this year, the ground should be prepared to increase next year, which would fit with introduction of the SP in 2010 and forward planning. All to consider, for discussion at next meeting.</p> <p>5) JMMF would not stay at -£24k; WW expected the deficit to fall.</p> <p>6) In future, Budget should be agreed at the February MB meeting.</p>	WW ALL EF (Agenda)	27/06/09

	<p>7) AM was concerned the MB was not clear about spending JMMF capital, as well as interest - if expenditure was constantly being funded from JMMF, RSCDS was not breaking even. It was clarified that JMMF had funded exceptional expenditure.</p> <p>8) Agreed to ask WW to discuss the budget fully with GP&F and return to MB with recommendations for any decisions/ further discussions. Nb. capital expenditure had not been quantified.</p>	WW	20/06/09
8.3	<p><i>Audit Management Letter</i></p> <p>1) 5 items had been specified: stock, risk management, investment policy, bank accounts, and the previous management letter.</p> <p>2) Following a meeting with the auditor in the previous week, policy on stock was now agreed.</p> <p>3) EF had been working on risk management and would bring paper to the June meeting.</p> <p>4) All other items had been addressed. A letter would be sent to the auditor in the next few weeks answering all points.</p>	EF WW/EF	
8.4	<p><i>Investment Management</i></p> <p>6 proposals, including Tilney, had been received to manage our 2 portfolios. A working group of EF, WAG, RR, WW and R McColl would agree a shortlist of 2-3 companies for further discussion, with hopefully a proposal/recommendation for the next MB meeting.</p>	WW	
8.5	<p><i>ICT equipment</i></p> <p>EF had addressed this earlier, but was happy to respond to any queries. Responding to a question from WW, she reported she had been working with Bill Austin and Ian Brockbank on the website specification - the ITC upgrade awaited resolution of the Database hosting - there had been nothing further to report to the wider group. The decision to go with Microsys for hardware/software and support had been taken some weeks ago, and she would be happy to address any further issues outside the meeting.</p>		
8.6	<p>RR questioned the banking of cheques for Summer School from Edinburgh Branch members. He understood there was a procedure that cheques would be banked weekly, but this did not appear to have happened. EF to discuss with Craig.</p>	EF/SC/CJ	
9	<p>Issues from AGM 2008</p> <p>1) <i>Boston Branch</i> – WAG had updated MB members by email. He was awaiting their AGM to see the precise outcome. AM asked if any more sub payments had come in; they had not. There was a strong wish not to alienate the Branch.</p> <p>2) <i>Members' Forum</i> – it had been suggested earlier that a quarterly newsletter should be produced as a means of communicating more frequently – this was agreed.</p>	For action by whom?	
10	Management Board Panels and Working Groups		
10.1	<p><i>Adjudication</i></p> <p>Had not met.</p>		
10.2	<p><i>Dance Scottish</i></p> <p>Responsibility for this would pass to MS after September 2009.</p>		
10.3	<p><i>Fundraising</i></p> <p>1) RR sought opinions on one item in particular – lottery funding, especially a BingoLotto application. BingoLotto was operated though CCPR (Central Council for Physical Recreation), of</p>		

	<p>which RSCDS is a member. It was unclear from the material what kind of “promotion” of this the Society would be expected to undertake. An application had been made as the deadline preceded the MB meeting, but could be withdrawn.</p> <ol style="list-style-type: none"> 2) AM felt strongly that there would be more deserving charities than RSCDS, and the Society might benefit, but not dancers. 3) There was some concern the name would detract from the Society’s status. 4) HR requested more information, particularly regarding promotion; personally, she could not support “gambling”. 5) There were no objections to applying for National Lottery funds. 		
10.4	<p><i>HR</i> Had not met, but had communicated concerning salaries.</p>		
10.5	<p><i>Marketing & Publicity</i></p> <ol style="list-style-type: none"> 1) A decision on Liz Fraser’s (LF) appointment, which was made yearly, September to September. 2) LO was concerned that all the work in the report was Scottish based. 3) RB had concerns about the level of marketing support, but was now more confident being more aware of what was going on. Liz Fraser had been relaying her current work/plans on a weekly basis, and low-key work had brought many positive contacts. 4) EF commented that she had been working with LF to ensure that planned work at national level (national events) included liaison with local branches wherever possible, to maximise potential for impact and mutual benefit through local press etc. 5) HR suggested continuing LF’s contract for another year, but with tighter strategic direction. Agreed to extend LF’s contract to September 2010; regular updates to be provided to MB, eventually reporting against the strategic objectives. LF to be managed on a day-to-day basis by EF. 6) EF commented that from the Membership Survey, Branches clearly understood that it was only they who could recruit new members, but wanted support in terms of posters, leaflets and other resources. 		
10.6	<p><i>Strategic Discussions</i> No suggestions had been put to the Panel.</p>		
10.7	<p><i>Conferences – Scottish Branches and Regional</i></p> <ol style="list-style-type: none"> 1) <i>Scottish Branches Conference</i> The report had been provided. Noted that there were 14 priorities for action; how to meet those expectations? 2) <i>TAC</i> RB will accompany AG to TAC. 		
10.8	<p><i>AGM / Format of meeting</i></p> <ol style="list-style-type: none"> 1) RR queried point 9 of the report, merging annual reports & accounts; he felt it was important Convenors had the opportunity to update at the meeting, although activities described in the report should refer to the same period. 2) With regard to presenting accounts in a simple format, regulations outwith our control limited our options. EF 	AM	

	<p>suggested it would be useful to have an annual review document as well, with accounts in a simpler format.</p> <p>3) AS noted that with reference to point 11, he did not think it was a constitutional issue. Working Group to check Constitution.</p> <p>4) EG to inform Marilyn Healy of decisions.</p>	EG	
10.9	<p><i>AGM / Constitution and Voting on motions</i></p> <p>1) Constitutional review – WW had nothing more to add, and would report to next meeting.</p> <p>2) Voting on motions – Marilyn Healy had been informed about physical counting. EG and EF to take forward with AGM working group in terms of allocating cards and how votes would be counted.</p> <p>3) Aberdeen Branch – were seeking confirmation on dates, they had provisionally booked 2010 and 2011. RB and EG to progress</p>	EG/EF EG	
10.10	<p><i>Kaleidoscope</i></p> <p>WAG would give short presentation, then all office-bearers present would answer questions.</p>		
10.11	<p><i>Membership</i></p> <p>1) The report had been circulated, with the remaining issue whether to take this forward for consideration for AGM 2010. The group had intended to send the survey to sample branches with children's, and other classes, and some of the MB "liaison" branches. The main issues were timescale and the recent number of questionnaires. Even if not taken forward to AGM, the survey could inform discussions on the way forward.</p> <p>2) Agreed to ask Lindsey to take the work of the group forward. Timing to be discussed with her, if she agreed, as there was no point sending the survey out when classes were not running.</p>	NC/EG	
10.12	<p><i>Procedures</i></p> <p>EF reported that an office manual was more than 95% completed. Remits had been reviewed. A list was tabled of the documents either completed or well on the way to completion. Child protection policies had been reviewed, and EF thought they should be made available on the website; agreed that they should also be sent to the incoming Youth Director, and Branch Youth Co-ordinators.</p>	EF/CJ	
10.13	<p><i>Role of President / Vice President(s)</i></p> <p>The group's final report and recommendations to come to June MB</p>	RMcL	
10.14	<p><i>VAT Recovery</i></p> <p>There was nothing further to report.</p>		
10.15	<p><i>NZ motion and AGM amendment</i></p> <p>Already dealt with.</p>		
11	<p>Directors and appointments</p>		
11.1	<p><i>Archivist</i></p> <p>A letter had been sent as agreed at the last meeting, no reply as yet.</p>		
11.2	<p><i>Music Director</i></p> <p>A letter had been sent as agreed at the last meeting, no reply as yet.</p>		
11.3	<p><i>Youth Director</i></p> <p>As recommended by E&T, agreed to appoint Deb Lees as next Youth Director. Official letter to be sent asap.</p>	HQ	
11.4	<p>PH noted that there was a need to formulate a process for the Archivist and Music Director appointments. WAG believed they should all be dealt with in the same way.</p>	MS Comm/ PH	

12	Management Committees		
12.1	<p><i>Schedule</i></p> <p>WAG felt that the gap since last MB meeting was too long. He also wanted to hold a training day with MB and MCs, possibly in January. He suggested moving MB end June meeting to beginning July, and moving May meeting earlier to April. This was agreed. Noted that HQ should keep all MB members informed on progress on nominations; as there was no meeting at an appropriate time, that would be done by email.</p>	EG	
12.2	<p>Education & Training Committee</p> <p>1) There was a query about Summer School candidates not paying exam fees. It was important to clarify whether they were being waived, or paid from the Summer School budget. HR to clarify and report back to next meeting. GP&F also to be informed.</p> <p>2) Curriculum for Excellence – the MB was being asked to approve what was proposed. Irene Bennett would be involved in her role as Schools Liaison Officer. It was possible that money would be required, if looking at training potential CPD providers. It was confirmed that this group was a sub-group of E&T.</p>	HR	
12.3	<p>General Purposes & Finance Committee</p> <p>There was discussion about “rolling together” the two investment portfolios to maximise returns; if there was a strong argument, this would be supported, but only if the two were kept separate for presentational purposes. The working group would come back with a proposal to MB.</p>	GP&F	
12.4	<p>Membership Services Committee</p> <p>1) It was suggested that Scouts be added to suggestions for distributing Dance Scottish pack flyers.</p> <p>2) It was confirmed that work on the website was being handled by EF, not reported to PG.</p> <p>3) It was confirmed that Youth team would attend T in the Park</p> <p>4) It was clarified re minute 10(b) that copying tunes from our CDs and putting them onto videos and DVDs was illegal.</p> <p>5) Notes of the meeting required numbering correction.</p> <p>6) Editorial Board – meeting in June. EG, WW, PG and Linda Gaul had discussed advertising, rates and advertising manager role, all to be discussed at next MS meeting.</p>	MS Comm	
13	<p>Health & Safety</p> <p>EF reported that there was now a book for visitors to sign in and out. There was a need to spend money on the fire alarm and other aspects of fire safety to make us compliant; 3 quotes were being sought and the cost was in the region of £1,000. Stewart Adam was satisfied the quotes were reasonable. Agreed this must go ahead. There was an issue on the amount of cardboard and paper in the building that would take longer to deal with.</p>	EF/SA	
14	<p>Branches</p> <p>Gatehouse of Fleet– EG had written a letter.</p>		
15	<p>Affiliated Groups</p> <p>The following groups were approved:</p> <ul style="list-style-type: none"> • Amesbury SCD Group, Amesbury, England • Garstang SCD Group, Lancashire, England • Oakbank SCD Club, Perth, Scotland 		

16	Correspondence There was no correspondence to report.		
17	AOCB There was no other business.		
18	Issues for Magazine / Marketing No issues were identified.		
19	Date of next meeting 27 June 2009		

RB	Ruth Beattie	CH	Craig Houston
LB	Lyn Bryce	AM	Alan Mair
AC	Alan Carr	RM	Roderick McLachlan
NC	Neil Copland	IM	Isobel McMillan
EF	Elizabeth Foster	LO	Lorna Ogilvie
PG	Pam Gillies	RR	Ross Robertson
WAG	Alex Gray	LJR	Lindsey-Jane Rousseau
EG	Elsbeth Gray	HR	Helen Russell
BH	Bernie Hewitt	AS	Andrew Smith
PH	Pat Houghton	WW	William Whyte

MANAGEMENT BOARD MEETING

Saturday 27 June 2009

RSCDS Headquarters, 12 Coates Crescent, Edinburgh at 10.30am

AGENDA

Enclosures/Papers

- 1 **Apologies**
- 2 **Notes of meeting of 30 May 2009** *Attached*
- 3 **Matters arising from Notes not listed elsewhere**
 - 3.1 Unsatisfactory Trustee removal (note 2.1)
 - 3.2 Alliance and Leicester (note 2.2)
- 4 **Executive Officer Update**
- 5 **Strategic Discussions/Activities**
 - 5.1 Risk Management Plan (20 minutes) *Paper to follow*
 - 5.2 Strategic Plan Discussion (40 minutes) *Papers to follow*
- 6 **Finance**
 - 6.1 2008/09 Year end Accounts + Notes
 - 6.2 2009/10 Budget
 - 6.3 Investment Management
- 7 **Issues from AGM 2008**
 - 7.1 Boston Branch update
- 8 **Management Board Panels & Working Groups**
 - 8.1 Panels
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 - 8.2.2 AGM/Constitution (GP&F)
 - 8.2.3 Kaleidoscope
 - 8.2.4 Membership
 - 8.2.5 Procedures
 - 8.2.6 Role of President/Vice President
 - 8.2.7 VAT Recovery

- 9 **Directors and Appointments (Update)**
 - 9.1 Archivist
 - 9.2 Music Director
 - 9.3 Youth Director

- 10 **Management Committees**
 - 10.1 Schedule re meeting agendas, papers, notes
 - 10.2 Education and Training Committee
 - 10.3 General Purposes and Finance Committee
 - 10.4 Membership Services Committee
 - 10.4.1 AGM (Conference Weekend) 2010
 - 10.4.2 Editorial Board

- 11 **Health & Safety**

- 12 **Branches**

- 13 **Affiliated Groups**

None received at time of circulation

- 14 **Correspondence**

- 15 **Any Other Competent Business**

- 16 **Issues for:**
 - 16.1 Magazine Editor
 - 16.2 Marketing Officer

- 17 **Date of Next Meeting**

3 October 2009

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

**Notes of meeting of the Management Board
held on 27 June 2009 at 10.30am
at 12 Coates Crescent, Edinburgh.**

Present: Alex Gray (Chairman and Convenor of meeting)
Ruth Beattie (Chairman Elect)
Pam Gillies (Convenor, Membership Services Committee)
Helen Russell (Convenor, Education & Training Committee)
William Whyte (Convenor, GP & Finance Committee)
Lyn Bryce, Neil Copland, Bernie Hewitt, Craig Houston, Pat Houghton, Alan Mair,
Roderick McLachlan, Isobel McMillan, Lorna Ogilvie, Ross Robertson, Lindsey-Jane
Rousseau, Andrew Smith.

In attendance: Elizabeth Foster (Executive Officer), Craig Jackson (Notes)
Arnold Black (Auditor) – part meeting only

Apologies: Alan Carr

	Decision/Action	Member/s responsible	Date to be completed
1	Chairman's comments 1) AG expressed condolences to Elspeth. 2) A joint MB and Committees meeting and training day has been slotted into the draft meeting schedule for 2009/2010 – circulated. 3) AG reminded all trustees of the importance of confidentiality within all of the meetings of the Society.	All to note All to note	
2	Notes of meeting of 30 May 2009 and Matters Arising 1) <i>Boston Branch</i> – There had been no response from Boston Branch to date, although their AGM had taken place and it was thought that constitutional changes had been made. 2) <i>Members' Forum</i> – The forthcoming newsletter/update from AG would be circulated to MB members before being sent out. 3) <i>AGM 2010 and 2011</i> – Aberdeen Branch had provisionally booked 2010 and 2011. RB & EG to progress discussions with Aberdeen and Glasgow. 3) <i>AGM 2010 in Perth</i> – Noted that it would coincide with Perth Branch's 85 th Anniversary and Perth City 800 th Birthday. 4) <i>Kaleidoscope</i> – It was planned that AG would give a short presentation, then all office-bearers and MB members present would answer questions. 5) <i>Education & Training Committee</i> - HR clarified that discussion had taken place on exam fees. The discount for candidates was agreed and the exam fees are paid from Summer School budget. 6) <i>Unsatisfactory Trustee removal</i> to be discussed under item 8.2.2. 7) <i>Alliance and Leicester</i> - No progress, follow up ongoing. 8) The Notes were agreed as an accurate record.	AG RB/EG	31/08/09 30/09/09

	<p>3) Information and data from recent surveys was very useful and would inform the SP.</p> <p>4) EF was submitting a grant application to the Scottish Arts Council the following week. She hoped to secure funds to carry out research into models of best practice to deliver SCD to children and young people in Scotland. Further grant income will be sought, but such grants are generally only available for innovative projects, not for “regular” activities. The Fundraising WG can share the work of researching sources for grants. Agreed EF to take forward and liaise with the WG as necessary.</p> <p>5) Agreed that, when available, the SP will be put on the website.</p> <p>6) In discussing the work that Branches do to recruit members, AM questioned whether it should still be insisted that two qualified teachers were required to form a Branch. <i>(Post-meeting note: EG confirmed that the <u>requirement</u> for two qualified teachers was removed from the Branch application form in 2003, substituted by “In order to maintain a high standard of teaching, the Society would normally expect a Branch to have two fully certificated teachers.”)</i></p> <p>7) Noted that a report of the unofficial conference of some Scottish Branches had been received. There was some discussion on the contents, and AG would address some of the issues raised in the newsletter/update.</p> <p>8) It was suggested that Branch representatives should be involved in planning future Scottish Branch Conferences; comments to AG.</p>	<p>EF</p> <p>AG</p> <p>All</p>	<p>31/08/09</p> <p>31/08/09</p> <p>30/09/09</p>
5	<p>Finance <i>{Arnold Black (AB), audit partner of Alexander Sloan, was present for this item.}</i></p>		
5.1	<p><i>2008/09 Year End Accounts</i></p> <p>1) WW talked to the annual Accounts and Trustees’ Report. The accounts had moved from a significant negative outturn last year to a positive situation this financial year.</p> <p>2) The bottom line was £25K better than break even, but once money had been transferred to JMMF, the outcome was adjusted to £2,777 in the black.</p> <p>3) WW referred to Branches submitting subscription income in different ways and at different times of the year. WW recommended updating the subscription renewal form to try to get all Branches paying by 31 March.</p> <p>4) VAT was now being paid on some elements of the subscriptions which has had a negative impact.</p> <p>5) The Schools’ contribution was greatly improved. The VAT situation with regard to Summer School had also helped.</p> <p>6) Sales of stock were better, due to price increases and JMMF meeting the cost of the final digital recordings. AB noted that meeting the cost of recordings from JMMF was prudent. He suggested that JMMF and the General Fund should be considered together, and if they were combined then members would have to be informed. He also referred to the 2007 policy document, re JMMF funding for CDs, and noted that in moving</p>		

	<p>to digital downloads, the policy and methods of selling would need to be altered. A working group would need to be formed to consider this further.</p> <p>7) The next examiners' seminar would be in 2010 at the earliest.</p> <p>8) Central costs were under better control.</p> <p>9) There were higher governance costs, relating to the cost of professional advice, and this would be an ongoing trend due to regulations.</p> <p>10) Meeting expenses were higher, although Trustee expenses had gone down. WW explained that meeting expenses covered committee and working groups, whereas Trustee expenses were MB only. He would be able to answer in detail by AGM.</p> <p>11) Total VAT refund to date was £84,000 net, of which 25% would go to the VAT consultant, some would appear on this balance sheet and some on the 2008 figures.</p> <p>12) With respect to the JMMF appendix, WW explained that the MB had agreed to use JMMF more proactively, eg digital recordings, young teacher exchange. AB agreed that JMMF was for spending as it was a designated fund, not restricted, therefore it could be used at the discretion of the MB. It was agreed that the baseline for JMMF, below which it should not be allowed to drop, was £100K; it currently stood at approximately £140K.</p> <p>13) There had been losses on investments. The Reserves policy was sufficient to cover one year's administration. Central costs and the current situation was reasonably comfortable.</p>	MB agenda	03/10/09
5.2	<p><i>2009/10 Budget</i></p> <p>1) Agreed to amend Summer School surplus from £90K to £80K.</p> <p>2) With the above amendment, the budget for 2009/10 was agreed.</p>	WW	14/07/09
5.3	<p><i>Investment Management</i></p> <p>Seven companies/banks had been invited to submit proposals for the management of the two investment funds. A working group of WW, RR and Robert McColl reviewed the proposals and reduced the list to three, all of whom would be interviewed, with EF involved in the interviews, along with AG as possible. The current fund manager (Tilney) was not in the final three. All were large, secure companies with good reputations. Agreed to take forward before the September MB meeting.</p>	WW	14/09/09
5.4	<p><i>Subscription Fee</i></p> <p>CH proposed putting a motion to the 2009 AGM for a £1 increase in the subscription wef July 2010, with a clear and simple explanation. WW did not believe it was a good time to propose an increase. A full discussion took place. A vote was taken on CH's proposal, and it was agreed by a majority. It was suggested that if there was a substantial VAT refund, additional subscription income may not be required. AG to seek advice regarding how the refund can be used. The provisional AGM agenda was to be circulated on 28 August. It was also suggested that Subscription Fee should be a standing item on the AGM agenda, along with a Board recommendation.</p>	AG	03/10/09
5.5	<p><i>Auditor</i></p> <p>1) Arnold Black (AB) discussed the legal and statutory requirements for audit with reference to charities. He noted that</p>		

	<p>turning around the Society's deficit in one year was a major achievement, and he hoped that this momentum would be maintained.</p> <p>2) The fall in value of stock market investments had been significant, and it would be important to monitor quarterly investment reports.</p> <p>3) With regard to membership subscriptions, AB noted that because the subscription year ended in June it did not coincide with the accounts year end; reporting 9/12 of subscription income in a financial year with 3/12 of previous year income would give a consistent view of member income. There was discussion regarding payment of subscriptions and the benefit or otherwise of changing the membership year.</p> <p>4) Noted that there was no reference to collection or payment of membership subscriptions in the Branch licence agreement.</p> <p>5) AB confirmed that the capital of JMMF could be spent, as it was treated as a designated fund, ie not restricted.</p> <p>6) AB was satisfied that the points in the management letter last year had been addressed, and was happy with the result, which would have been even stronger but for the drop in investments. He congratulated the Board from an audit point of view on the performance with regard to systems and controls. There had been "yellow cards", but the appropriate action had been taken. No "cards" would be issued this year.</p> <p>7) The accounts were approved by the MB. AB would now sign them, and it was agreed that AG should sign on behalf of the MB.</p>	AG	31/07/09
6	Boston Branch Update As reported in 2(1) above, there was no official update as yet.		
7	Management Board Panels & Working Groups		
7.1	<i>Adjudication Panel</i> Had not met.		
7.2	<i>Dance Scottish Panel</i> It was suggested that MB members contact their "link" Branches to find out about activities planned for Dance Scottish Week, RB and EG to be informed. RB invited all MB members to attend the Ball.		
7.3	<i>Fundraising Panel</i> Nothing to report.		
7.4	<i>HR Panel</i> Recommendations dealt with in 3(3) above.		
7.5	<i>Marketing and Publicity Panel</i> <ol style="list-style-type: none"> 1) Liz Fraser (LF) had submitted a report. Some demonstration requests had been passed to Edinburgh Branch. 2) Weekend West – RB reported that there were some difficulties but the second performance was very good and not as negative as the report suggested. 3) Inverness – LF was hoping for a double presentation in conjunction with the Branch. This is under discussion. 4) AM felt the MB should have an update on what was being planned with regard to Olympic and Commonwealth Games. 	LF/RB LF/RB	31/08/09 31/08/09
7.6	<i>Strategic Discussions Panel</i> Nothing to report.		

7.7	<p><i>Conferences – Scottish Branches and Regional</i></p> <p>1) The next Scottish Branches Conference will be on 6 February 2010, with LO as Convenor. As already mentioned, it was suggested that some Branch representatives be involved in the committee.</p> <p>2) AG and RB were going to TAC for the next Regional conference.</p> <p>3) Consideration to be given to future regional conferences programme.</p>	LO	31/08/09
7.8	<p><i>AGM/Format of meeting Working Group</i></p> <p>The group had made recommendations to the previous meeting.</p>		
7.9	<p><i>AGM/Constitution (GP&F)</i></p> <p>1) Legal advice should be sought with regard to 12-16 year olds voting at Branch level. They would be counted in Branch membership numbers for delegate/vote allocation.</p> <p>2) Termination of Trustee's Office – after discussion, agreed to use text recommended by the lawyer, although it was suggested he be asked about an appeals process.</p> <p>3) Para 24(b) – amend wording to make up to two examiners on E&T.</p> <p>4) Agreed the lawyer to be consulted on all the proposed changes.</p>	EF EF EF EF	03/10/09 03/10/09 03/10/09 03/10/09
7.10	<p><i>Kaleidoscope</i></p> <p>A report of the event would be put on the RSCDS website and circulated on Strathspey.</p>	EG	When available
7.11	<p><i>Membership</i></p> <p>Handover of the Working Group to LJR's convenorship was approved, as proposed at the previous meeting.</p>		
7.12	<p><i>Procedures</i></p> <p>PH reported that Procedures were all in a folder. MS Committee remits had been finalised. Appointment of Archivist and Directors had been added; E&T would have input into Music Director appointment. Procedures to be included on website in the longer term.</p>		
7.13	<p><i>Role of President/Vice President</i></p> <p>There was discussion on the group's report. To be discussed further at the next meeting; Alastair MacFadyen to be invited to join the discussion.</p>	EF for agenda	18/09/09
7.14	<p><i>VAT Recovery</i></p> <p>There were two claims for the period pre-1997; one was at an advanced stage with HMRC, and could be worth £100-200K, the other, which could be worth approximately £200K was on hold. Alexander Sloan had calculated benefits in our accounts of £84,000, 25% of which would go to the VAT consultant. AG requested a written report for the next meeting.</p>	WW	18/09/09
7.15	<p><i>NZ Motion and AGM Amendment 2008</i></p> <p>This work had been concluded for the time being, and there was nothing further to report.</p>		
8	<p>Directors and Appointments (Update)</p> <p>EF reported that the terms of all three appointments had been agreed, as outlined in previous MB paper.</p>		
9	<p>Management Committees</p>		
9.1	<p><i>Meetings schedule</i></p> <p>Noted that a training day had been added.</p>		

9.2	<i>Education & Training Committee</i> Nothing further to report. Any comments to be emailed to HR.		
9.3	<i>GP & Finance Committee</i> Nothing further to report.		
9.4	<i>Membership Services Committee</i> 1) PG reported that Graded Book 2 was progressing, and that the volume of Books 7-12 was at the printer. 2) Future AGM/Conference Weekends were planned to be held in Perth 2010, Aberdeen 2011 and Glasgow 2012. 3) There was nothing to report from the Editorial Board.		
10	Health & Safety Nothing to report.		
11	Branches Nothing to report.		
12	Affiliated Groups Nothing to report.		
13	Correspondence AG had received an appeal concerning the lower age limit for Conference Weekend dances. The person concerned had been advised that only 14+ years could attend, but an official communication in October 2000 had set the lower age limit at 8 years. In this instance, the MB voted to honour the 2000 commitment, but agreed that this issue should be kept under review.	EF	31/07/09
14	Any Other Competent Business There was no other business.		
15	Issues for Magazine Editor/Marketing Officer None identified.		
16	Date of Next Meeting Confirmed as 3 October 2009.		

RB	Ruth Beattie	CH	Craig Houston
LB	Lyn Bryce	AM	Alan Mair
AC	Alan Carr	RM	Roderick McLachlan
NC	Neil Copland	IM	Isobel McMillan
EF	Elizabeth Foster	LO	Lorna Ogilvie
LF	Liz Fraser	RR	Ross Robertson
PG	Pam Gillies	LJR	Lindsey-Jane Rousseau
AG	Alex Gray	HR	Helen Russell
EG	Elsbeth Gray	AS	Andrew Smith
BH	Bernie Hewitt	WW	William Whyte
PH	Pat Houghton		

MANAGEMENT BOARD MEETING

Saturday 3 October 2009

RSCDS Headquarters, 12 Coates Crescent, Edinburgh at 10.30am

AGENDA

Enclosures/Papers

- 1 Apologies
- 2 NOTES OF MEETING OF 27 JUNE 2009
- 3 Matters arising from Notes not listed elsewhere
 - 3.1 Alliance and Leicester
 - 3.2 Subscription Fee

3-3 WB & GPF /
3-4 VAT update
3-5 Ch. newsletter?
- 4 Finance
 - 4.1 Management Accounts First Quarter 2009-10 _____ *1/E; BS; JMMF; WW update; Q1 results*
 - 4.2 2009/11 Budget
 - 4.3 Investment Management
 - 4.4 Pension Fund
5. Executive Officer
 - 5.1 General Update, incl. Health and Safety
 - 5.2 Risk Management Plan (Update)
 - 5.3 Strategic Plan 2010-13 (Update)
6. BBC Children in Need – Dance Scottish for Pudsey
7. RSCDS AGM
 - 7.1 AGM 2008
 - 7.1.1 Boston Branch (Update)
 - 7.2 AGM 2009
 - 7.2.1 Draft Agenda _____ *agenda + app A + B*
 - 7.2.2 12-16 year old RSCDS Members
 - 7.2.3 Other Constitutional Matters
- 8 Management Board Panels & Working Groups 2008-09
 - 8.1 Panels
 - 8.1.1 Adjudication
 - 8.1.2 Dance Scottish
 - 8.1.3 Fundraising
 - 8.1.4 HR
 - 8.1.5 Marketing and Publicity _____ *repak*
 - 8.1.6 Strategic Discussions
 - 8.1.7 Conferences – Scottish Branches and Regional _____ *repak on TAC conf*
 - 8.2 Working Groups Status

- 8.2.1 AGM/Format of meeting - *concluded*
- 8.2.2 AGM/Constitution - *still active*
- 8.2.3 Kaleidoscope - *report provided* — *report.*
- 8.2.4 Membership - *continuing under chair of Lindsay-Jane Rousseau*
- 8.2.5 Procedures - *concluded*
- 8.2.6 Role of President/Vice President - *for discussion*
- 8.2.7 VAT Recovery - *continuing*
- 8.2.8 NZ Motion and AGM Amendment 2008 - *concluded*

9 Management Committees

- 9 10.1 Revised Schedule re meeting agendas, papers, notes — *schedule*
- 9 10.2 General Purposes and Finance Committee
 - 10.2.1 JMMF
- 9 10.3 Education and Training Committee — *12 Sept minutes*
 - 10.3.1 Emerging teachers
 - 10.3.2 Curriculum for Excellence and CPD
 - 10.3.3 Winter School
- 9 10.4 Membership Services Committee — *5 Sept minutes.*
 - 10.4.1 Graded Book 2
 - 10.4.1 AGM (Conference Weekend) 2010
 - 10.4.2 Editorial Board

10 Branches — *Boston; E. Angus*

11 Affiliated Groups

None received at time of circulation

12 Correspondence

13 Any Other Competent Business

14 Issues for:

- 16.1 Magazine Editor
- 16.2 Marketing Officer

15 Date of Next Meeting

21 November 2009

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

**Notes of meeting of the Management Board
held on 3 October 2009 at 10.30am
at 12 Coates Crescent, Edinburgh.**

Present: Alex Gray (Chairman and Convenor of meeting)
Pam Gillies (Convenor, Membership Services Committee)
Helen Russell (Convenor, Education & Training Committee)
William Whyte (Convenor, GP & Finance Committee)
Lyn Bryce, Neil Copland, Pat Houghton, Alan Mair, Roderick McLachlan, Lorna Ogilvie, Ross Robertson, Lindsey-Jane Rousseau, Andrew Smith.

In attendance: Elizabeth Foster (Executive Officer), Elspeth Gray (Notes)

Apologies: Ruth Beattie, Alan Carr, Bernie Hewitt, Craig Houston, Isobel McMillan.

	Decision/Action	Member/s responsible	Date to be completed
1	Chairman's comments 1) AG noted that the start of the meeting was delayed slightly, because of discussions concerning an issue on which advice had been received from the lawyer the previous day. 2) AG reminded all members of the importance of confidentiality. 3) There were 2 additions to Matters Arising: a report from the Working Group on the future of GP&F, and a VAT update.		
2	Notes of meeting of 27 June 2009 1) AM had emailed a correction regarding younger members. EF reported that Aberdeen Branch had been contacted regarding their intent re their amendment, and the lawyer had been consulted. The situation did not require further constitutional amendment, but it needed to be made clear to Branches that younger members did not have voting rights. It was recommended that younger members have a separate membership form, countersigned by parent or guardian, and a different membership card. To be discussed further under Constitution on the agenda. 2) AM noted that two points in the MB Report on the website did not agree with the meeting notes. It was agreed that in future, reports must be an accurate abstract of the meeting notes. Notes, and reports, should be circulated to MB earlier, so that they are seen by them before being sent to Branches or put on the website. Although the protocol says that reports will be done by the Chairman, that could be changed. AG to discuss with RB. 3) The notes of the meeting of 27 June 2009 were accepted as an accurate record.	AG/EG AG/RB	ongoing 31/10/09
3	Matters Arising		
3.1	AS requested a further matter arising, the Chairman's newsletter.		
3.2	<i>Alliance & Leicester (3.1)</i> The offer of £150 had been accepted, but had not yet been received.	EG	23/10/09
3.3	<i>Subscription fee (3.2)</i> A summary of the action taken had been circulated. The lawyer had		

	agreed that AG's action was perfectly legal in the circumstances, although in general it was not good practice to change MB decisions.		
3.4	<p><i>Working Group on GP&F/EO role (3.3)</i></p> <ol style="list-style-type: none"> 1) WW believed it was always clear that some GP&F activities should be part of the EO role. EF had begun taking over some of those responsibilities, which were primarily internal and in most organisations would reside with the EO. WW was very happy with what EF had achieved in her almost 12 months to date. WW's term of office ends in November 2010, and no Convenor Elect had come forward this year; November 2010 was therefore a logical end date to complete the transfer of activities. There could be an impact on staff, although there will be some future flexibility regarding staff. 2) Panels and working groups were being used more proactively, and their members could be selected from outwith the Board/Committee structure. It was important to ensure such panels/ WGs were responsible to the MB or EF. WW felt there was still a role for the Treasurer, as a detached person considering higher level finances. He believed these changes should be flagged at this year's AGM, to prepare members. The WG would continue to report to MB throughout the year on transfer of responsibilities, changes to staff, changes to constitution, and that work would begin immediately. The WG currently consisted of: AG, RB, WW and NC; RR agreed to join the group, and NC was willing to continue after his term of office finished in November. 3) LO asked if there would be a need for more trustee/MB meetings, if GP&F did not exist. AG thought it unlikely, and EF said that the intention was to streamline processes such that it should not involve trustees in additional time. AS noted that, in her report, EF had commented on administrative constraints, and it was important that that was reflected in the Strategic Plan. EF agreed; there were different ways of doing things, but they should not involve more time for the MB. WG to bring alternative models and costings back to the Board for discussion, as appropriate. 4) It was noted that while EF would manage the budget, the spending committees' input was essential. EF was trying to facilitate more overt forward planning. 5) AG was considering ways of putting this forward at the AGM. The lawyer had advised not to give too much detail at this stage. 6) With regard to the Strategic Plan, EF was awaiting feedback from committees; it was unlikely to be finalised by the AGM, but she would be happy to discuss its contents. The lawyer would be providing some of the training in November, covering good governance generally; suggestions to EF for what else to cover in the training session were welcomed. 7) WW felt that part of the discussions on the way forward should include the number of MB meetings, and HR suggested the format of meetings should also be considered. At TAC, there had been discussion on whether members overseas could sit on panels, which may be possible and should be considered. 	GP&F WG	
		All	asap
)) AG/EF)	over the next year
3.5	<p><i>VAT update</i></p> <p>WW had received a report from the VAT consultant in draft form. He would cover all the points later in the agenda, and would circulate the</p>	WW	09/10/09

	report when he received it (expected next week).		
3.6	<p><i>Chairman's newsletter/update</i></p> <p>RM understood that AG was going to send a newsletter/letter to Branch secretaries. AG had been unable to do so, as he had not had time, partly because of having to deal with issues such as the one he was about to discuss.</p>		
4	<p>Letter from Glasgow Branch Secretary</p> <ol style="list-style-type: none"> 1) A letter had been sent, purportedly on behalf of Glasgow Branch committee, to a number of different Branches. However, some members of the Glasgow committee were not aware of the letter. 2) The Branch secretary had asked EF in August for clarification on four points pertaining to the annual accounts, then sent subsequent letters to WW and AG, which were identical apart from addressee. The letters to WW and AG use the description "misappropriation of funds". The lawyer had been consulted. The four issues addressed to EF concerned: the terms on which the JMMF was established; the cost of establishing the database and the reasons, and cost of the replacement database; the number of attendees at Kaleidoscope on behalf of the Society and the related cost; and the cost of the car parking space for Coates Cres. 3) The letter to WW and AG, received in September, contained an analysis of the RSCDS accounts, saying the Branch had grave concerns. The accusation of "misappropriation" was applied to sums used from JMMF to meet the cost of recording CDs. They believe that JMMF is a restricted fund, and that recordings should not have been met from it. Also highlighted was the potential liability if the Society withdraws from the pension fund – which AG pointed out was in place long before any of the current members became trustees, and was not unusual. Their conclusion was that JMMF was being used for questionable expenditure; that the present level of expenditure could not be sustained; there was no provision for contingencies in the budget; and it was likely that an increase in subscriptions would be requested. 4) AG reported that, having talked with the lawyer, he had looked into JMMF in depth, going back to when it was established in 1978. All of this had taken a lot of time, and legal fees, to investigate. There was also concern about the wording used. 5) The letter sent out to central Scottish and other Branches contained similar comments to the letters sent to WW and AG and suggested a meeting of interested Branches in late October. 6) AG read out a draft response to the Glasgow Branch Secretary, which would be copied to all members of the branch committee. 7) AG had had several conversations about JMMF with Richard Turnbull, who believed it was impossible to distinguish how much of the fund was capital, and that the trustees were the people who decided how it was spent. AM was concerned that there was an emotional argument concerning the JMMF, and that care needed to be taken. EF noted that in accounting terms, the fund should never have been described as restricted. Members were assured that JMMF continued and was a separate entity, and according to the accountants did not ever comply with the terms of a restricted account. EF stressed that the lawyer was very clear about taking a 		

	<p>measured response and not inflaming the situation. RM noted that Marilyn Jeffcoat frequently said that JMMF was set up as unrestricted, although <u>treated</u> as restricted.</p> <p>8) The reference to the fund being “preserved intact” was in the 1979 Bulletin. The accountant had advised a few years ago that we needed to spend more out of JMMF. WW noted that the MB had agreed that it would not be allowed to drop below £100K.</p> <p>9) PH questioned whether the concern in the original letter was about what the money had been spent on. AG said that that was at the heart of it, but there was also the emotive issue about how the fund was established. WW noted that in the 1970s inflation was high, and interest rates were consistent, but the picture was very different today.</p> <p>10) LJR asked whether the Kaleidoscope costs tallied with the accounts; AG replied that they did, but Kaleidoscope did not fall in the 2008-09 accounting year.</p> <p>11) Agreed to send the response letter as read out with minor amendments.</p>	EF	05/10/09
5	Finance		
5.1	<p><i>Management Accounts, First Quarter 2009/10</i></p> <p>1) Subscription income was slightly less than budgeted. In the period April-June, little comes in, apart from the 25% carry forward from previous year.</p> <p>2) Dividends and interest were slightly higher than expected.</p> <p>3) Events showed an income, rather than expenditure, which was money received for Homecoming activities.</p> <p>4) Salaries etc were higher than budget, to be checked out.</p> <p>5) Bank/credit card charges – included charges for Schools payments made by credit card. WW suggested more favourable terms should be sought from our bank, as there was an increasing number of credit card transactions.</p>		
5.2	<p><i>2009/11 Budget</i> – The budget process would start very soon after the AGM. There was already a preliminary budget for 2010/11. AG noted that CH believed that, at the last MB, it had been agreed not to publish the budget on the website, although that was not mentioned in the notes of the meeting.</p>		
5.3	<p><i>Investment management</i> – A new supplier, Newton, had been appointed and funds were in the process of being moved. Some stocks and shares that they did not wish to accept had been sold. Cash received would be passed to Newton for investment.</p>		
5.4	<p><i>Pension fund</i> – There was a contingent liability if there were no employees in the scheme. There was one employee in the Group 3 plan, with their agreement this was moved to Group 4 plan, so the contingency will not increase further. Everything possible at the moment had therefore been done to limit liability, and this would be outlined in the final accounts. The situation was not anyone’s “fault” but was the result of government legislation.</p>		
6	Executive Officer Report		
	<p>1) The report was fuller than previously, and covered what had actually been worked on and achieved to date.</p> <p>2) <i>Staffing</i> – Moira had been employed on a temporary basis since December 2008, and was a very reliable and effective worker. EF</p>		

could not address the overall staffing position while Jill was on maternity leave and Craig was “acting-up”. Jill had now resigned and EF was keen to offer Moira the permanent, full-time position. References had been acquired. EF had met with Moira, Craig and EG to look at workloads. Moira will take over Membership Services Committee from EG, and will continue to deal with examinations, medal tests and Spring Fling. EG will act as minute secretary for MB, and continue responsibility for database, website, and member & Branch communications and support. Craig will continue to act as secretary to E&T, administer Summer and Winter Schools, and ad hoc events administration. These arrangements would be reviewed in approximately six months. Kate had indicated she will retire before Summer School 2010. EF believed that Kate’s hours could be redeployed in order to use that time more effectively, eg to bring more of the finances in-house and provide more direct administrative support to EF.

- 3) *Health & Safety* – Responsibilities had been redistributed; Shona was Fire Officer, Moira and EG would undertake basic first aid training, and Craig was responsible for H&S generally.
- 4) *Premises* – Outstanding issues had been addressed, ie repairs to the back office following water damage, shelving in cupboards, and a desk for the Archivist. Stewart Adam had not been able to do as much as had been intended, due to ill health, which had held some things back.
- 5) *Fire alarm* – 3 tenders were received to upgrade the system, and the work had now been carried out. An additional sounder may be required; there were some difficulties in working with 2 different companies for fire/intruder alarms.
- 6) *Office Procedures Manual* – was being kept up to date.
- 7) *IT equipment* – had been installed, and there was now wireless capability in the Board Room. There had been a few email problems, but generally EF was very happy with the installation and support. Over the next year, we would spend less and enjoy a higher level of support and faster broadband. Office 2007 was now installed, but staff were generally trying to ensure that documents sent out were either 2003 version or pdf.
- 8) *Database* – this had been problematic, and had generated increased workload. Bill Austin had been very helpful. The work to re-site the database and improve the synchronisation had been placed in the first instance with a contact of Microsys Solutions.
- 9) *Website* – A small working group looked at identifying a provider to update the look of the website and also to improve the functionality. Tender documents were circulated to 9 companies, and 3 (including the current provider) were interviewed. The current provider was eliminated, as the specification had not been fully addressed or costed. The remaining 2 were eCom and Web Foundry. eCom offered a proprietary content management system (CMS); made a good visual presentation, with a good sense of what new website could look like; currently supported several educational organisations; had an annual licence system for the CMS, increasing the on-costs; add-ons were available, at a cost; initial capital cost was just under £20k, but on-costs covering

	<p>licence, hosting and back-up were £4,830. Web Foundry offered a good solution, based on Joomla CMS; provided a follow-up meeting to expand on “hands-on” aspect; their initial capital cost was £18,112 inc VAT, and on-costs covering hosting and back-up were £1,400. Both companies provided 4 client referees, all positive. It was not an easy decision, but EF had concluded that Web Foundry offered the most appropriate solution. It was difficult to justify eCom’s high on-costs. She sought MB approval to offer the contract. EF confirmed that they were fixed quotes. WW asked MB to consider that this was an additional expense, and how it should be presented to members; it could be funded from reserves, from VAT recovery money, or added to the subscription. Although AS was concerned that the MB was again considering spending a large sum in the current year that had not been planned for, it was accepted that the website was a major concern for members. EF also pointed out that one of the advantages would be streamlining event management, which was currently human resource-intensive. Agreed to use VAT recovery money to fund the work, and to go with EF’s recommendation.</p> <p>10) <i>Scottish Arts Council</i> – SAC were keen on the submission made to them, to employ a Development Officer (DO) to look at good practice in involving children in SCD, collate information and start to roll out a programme. Scottish Branches would be asked if they wished to be part of a pilot group, and the DO would support them in developing a plan of action for their area, which the Branches would be encouraged to develop. SAC were keen to see this as part of the broader dancing community in Scotland, and would like it to be inclusive. EF would be preparing a draft Equal Opportunities policy for the Board.</p> <p>11) <i>Strategic Plan</i> - EF had been working with HR, as E&T had a more developed plan than others at the moment and could provide the base for a model that others could slot into.</p> <p>12) <i>Risk management plan</i> – Highlighted in yellow on the tabled report were areas where work was being actively progressed. Agreed members to take it away, and formally approve at the next meeting.</p> <p>13) All to let EF know if the report format was useful, and to email her if there were any further questions.</p> <p>14) EG noted that interest had been shown in the pop-ups/banners that had been acquired for the Scottish Parliament reception; it was hoped to make the artwork available for Branches to use.</p>	<p>EF</p> <p>EF</p> <p>All</p> <p>All</p>	<p>09/10/09</p> <p>in the next few months</p> <p>21/11/09</p> <p>before next MB mtng.</p>
7	<p>BBC Children in Need</p> <p>Two members were planning a Children in Need event in Dumfries in 2010, and had sought RSCDS support. This was, at least in part, so that they could “use” our constitution to get local authority funding, but in fact that was not going ahead. They were getting some support from Dumfries Branch. They were not aware that other branches had organised Children in Need events previously. HR noted that they had also requested free advertising in the magazine, and badges for participants. Deb Lees believed that a lot of branches/clubs would be holding similar events in 2010, and that support should be more widespread. It could be publicised at the AGM in terms of asking all</p>		

	<p>opportunity for the reception at the Scottish Parliament. A number of useful contacts had been made.</p> <p>2) The food had been very disappointing at the DSW ball. WW reported that the budget for the week of £1,200 was already subsumed by the loss on the ball.</p>		
9.3	<p><i>Fundraising Panel</i></p> <p>This had mostly been covered in EF's report. There had been no response regarding Bingolotto to date.</p>		
9.4	<p><i>HR Panel</i></p> <p>Already covered in EF's report.</p>		
9.5	<p><i>Marketing and Publicity Panel</i></p> <p>1) LF's report had been circulated. AM felt that she should be spending more time on marketing the Society to encourage people to join. EF noted that that focus this year had been on Homecoming events, but she had suggested that LF prepare a plan linked with the strategic plan, and would be taking that forward. EF felt that LF could do more, eg researching local festivals that Branches could be involved in, but that would be in a Scottish rather than (inter)national context.</p> <p>2) HR had a suggestion from a member of E&T that it might be worth following the trail of university Celtic clubs, pipe bands etc around the world to see if RSCDS could get involved.</p> <p>3) EF felt that, in the long term it might be better if the MO was closer to HQ, and more mainstream. AG suggested EF prepare a paper laying out her ideas.</p> <p>4) Suggestions for marketing projects should be sent to EF.</p> <p>5) EF proposed a calendar of events on the website.</p>	EF	in the next few months
9.6	<p><i>Strategic Discussions Panel</i></p> <p>Nothing to report.</p>		
9.7	<p><i>Conferences – Scottish Branches and Regional</i></p> <p>1) <i>TAC regional conference</i> – AG and RB had amended the TAC report, italics were responses at meeting & bold text were post-conference notes. AG would appreciate comments quickly, as he wished to get back to them before end October.</p> <p>2) HR was in favour of increasing turnover of teachers at Summer School. Agreed that Schools Directors should be encouraged to do so, and suggestions would be passed on to them. There was currently a set of forms for applying to be on the list. Schools Subcommittee sends observers on two occasions to watch applicants teach, both reports must be positive before they are accepted.</p> <p>3) <i>Scottish Branches Conference</i> - LO had had 3 responses from members willing to help, and there was an ad in the magazine.</p>	All HR	23/10/09 Ongoing
9.8	<p><i>AGM/Constitution (GP&F)</i></p> <p>Discussed under AGM.</p>		
9.9	<p><i>Kaleidoscope</i></p> <p>The report had been circulated. AM suggested that in future, MB representatives attending such events should report back directly to the MB. AG felt it had been a positive conference. However, the timing of the MB presentation was not good, and there had not been time for dialogue or discussion. The four previous speakers had made some provocative points but there had not been the chance to respond. AG felt the TAC presentation had worked better, with a presentation one</p>		

	evening and questions the following evening. It had been expensive to send that number of representatives to Kaleidoscope. Agreed report to be put on website.	EG	23/10/09
9.10	<i>Membership</i> LJR and NC were keen that the survey was circulated before the AGM.	EG	23/10/09
9.11	<i>Procedures</i> PH recognised that the group's work was concluded, but noted that there was no procedure for dismissing appointed posts. AG and EF agreed this should be addressed.	EF	in the next few months
9.12	<i>Role of President/Vice President</i> 1) Dr MacFadyen was unable to attend this or the November MB meeting, but would attend in December. EF was not clear what his role would be on the training day; EF and AG to discuss. 2) Dr MacFadyen was happy to continue as things are for now. He felt unable to recommend anyone who would satisfy the outlined requirements, and it was for the MB to decide on his successor, although he had said that he wished to stay in post until 2013. Following discussion, AG noted that the MB did not seem clear what was wanted, other than wishing Dr MacFadyen to continue.	AG/EF	prior to the Dec. mtng.
9.13	<i>VAT Recovery</i> 1) <i>VAT</i> WW asked the MB to approve the recommendations regarding Winter School and Spring Fling. HR was unhappy with the suggestion that Winter School was not a school in the same way as Summer School. WW had not consulted with HR and E&T before bringing the report to MB; he felt that it was the definition from the VAT viewpoint that was critical. WW and HR to discuss further. The decision had to be made within the quarter, in order to know how to treat income. The decision would be made by email if necessary, once it had been discussed. 2) <i>VAT report</i> The main point was that the two pre-1997 claims lodged were ongoing. One had developed quite far, there were still reasonable hopes of a sizeable settlement.	WW/HR	30/10/09
10	Management Committees		
10.1	<i>Meetings schedule</i> Schedule 2009-10 had been approved at the previous meeting.		
10.2	<i>GP & Finance Committee</i> 1) There were reservations about taking money out of JMMF for recordings and books. AG agreed there should be no more recordings from JMMF, but there needed to be discussion on how Graded Book 2 was to be funded under MS on agenda. 2) Discussion to be held at next meeting as to how JMMF applications are dealt with.	WW/SC (agenda)	Next GP&F mtng.
10.3	<i>Education & Training Committee</i> 1) <i>Emerging teachers</i> There were 3 proposed strands: (1) funding teachers to travel from overseas to Summer School each year, and also promising UK teachers; (2) sending teachers to other residential schools, eg from UK to Australia/NZ/TAC, or from TAC to Australia/NZ. Australia was not keen on either of these. They were keen on (3), using JMMF to fund teacher development in other areas. Australia had a		

	<p>good track record of running their own development, but would occasionally like funding to eg fly in a UK practitioner. Rough costings had been given. WW believed that the figures were underestimated and would like a clearer cost structure. HR to edit and provide clarification. AM would prefer to see money spent on local teachers first, to see how such a scheme might operate without airfare costs. HR to circulate revised proposal before next meeting.</p> <p>2) <i>Winter School</i> Current numbers were: 96 on course 1 and 104 on course 2. HR would be happier if there were 17 more on the first course. George Meikle was considering adding a small music course. All to consider whether to run 2 courses in 2011 or revert to one.</p> <p>3) <i>Curriculum for Excellence</i> HR reported that the way forward was to provide CPD courses to schoolteachers. A workshop for potential CPD trainers was proposed for 17 April in Scotland, notification had gone to Branches. RR was trying to help find funding, as it was a Scottish-only initiative.</p>	HR	06/11/09												
		All	21/11/09												
		RR	asap												
10.4	<p><i>Membership Services Committee</i></p> <p>1) <i>Graded Book 2</i> The book was almost ready, and 3 bands had been asked to undertake the recording, both were planned to be ready for Winter School. WW noted that the recording was a significant cost; if it came from JMMF, the full cost of the recording would have to be taken into the accounts in the current year, although there was no budget for it, and that would have to be explained to the members. AG felt that this was a different issue from other JMMF-funded recordings. What was done previously was that the cost of recording was put under activities and the cost of production went onto the other side as stock. A new recording would sell within a year. There was a different policy for recordings funded from JMMF. WW was disappointed that this discussion had not taken place earlier in the year and funding included in the budget. AG believed that it was a result of Jim Healy leaving post and the project being between two committees. There was discussion as to whether or not the accounting/stock policy had actually been changed. If it were to be changed again from what had operated for the last 2 years, there may be problems with the accountant/auditor. AG believed the change had only applied to recordings funded from JMMF. WW asked if the recording could be delayed till April, but PG noted that E&T were keen for it to be available sooner. AG said he would talk to the accountant about this matter to see if there is a way forward and circulate the result of the discussion.</p> <p>2) <i>AGM</i> Numbers were slightly down from the same point last year (2008 in brackets):</p> <table border="0"> <tr> <td>Ball</td> <td>461</td> <td>(500)</td> </tr> <tr> <td>Class</td> <td>81</td> <td>(128)</td> </tr> <tr> <td>Dance</td> <td>446</td> <td>(503)</td> </tr> <tr> <td>Workshop</td> <td>82</td> <td>(84)</td> </tr> </table>	Ball	461	(500)	Class	81	(128)	Dance	446	(503)	Workshop	82	(84)	AG	asap
Ball	461	(500)													
Class	81	(128)													
Dance	446	(503)													
Workshop	82	(84)													

	3) <i>Editorial Board</i> Issue 9 of the magazine was now with the printer, and would go to the distributor on Friday. Congratulations were expressed to Andrew Kellett, who had done an excellent job.		
11	Branches 1) EG reported that East Angus had deregistered as a charity, following discussions with OSCR, in which we had been involved. 2) There was nothing further on Gatehouse of Fleet Branch.		
12	Affiliated Groups LB queried the situation regarding TAS; EG confirmed that a letter had been sent to TAS confirming that they had been recognised as a Teachers' Association (not as an affiliated group).		
13	Correspondence John Buckle has written to John Wilkinson, then to EF, about various aspects of Summer School, and wanted his letter drawn to attention of the MB. His concerns included: no toiletries provided, no tea-making facilities in rooms, he had had to change classes etc. JW had taken action at the SS. EF had responded in writing, including the information that the university had changed what was provided at the last minute. Neither EF nor the SS Director thought there was more that could be done. The correspondence was noted. EF confirmed that Summer School in 2010 was likely to be at St Andrews. The fee letter from the university was incomprehensible, however, so clearer figures had been requested; the response was passed to Schools Sub-Committee, who had yet to formally report back.		
14	Any Other Competent Business AM resigned from the Board. He did this with regret, but felt it was better that he step down.		
15	Issues for Magazine Editor/Marketing Officer No issues were highlighted.		
16	Date of Next Meeting 21 November 2009		

RB	Ruth Beattie	CH	Craig Houston
LB	Lyn Bryce	AM	Alan Mair
AC	Alan Carr	RM	Roderick McLachlan
NC	Neil Copland	IM	Isobel McMillan
EF	Elizabeth Foster	LO	Lorna Ogilvie
LF	Liz Fraser	RR	Ross Robertson
PG	Pam Gillies	LJR	Lindsey-Jane Rousseau
AG	Alex Gray	HR	Helen Russell
EG	Elspeth Gray	AS	Andrew Smith
BH	Bernie Hewitt	WW	William Whyte
PH	Pat Houghton		

MANAGEMENT BOARD MEETING

Saturday 21 November 2009

RSCDS Headquarters, 12 Coates Crescent, Edinburgh at 10.30am

(amended)

AGENDA

Enclosures/Papers

- 1 Apologies
- 2 Notes of meeting of 3 October 2009 *Attached*
- 3 Matters arising from Notes not listed elsewhere
 - 3.1 Alliance and Leicester
4. Finance
 - 4.1 Management Accounts Second Quarter 2009-10 *Attached*
 - 4.2 Financial Update WLW (2 papers) *Attached*
 - 4.3 2010-12 Budget Process
 - 4.4 Management letter from the Auditor *Attached*
5. Executive Officer
 - 5.1 General Update, incl. Health and Safety *Attached*
 - 5.2 Risk Management Plan (For Approval from MB of 3.10.09) *Attached*
 - 5.3 Scottish Arts Council Grant (Update) *Attached*
6. BBC Children in Need – Dance Scottish for Pudsey
7. RSCDS AGM
 - 7.1 AGM 2009
 - 7.1.1 Review
 - 7.1.1.1 Communication - Newsletter, Board/Committee Updates
 - 7.1.2 Co-options to vacancies – Board, Committees, Panels and WGs
 - 7.2 AGM 2010, 2011 and 2012
 - 7.2.1 Update
8. Management Board Panels & Working Groups 2010-11
 - 8.1 Panels
 - 8.1.1 Adjudication
 - 8.1.2 Conferences – Scottish Branches and Regional
 - 8.1.2.1 TAC Report
 - 8.1.3 Dance Scottish Week
 - 8.1.4 Fundraising
 - 8.1.5 HR
 - 8.1.6 Marketing and Publicity

**Notes of meeting of the Management Board
held on 21 November 2009 at 10.30am
at 12 Coates Crescent, Edinburgh.**

Present: Alex Gray (Chairman and Convenor of meeting)
Ruth Beattie (Chairman Elect)
Helen Russell (Convenor, Education & Training Committee)
William Whyte (Convenor, GP & Finance Committee)
Lyn Bryce, Isobel McMillan, Lorna Ogilvie, Ross Robertson, Andrew Smith, Elaine Wilde.

In attendance: Elizabeth Foster (Executive Officer), Elspeth Gray (Notes)

Apologies: Pam Gillies, Roderick McLachlan, Lindsey-Jane Rousseau, Keith Stacey.

	Decision/Action	Member/s responsible	Date to be completed
1	AG welcomed everyone to the meeting. He wanted to bring the following to members' attention: 1) Collective responsibility – the lawyer would discuss this at the training day, but some problems have arisen because of this not being observed; 2) The importance of maintaining confidentiality; 3) The <i>Take The Floor</i> broadcast that night featured AG and Alastair MacFadyen; 4) He would like a note of all MB members' skills and interests, to help when making up Panels and Working Groups. He explained that Panels were permanent groupings, working on regular/ongoing matters, and Working Groups were of short term duration, dealing with particular issues or topics. 5) Further to Alan Mair's email from the previous meeting, AG had checked the assertions made but did not wish to circulate it prior to the AGM. AM stated that £96K had been lost on recordings, but there was no evidence of that. AG had further investigated the funding/accounting treatment of CDs; JMMF was used only for the later, less popular recordings, in order to fulfil the policy of completing the digital recordings. Short-term CDs, which generally sold within a year, needed a different write-off policy. AG believed there should be two policies, depending on the likelihood of sales.		
2	Notes of last meeting 1) The notes of the meeting of 3 October 2009 were accepted as an accurate record. 2) Agreed that new MB members should get copies of past minutes.	EG	04/12/09
3	Matters Arising		
3.1	<i>Alliance & Leicester</i> (3.2) The money had not yet been received.	EG	18/12/09
3.2	<i>GP&F/EO role, alternative models and costings</i> (3.4 (3)) This was with a cross-GP&F/MB working group, which had not met since the last MB. EW requested that timelines should be scoped in.		

3.3	<p><i>Letter from Glasgow Branch Secretary (4)</i></p> <p>1) EF confirmed that the letter mentioned in the notes had been sent to Glasgow Branch. They had replied that they did not have time to respond before the AGM. A further letter was received after the AGM saying that a meeting would be appropriate. AG had discussed with RB and agreed that it would be best for EF and him to attend the meeting, and RB to retain some distance. AG would inform Glasgow Branch that their actions had incurred the cost of legal fees.</p> <p>2) AG noted that there was some concern about the motion that was being put to the New Zealand Branch AGM, but he had been assured it was extremely unlikely to be passed. He believed it was best for the Branch itself to sort it out.</p>		
3.4	<p><i>Salary costs higher than budget (5.1 (4))</i></p> <p>EW asked if this had been resolved; WW had not yet done so, but would check before the December meeting.</p>		
3.5	<p><i>Bank/credit card charges (5.1 (5))</i></p> <p>This was still pending.</p>		
3.6	<p><i>EO Report, staffing (6 (2))</i></p> <p>Pat Houghton had asked for it to be clarified in the MB report that Moira's was not a new post, she was replacing Jill Petri, although EF pointed out that it was not a "like for like" replacement.</p>		
3.7	<p><i>EO Report, staffing (6 (10))</i></p> <p>EF was congratulated for having secured SAC funding.</p>		
3.8	<p><i>Dance Scottish Panel (9.2)</i></p> <p>Gary Coull had agreed to join the Panel. It was felt important to nurture relationships with interested MSPs.</p>		
3.9	<p><i>Marketing Officer role (9.5 (3))</i></p> <p>1) EW asked when the proposed paper might be ready; EF replied that it would probably be for the next full MB meeting. EF felt it was important to review whether LF was providing what was needed, although her contract ran until August. She would be interested to see LF's proposals in relation to the Strategic Plan.</p> <p>2) EF confirmed that LF was keeping in contact with the relevant bodies regarding the Olympics & Commonwealth Games, as far as possible, but it was challenging; the fact that nothing much was happening in those areas was not her fault.</p>		
3.10	<p><i>Fundraising (9.3)</i></p> <p>BingoLotto had been withdrawn due to lack of public support.</p>		
3.11	<p><i>Procedures (9.11)</i></p> <p>EW asked what progress there had been on procedures. Roy Bain had offered to meet with EF next week; they would be looking at a complaints procedure, an equal opportunities statement, and a procedure for removing people from appointed posts.</p>		
3.12	<p><i>Role of President/Vice President (9.12)</i></p> <p>AS formally requested that the Board not let this "disappear".</p>		
3.13	<p><i>Meetings schedule (10.1)</i></p> <p>EG to put meetings schedule on website. EW proposed that meeting schedules should go onto the website asap, once agreed.</p>	EG	04/12/09
3.14	<p><i>Discussion with accountants re recordings (10.4 (1))</i></p> <p>AG and WW talked to the accountants on different aspects of the recordings and the outcomes would be discussed later in the meeting.</p>		

3.15	<p><i>Correspondence (13)</i></p> <p>WW had commented that he disliked correspondence being anonymous in the MB Report. In the interests of confidentiality AG felt such decisions needed to be made on a case by case basis.</p>		
4	Finance		
4.1	<p><i>Management Accounts, 2nd quarter 2009-2010 & Financial Update</i></p> <ol style="list-style-type: none"> 1) WW explained the difference between his and the accountant's papers, for new members. The accountant provided a large quarterly report, the management accounts, which were extremely detailed. GP&F considered the detail, but 2/3 years ago the format he used had been settled on as being more useful to the MB; it was what he would normally speak to at meetings. 2) The accounts still had JMMF "labelled" as restricted – it was important to have that changed. WW confirmed that the 'Youth Weekend workshop' referred to in the JMMF report was Youth Weekend West. 3) WW confirmed that there would be one set of magazine costs before December, and another set in the last quarter. 4) AG believed that the contribution from Summer School was likely to be nearer to £71K. WW noted that £4,500 of irrecoverable VAT had not been taken into account, due to its placing either by Shona or the accountant. HR asked WW to highlight that this was something the Schools Director and EF would need to bear in mind when preparing the next budget. 5) There was discussion concerning the amount of cash in hand. WW felt that a rough minimum would be 3 months of working cash, about £100K. LB hoped that as interest rates improved, more cash might be held in an interest-bearing account. WW noted that there was not the capacity for someone to look at accounts every day to ensure there were sufficient funds. Agreed that further consideration should be given to ensuring we are doing the best we can with cash. 6) IM queried why investments had gone down when the market had gone up. WW explained that with the transfer, some investments were not acceptable to Newton and had to be liquidated. 7) WW confirmed that the list of investments was in the detailed quarterly accounts; Newton's quarterly report would be circulated to the MB. WW confirmed that there was a policy on the objectives of investments, but no specific instructions had been given on ethics. However, the main investment fund was basically an ethical fund, not investing in tobacco, BAE etc. There would be one formal meeting a year with the investment adviser, to which MB members would be invited. 8) AS congratulated WW on his handling of matters at the AGM, with aplomb but not condescension. 9) WW said that the main point regarding the accounts was that the target for Summer School contribution was not met, but around £10K adrift. This could be made up in other areas. HR confirmed that there had been long and hard consideration on the budget and fee levels for Summer School 2010, as it was recognised that there was a point where the market would not bear more. 	<p>EF/Acct</p> <p>31/03/10</p> <p>WW</p> <p>29/01/10</p>	

4.2	<p><i>2010-12 budget process</i></p> <p>1) WW believed the budget process could easily be transferred to HQ. Data was collected from spending committees, central costs were included; it was then put into a recognised format, anomalies corrected, and presented to MB for approval. Last year, it was suggested that it be prepared earlier, which may be difficult, but WW would try to prepare a budget for the next formal meeting in February. EF noted that the outline Strategic Plan would also be available by then, which should help with the budget process. She would like a forward financial plan to sit alongside the strategic plan. WW would issue a “budget manual” before Christmas, and would request estimates from committees by early January.</p> <p>2) LB asked if the transfer of responsibilities from GP&F to in-house would require extra staff, as this had not been mentioned in previous discussions. EF explained that she was not planning at the moment for additional staff. Kate would be resigning at the end of March, which was an opportunity to rethink that post, and there was also the part-time Development Officer post, paid for by the SAC grant. She understood that an additional post was approved by the MB 2 years ago, but not implemented. Clearly any such proposal would come to MB for approval. EF clarified that the Development Officer post would be self-supporting; the individual would work in conjunction with the Youth Director and with individuals in Branches, and she anticipated a quarterly report being published on the website.</p>	WW Convenors	21/12/09 15/01/10
4.3	<p><i>Mgmt letter from auditor</i></p> <p>The report from the auditor was extremely positive. AS noted that the MB had responsibility as trustees for the prevention and detection of fraud. EF replied that as long as the MB could demonstrate that they had shown due diligence and that there were adequate procedures and internal controls, this was acceptable. WW confirmed for EW that trustee indemnity cover was in place. Trustees wishing to access procedure documentation should send an email to the info@rscds.org address, and it would be forwarded to the appropriate individual. It was confirmed that the accountant would inform EF of any changes required with the new SORP. EF suggested that the MB might in the future wish to look at the constitutional base, as OSCR was planning to introduce a new model in the next year which, if suitable, would avoid duplicating reports to OSCR and Companies House.</p> <p>The audit report was fully reviewed and accepted.</p>		
5	<p>Executive Officer Report</p> <p>1) <i>Risk Management Plan</i> – EW asked what risk management system had been used; EF replied that she would send EW the relevant background papers. There had been no questions on the Plan since the last meeting. Agreed to approve the Risk Management Plan.</p> <p>2) <i>Scottish Arts Council (SAC) Grant</i> – EF confirmed that SAC agreed to wait until the new year for RSCDS to recruit the Development Officer (DO) post. EF planned to advertise the one-year post on the website, as well as nationally. Part of the grant requirement was to report back to SAC, and she had discussed timeframes with them. LO felt it was important to stress to Branches outwith Scotland that external funding had been acquired for this project, as it was</p>	EF	18/12/09

	<p>specific to Scotland. EF pointed to her speech at the AGM, which was on the website. She stressed it was a pilot model, which had not been tried before, and she would be reluctant to spread it further before seeing how it worked. SAC funds would be held in a restricted account, which the DO expenses would come out of. EF confirmed that SAC specifically requested us to work in an inclusive way with other bodies.</p>		
6	<p>BBC Children in Need 2010 The background was explained for new members. The MB could not be seen to back only this event in Dumfries, as many Branches run similar events. HR had asked Deb Lees to draft an article on Pudsey events for the next magazine and there would be a dedicated page on the website to advertise events. Deb and Sue Porter were co-ordinating. The members in Dumfries had asked that other events not take place on the same day as theirs, as TV cameras had been arranged etc. They would like MB members to attend.</p>	D Lees	01/02/10
7	<p>RSCDS AGM & Conference Weekend</p>		
7.1	<p><i>AGM & Conference Weekend 2009, Perth</i></p> <ol style="list-style-type: none"> 1) AG felt that dealing with the Provost should be more organised. The Provost was willing to come next year, which would be Perth's 800th anniversary, and he was interested in having a special dance to mark the anniversary. There should be a reserved table, and a prior list of people to come and talk to him. LO reported that Perth Branch would reapply next year to do a big <i>Duke of Perth</i> on the North Inch, and she had been in touch with the Perth 800 organisers. LO was happy to be the local link with Perth 800. AG and LO to discuss further. Agreed that a competition for a dance may be worth doing, MS would have to be consulted. It was also important to keep the local Branch informed of any plans. 2) AG asked if the Board felt that the division of responsibilities between MB (for AGM itself) and MS (for the weekend) was working. There were differing views, but it was agreed that responsibility for the Conference Weekend should be with a Panel, with one representative from MB and MS, plus local representation. No decision had been made yet at MS about who would be the lead person for 2010. If MB requires reports, that should be made clear. LO and EG to liaise and produce an outline for next meeting. AG subsequently noted that this decision did not imply dissatisfaction with the way this year's events had been run, those responsible should be thanked for having done a very good job. The only criticism levelled was that the 11.00am Remembrance Day silence had not been observed on the Sunday. 3) There was discussion regarding the Forum. AS felt strongly that more people had the opportunity to express views when it was broken into smaller discussion groups. He indicated that Adelaide Branch had reported their unhappiness with communications with HQ regarding the database. EF felt that things had improved in terms of responding to queries, but it was important to remember that HQ received communications not just from Branches but from members too. It had not proved possible or cost-effective to "fix" the online database, and it was decided that it would be better to revise it completely; it was hoped to have a more efficient system 	<p>PG</p> <p>AG/PG</p>	<p>05/12/09</p> <p>05/12/09</p>

	<p>in place by the end of January. AS felt HQ had to be able to respond to individual members. EF agreed and asked how this might be possible given the size of the staff team (5.2wte) and the number of Branches (170+) and members (15,000) – Branches had to be given priority and should be liaising with members. AS thought many members did not feel attached to or engaged with the Society. EF pointed out that the Society had a particularly complex structure – most organisations had either a “1 member, 1 vote” system or a link between HQ and Branches, but RSCDS was very different. She felt this was worth considerable thought, sooner or later.</p> <p>4) AG had had a query about whether people could access photos taken at the AGM. EG to follow up.</p>	EG	05/12/09
7.2	<p><i>Newsletter</i></p> <p>AG said that this would be going ahead. In the first issue, there would be feedback/comment on the questionnaire about the NZ motion to last year’s AGM, and correction of misapprehensions expressed. Further, Branches would be asked to set up focus groups to discuss membership. The Newsletter would be written in the next week and distributed with the December Branch mailing. Agreed it should be emailed to all Branches, all affiliated groups and Teachers Associations, be put up on the website, and included with December mailing. Frequency, and who would write future newsletters, was yet to be agreed.</p>	EG	11/12/09
7.3	<p><i>Board/Committee updates</i></p> <p>People seem to have appreciated what went on the website before and after the AGM. At present, MB meeting reports were circulated but there were no updates from committees. EF suggested providing such an update perhaps 4 times a year, possibly as part of the newsletter. Agreed it should be kept to two sides of A4.</p>		
7.4	<p><i>Co-option to vacancies</i></p> <p>1) AG, RB, and EF thought there should be careful co-option to MB; perhaps someone with writing skills, eg to write the newsletter.</p> <p>2) In general, there were two possibilities regarding co-option: to fill standing vacancies, or to bring in specific skills/projects.</p> <p>3) There was general support for co-opting if specific skills were required, rather than simply to fill a space. It was important to get people who would contribute effectively. RR suggested that co-optees could be invited to provide a brief résumé.</p> <p>4) All to consider, make suggestions and review on 5 December.</p>	All	05/12/09
7.5	<p><i>AGM & Conference Weekend 2010, 2011 and 2012</i></p> <p>1) AGM & Conference Weekend 2010 would be held in Perth.</p> <p>2) AGM & Conference Weekend 2011 – Glasgow had made a formal bid. Events would be held in the Kelvin Hall, which had all the rooms required. Glasgow City Council was holding the date and pressing the Branch for an answer. WW to look at costings in comparison with the current year’s event, and give a view in the next few days. If they were acceptable, agreed that AG could take Chairman’s action to accept. Once Glasgow had been informed, Aberdeen to be told and offered 2012 if they were still interested.</p>	WW AG EG	25/11/09 27/11/09 08/12/09
8	MB Panels and Working Groups		
	Panels		

8.1	<i>Adjudication</i> Nothing to report.		
8.2	<i>Regional Conferences</i> 1) <i>Scottish Branches Conference 2010</i> – LO was concerned about whether or not it would be viable. She had 3 volunteer members so the Panel was set up and would meet in December. No suggestions for the programme had been received and only one application. She believed that recent opportunities for expressing views may have been sufficient. If nothing further was received by 30 November, she suggested sending another email to Branches, and considering a biennial, rather than an annual event. 2) <i>Other Conferences</i> – There had been conferences at TAC, in NZ and, effectively, in Tokyo. Australia and S Africa had not been covered, nor England or Europe. Kaleidoscope was not a formal regional conference. SBC Panel to consider whether to hold an English, rather than Scottish, conference in 2010.	SBC Panel	
8.3	<i>Dance Scottish Week</i> The first meeting would be held this week. Aberdeen had agreed to hold a launch event, and Ayr an end event. RB hoped there might be another reception at the Parliament. Gary Coull and IM were joining the Panel. EF asked if there was a plan to extend DSW activity more widely; RB agreed, the Panel would be considering how to encourage more overseas participation.		
8.4	<i>Fundraising</i> The greatest success to date was obviously SAC. The Panel was trying to find funds for the developing teachers' scheme.		
8.5	<i>HR</i> There had not been a meeting.		
8.6	<i>Marketing and Publicity</i> EF and RB were meeting with LF the following week.		
	Working Groups		
8.7	<i>Constitution</i> There was a need to continue working on the Constitution, mainly because of proposed changes to GP&F, and there had been some queries from the last update. WW proposed reconstituting the group, composition to be decided on 5 December.		
8.8	<i>VAT Recovery</i> WW confirmed that there was no precise cap on fees to Saffery Champness. AG believed that expenses should be deducted before their fee was calculated; both EF and the accountant had spent substantial time on this. EF commented that the only pertinent question here might be the external costs of our accountant. These were objectively measurable whilst it was an internal matter for the chairman/MB to decide whether the time spent by the Secretary/Executive Officer on this was reasonable. There was discussion on whether Saffery should be asked to further justify their bill: WW and AG would discuss this further outwith the meeting. LO noted the last paragraph of the VAT report about getting subscriptions in by 31 December; there should be something on this in the December mailing.	EF/EG	11/12/09
8.9	<i>Membership (Youth)</i> Nothing to report.		

8.10	<p><i>Role of President/Vice President</i></p> <p>This was not yet concluded. There was discussion as to whether to invite Alastair MacFadyen to discuss his role, MB expectations, and the kind of people he would envisage succeeding him. AG to contact him to ask if he would feel such discussion useful.</p>	AG	
8.11	<p><i>Engagement of overseas members</i></p> <p>At TAC and other conferences, AG found there were a number of members interested in being involved in Panels or Working Groups. He suggested that a Group be set up to consider how this might work in practice.</p>		
8.12	<p><i>Other Panels/Groups</i></p> <ol style="list-style-type: none"> 1) AG suggested there should be another Working Group looking at membership issues generally following feedback from the focus groups proposed earlier. 2) RB asked if there would be another "Kaleidoscope" conference. It was suggested that it should be brought to a conclusion with thanks. 		
9	Management Committees		
9.1	<p><i>Schedule</i></p> <p>The amended schedule for 2009-10 had been approved.</p>		
9.2	<p><i>GP & Finance Committee</i></p> <ol style="list-style-type: none"> 1) <i>Re-structuring</i> – No update was yet available. 2) <i>JMMF</i> - There was a need to consider how JMMF was administered in the re-structure. Patrick Chamoin's teaching trip to Russia had gone very well. WW felt that JMMF should not provide any more funding for recordings. WW believed the £100k minimum level for JMMF was not in danger. 3) Following questions from EW, there was lengthy discussion on why there was a floor of £100K on JMMF and use of the money. WW confirmed that he was not aware of any significant investment opportunity that had been refused for lack of funds. There was a misperception amongst members that use of reserves was "losing money". EF suggested that some of it might be placed in a wider organisational "development fund". HR suggested there was a need to communicate with members and clarify some of the misleading things that had been said. WW suggested a good article on JMMF in the next magazine. 		
9.3	<p><i>Education & Training Committee</i></p> <ol style="list-style-type: none"> 1) <i>International teacher development scheme</i> – HR had re-worked the proposal and included costings. It was agreed that it was an excellent proposal. HR thought that in some years there might be no applications under strands 2 and 3, but probably always under 1. Agreed to allocate £6K from JMMF in 2010-11. The scheme would be re-assessed after the first year; if it was seen to be successful and sustainable, it would continue. 2) <i>Curriculum for Excellence</i> - Contact had been made with all Directors of Teacher Training courses (primary and secondary), offering SCD courses for their students. There had been contact with Audrey Kellacher of Learning and Teaching Scotland (LTS). Liaison with politicians was harder, but some MSPs were supportive. It was felt the best way into schools was to train teachers already in post. RSCDS was now registered as a CPD 		

	<p>provider. A training day was being held on 17 April to train RSCDS teachers to deliver basic SCD teaching skills to in-post teachers. RR and IM were seeking external funding of around £2,000-2,500. LO to pass email contact information for independent schools to Irene Bennett.</p> <p>3) <i>Winter School</i> - Over 2 courses, and including staff, 205 beds were filled. Consideration had been given to boosting revenue. GM may run a music course in course 1. James Senior and Janet Washington would be asked either to pay for use of premises or for adverts in the brochure. There was capacity at Blair Castle for spare Ball tickets to be sold, at £25/head. At the moment Winter School appeared to be around £5K in the black. HR felt that the structure and format for the following year should be considered carefully. It was suggested that the two-course initiative should be allowed to run for a second year, to assess viability. EF suggested that, as there would be other people in the hotel, perhaps a taster/introductory session could be run. HR to pass suggestions to WS co-ordinator.</p>	LO	18/12/09
		HR	11/12/09
9.4	<p><i>Membership Services Committee</i></p> <p>1) <i>Book 46</i> – 97 dances had been submitted; all had been anonymised and were being evaluated by 93 Branches, the deadline for return being 29 January 2010. The final selection of dances would be made very quickly after that. It was planned that both book and CD would be ready for Summer School. WW said that MB had never approved Book 46, which he understood was to be a “subscription copy”; EG said that had never been the plan, both book and recording would be for sale. AG noted that approval for books and CDs had not normally been brought to MB for approval, except those funded from JMFF, because it was known that a new book and CD would sell within the year. There was discussion regarding whether the recording should be sold as a CD or as a download. Agreed to ask MS to consider.</p> <p>2) <i>Graded Book 2</i> - WW was unhappy at the lack of information given to MB. He believed the intention was to sell it as a double CD at the normal price for a double CD, ie £17; this would not make money and costs would have to be written off in the year it was produced. HR noted that it was a book of dances for children’s and beginners classes and festivals. AG believed that profit was not the main issue, it was the kind of development that we should be doing. HR thought that, to attract members, there was a need to produce more accessible dances, and AG felt it could be adapted to the ceilidh market if marketed properly. WW questioned why it was priced as an ordinary double CD if there was a market; there was lack of clarity about who was responsible for setting prices. Agreed to go ahead with recording plans, and aim to have book and CD available for 1 April.</p>	PG	05/12/09
		PG	Asap
10	<p>Branches</p> <p>1) <i>New application, Italy</i> - HR to negotiate with the group regarding their title. The MB was very happy to approve the application.</p> <p>2) <i>Branch allocations</i> – already discussed. All to let EG know asap if any comments or problems.</p>	HR	29/01/10
		All	asap
11	<p>Affiliated Groups</p> <p>Northampton Scottish Country Dancers - approved</p>		

12	Correspondence 1) <i>Youth Weekend West</i> – YWW was interested in the emerging teacher programme, and had received between £250-350 in recent years: the event moved around and was supported by different Branches. Agreed to provide funding for airfare. 2) <i>Roderick McLachlan</i> – Roderick's comments regarding the AGM had already been discussed. LJR and EW would find out more about EFDSS.	LJR/EW	
13	AOCB There was no other competent business.		
14	Magazine Andrew Kellett and the editorial board were congratulated on an excellent magazine. For the next edition, a report would be requested on the JMMF-funded Russian tour, and an informative piece on JMMF.		
15	Marketing Officer LF would be preparing a report on Homecoming, as part of the requirement of the grant, which would come to the next MB.		
16	Date of Next Meeting 5 December 2009 – training, 20 February 2010 – formal meeting		

RB	Ruth Beattie	LO	Lorna Ogilvie
LB	Lyn Bryce	RR	Ross Robertson
EF	Elizabeth Foster	LJR	Lindsey-Jane Rousseau
LF	Liz Fraser	HR	Helen Russell
PG	Pam Gillies	AS	Andrew Smith
AG	Alex Gray	KS	Keith Stacey
EG	Elsbeth Gray	WW	William Whyte
RM	Roderick McLachlan	EW	Elaine Wilde
IM	Isobel McMillan		