

**ROYAL SCOTTISH COUNTRY DANCE SOCIETY**

**MINUTES AND PAPERS OF THE**

**MANAGEMENT BOARD**

**2008**

## MANAGEMENT BOARD MEETING

Saturday 16 February 2008

RSCDS Headquarters, 12 Coates Crescent, Edinburgh at 10.30am

### AGENDA

#### Enclosures/Papers

- 1 **Apologies**
- 2 **Notes of meeting of 17 November 2007** *Previously circulated*
- 3 **Matters arising from notes not listed elsewhere**
  - 3.1 **President and Vice President roles** *Note of discussion with President*
- 4 **Financial Statement**
  - 4.1 **Financial Plan** *Papers to follow*
  - 4.2 **Accounts to end December 2007**
- 5 **Governance**
  - 5.1 **Lawyer's Report** *Report on legal & governance issues*
  - 5.2 **Procedures**
- 6 **AGM 2007/2008**
  - 6.1 **AGM 2007**
  - 6.2 **Response to Members' Forum**
  - 6.3 **CRBS disclosures**
  - 6.4 **Plans for 2008 - Meet the MB/MCs**
  - 6.5 **AGM delegates** *(feedback from Pia)*
- 7 **Management Board Panels**
  - 7.1 **Strategic Plan** *Strategic Plan, Action Plan and note*
  - 7.2 **Human Resources**
- 8 **Management Board Working Groups**
  - 8.1 **Dance Scottish**
    - 8.1.1 **Scottish Branches Conference**
  - 8.2 **Premises**
  - 8.3 **Outside Scotland** *Kaleidoscope Programme (4 documents)*
  - 8.4 **Website - password area update**
- 9 **Management Committees**
  - 9.1 **Membership Services Committee** *Notes of Meeting 08/12/07*
    - 9.1.1 **CD production** *Notes of Meeting 02/02/08 to follow*
    - 9.1.2 **Digital distribution of recorded music**

- 9.2 Education & Training Committee *Notes of Meeting 01/12/07*
  - 9.2.1 Teachers' Associations *Proposal*
- 9.3 General Purposes & Finance Committee *Notes of Meeting 01/12/07*
  - Notes of Meeting 02/02/08 to follow*
  - 9.3.1 Donations appeal letter
  - 9.3.2 Magazine distribution *Paper to follow*
  - 9.3.3 Reserves Policy *Paper to follow*
  
- 10 **Branches**
  - 10.1 New Zealand
  
- 11 **Affiliated Groups**
  
- 12 **Correspondence**
  - 12.1 W Clement *Letter & attachment*
  
- 13 **Any Other Competent Business**
  - 13-1 *Homecoming Scotland 2009*
  
- 14 **Issues for:**
  - 14.1 Magazine Editor
  - 14.2 Marketing Officer
  
- 15 **Date of Next Meeting**
  - 19 April 2008

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

**Notes of meeting of the Management Board  
held on 16 February 2008 at 10.30am  
at 12 Coates Crescent, Edinburgh.**

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

	<b>Decision/Action</b>	<b>Member/s Responsible</b>	<b>Date to be completed</b>
1	It was noted that two members of the RSCDS had been awarded MBEs in the New Year Honours List.		
2	<b>Notes of meeting of 17 November 2007</b> <b>Agreed</b> the notes were an accurate record.		
3	<b>Matters arising not listed elsewhere</b>		
1)	<i>17 Nov 07, item 14: President/Vice President roles</i> The roles were discussed. Noted that in the paper circulated for the meeting, references to "Constitution", should in fact be to "Rules". <b>Agreed</b> it was not appropriate to write to Vice Presidents until the purpose of these roles had been clarified. <b>Agreed</b> to set up a working group to consider both President and Vice President roles.	TBC	
2)	<i>17 Nov 07, item 3 (6): increasing subscription fees</i> In 1998, an amendment to the Constitution was passed that the Finance Committee could raise the subscription by rate of inflation or minimum 50p without reference to the AGM. This clause was included in the Constitution in 1999 but was missed out when it was changed to incorporate the new management structure. Subscriptions to be discussed later in the agenda.		
3)	<i>17 Nov 07, item 6 (4): email policy</i> Alex and Craig Houston were continuing to work on this.	A Gray, C Houston	04/04/08
4)	<i>17 Nov 07, item 9 (2): Management Committee policy statement</i> Still to be put on the website. Elspeth to send to Anne Carter.	E Gray	22/02/08
5)	<i>17 Nov 07, item 10.2 (3): delegate representation at AGM</i> Pia to draft letter for Elspeth to send out.	P Walker E Gray	14/03/08 02/04/08
6)	<i>17 Nov 07, item 10.4 (3): Strategic Plan Panel</i> Marjorie Hume had agreed to be a member of the Panel.		
7)	<i>17 Nov 07, item 17 (5): Bristol Branch member</i> Andrew had done as requested. Although it had been agreed not to fill Board vacancies, it may be appropriate to encourage the individual concerned to stand for election.		

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## 4 Financial Review

### 4.1 Accounts

- 1) Approximately 20 branches had not yet paid subs. Reminder letters were sent in December. **Agreed** it was not appropriate for relevant MB members to chase 'their' branches, this was an administrative function to be carried out at HQ. Shona to phone Branch Chairman if necessary. This would be written up as a formal procedure shortly. The problem with getting payments from Moscow Branch should be looked at more closely.
- 2) William believed the deficit for the year to March 2008 might not quite hit £150,000, but it would still be in that area.

W Whyte 14/03/08

### 4.2 Proposal to achieve a balanced budget in 2008-09

Following comments were made:

- 1) London Branch had suggested: cutting down on staff costs and using volunteers and looking at whether a HQ building was necessary. Alex pointed out that it was important to work out tasks that could be done in this way, and that the area of staffing was still being considered. This was not a simple issue, and it was important to look at where such savings could be achieved without affecting the office efficiency. Sale and lease-back of the building was suggested. These were long term issues needing careful assessment. Moving to a cheaper building was considered some years ago, and could be reconsidered as part of a longer term strategy.
- 2) Andrew questioned the issue of stock write-offs. Jim felt that the statement that the shop was the least profitable activity was incorrect; this year he believed it would break even at gross level, before contribution to central costs. Stock was not written off, but there was financial provision for what looked like excess stock. Provisions for this year had not yet been calculated.
- 3) Jim complained that there was no budget for 2008-09 accompanying the review on which to base discussion. He believed the least profitable activity was examinations, which was not mentioned anywhere. The Board should be looking at the budget and deciding objectives for each area; it would then be the convenors' responsibility to come back with answers.
- 4) Alex wanted the Board to look broadly at areas where action could be taken in the short term, and decide the targets today, based on the one page document he had circulated.
- 5) It was noted that in his presentation to the Scottish Branches Conference, William had projected a £65,000 deficit for 2008-09, but that this had not been seen by the Board.
- 6) The Board must be able to tell people what strategy was being taken to address the current situation. Many branches say the only thing they get is qualification of teachers, the manual and dance books; it was important to show them what it costs to provide examinations/examiners and other services.
- 7) **Agreed** to set up a working group to look at membership and strategies for increasing membership numbers, including consideration of youth membership. This group would also consider subscriptions, including the issue mentioned at 2 (2) above. Item 10 below also refers to this group.

TBC

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- 8) It was agreed that the projected deficit for 2008-09, if no action was taken, was £65,000 and that we would look at this deficit in our considerations to reach a break even budget. This figure took into account the fact that only two editions of the magazine would be included; subscription increase; staff savings (having terminated the temporary worker); and negotiated savings on magazine distribution.
- 9) Savings of a further £70,000 approximately were therefore sought, with no consideration at this stage of staff and premises.
- 10) Marketing Officer costs were likely to be the same; any extra days' work would have to be put as a special case.
- 11) **Agreed** to discuss each of the five areas proposed by Alex, and to add examinations and the Conference Weekend.
- 12) Schools  
 It used to be acknowledged that Schools used roughly one third of total staff time, and the policy was therefore that Schools had to produce a contribution covering around one third of total operating costs. Investigate in the future the cost of St Andrews University or an outside agency doing the administration, for comparison (bearing in mind flexibility required at HQ).  
**Agreed** to exclude Spring Fling, which should break even. In longer term, a percentage for "profit" could be in its budget.  
*Summer School* – John's budget figures showed a contribution of £59,000; **agreed** to get confirmation that he expected to hit that figure, or preferably get to £65,000 (this would reduce deficit by £40,000 as the contribution was assumed to be £25,000). Any suggestions for John re cutting costs to be sent to Elspeth, to collate and forward. **Agreed** that long term, the target for contribution should be £100,000. Noted that it was disappointing that Schools reports were not coming to MB through E&T, and **agreed** to request that Schools report is attached to E&T notes for MB.  
*Winter School* – **agreed** to ask for a contribution of £14,000 in total, ie an increase of £10,000 next year.  
**Combined contribution towards £70,000 = £50,000.**
- |  |           |            |
|--|-----------|------------|
|  | All       | 26/02/08   |
|  | H Russell | as approp. |
- 13) Shop sales  
**Agreed** to increase the contribution from £7,000 to £12,000, after provisions. Send any suggestions to Elspeth, to collate and forward to Jim. Noted that MS did not want to cancel member discount, contrary to GP&F view. **Agreed** to increase the contribution to £20,000 long term, ie over 3 years.  
**Contribution towards £70,000 = £5,000.**
- |  |         |          |
|--|---------|----------|
|  | All     | 26/02/08 |
|  | J Healy | ongoing  |
- 14) Gift Aid  
 Efforts can be made to get donations, but they cannot be predicted so not included in budget. GP&F believed claiming Gift Aid on subscriptions was not currently feasible because of the administrative load, with the possible exception of HQ members, as already administered by HQ. To discuss further.  
**Contribution towards £70,000 = 0**
- 15) Examinations  
 Some of the expense was overseas tours; Helen had brought out a revised schedule for these. Medal tests and exams are possibly
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	<p>undercharged. If examiner fees remain, they should be told they can donate their fees back (using Gift Aid where appropriate).  <b>Agreed</b> to ask Helen to look at savings of around £5,000.  Examinations and tests were part of the charitable function, but we should consider charging more realistic fees.  <u>Contribution towards £70,000 = £5,000</u></p>	H Russell	ongoing
16)	<p><u>Conference weekend</u>  Part of the weekend, ie the AGM itself, is a governance cost of Society. Last year, the contribution from the weekend was around £1,500-2,000. <b>Agreed</b> to ask the sub-committee to achieve that and perhaps a little more, no specific figure.  <u>Contribution towards £70,000 = £2,000</u></p>	J Healy	ongoing
17)	<p><u>Central costs, Gift Aid, etc</u>  William believed around £5,000 savings could be achieved in this area. <b>Agreed</b> to aim for that figure.  <u>Contribution towards £70,000 = £5,000</u></p>	W Whyte/ E Gray	ongoing
18)	<p><b>Agreed</b> Convenors to produce budgets, taking the above figures into account, to show that the committees have 'bought in'. To be done by email if committee not meeting before next MB.</p>	Convenors	04/04/08
19)	<p><b>Agreed</b> Alex to prepare a report for the magazine, without giving detail, but saying that a break-even budget was being targeted, to highlight that the Board was addressing what it can control/achieve at the moment, and that other things were under discussion. Alex to circulate draft for all to see.  [<b>Agreed</b> also Elspeth to circulate proposed wording on branch/MB liaison role.]</p>	A Gray	28/02/08
20)	<p>William noted that donations, losses/gains from shares, and JMMF were excluded from the operational budget.</p>	A Gray E Gray	26/02/08 26/02/08
5	<p><b>Governance</b>  The lawyer's report had been circulated. After the AGM, Alex had felt it was essential for the protection of all trustees that the lawyers prepared such a report, despite the cost of seeking this advice.</p>		
6	<p><b>Procedures</b></p>		
1)	<p>30+ procedures were sent out prior to Christmas, 8 responses received. It was hoped to have meeting of Irene, Alex, Roy and Elspeth to finalise those procedures within 3/4 weeks. After that meeting, they would be circulated to MB, identifying any that were not being implemented immediately. All other procedures were ongoing, another batch would be issued in 4-6 weeks, but noted that School/Easter holidays should be taken into account. Roy was thanked for all his work. Alex to communicate the position on procedures in magazine article.</p>	A Gray	29/02/08
2)	<p>Roy had contacted CRBS and got details of the requirements/paperwork for an 'intermediary' organisation, which RSCDS is now considered to be, as opposed to an 'umbrella' organisation – goalposts had been changed without people being informed. Roy had started drafting procedures for both HQ and Branches, which would be much more onerous. A meeting had been arranged with a representative of CRBS on 27 February. Suggestions for further queries to check with CRBS at the meeting to be sent to Elspeth. <b>Agreed</b> Elspeth and Roy to go</p>	E Gray,	

	forward and look at the requirements of this system; we probably must do this, but may have to charge for the service.	R Bain	27/02/08
7	<b>AGM and Conference Weekend</b>		
	1) <i>2007</i> Minutes were not yet completed, Elspeth to do this asap. Alex suggested putting regular updates on action on/responses to Members Forum issues on the website. MS were concerned about the degree of misinformation in comments made in the Forum report. Bristol Branch had recognised that there were misconceptions in the way some questions were phrased, but took the view that they were simply forwarding members' views; until aired and published, they could not be corrected. <b>Agreed</b> to put update on website – Pia, Andrew, Roz – after reports from committees have been considered at next MB. Pia to prepare report for website in the meantime to show the process that has been agreed. Convenors to agree by email where misconceptions are in the report, not be confined to their own sector, and these should be addressed first on the website.	E Gray	29/02/08
		Pia/Roz/ Andrew	25/04/08
		P Walker	29/02/08
		Convenors	29/02/08
	2) <i>Plans for 2008</i> A re-think of the Saturday morning event was suggested, to include input from the Convenors and Chairman Elect. They ought to be present to answer questions, although not on platform, as previously. Presentations from convenors went down well at the Scottish Branch conference; however, at Conference Weekend people from round the world valued having their ideas heard. Questions must be supplied in advance, whatever the format. Neil suggested convenors moving around, x minutes at each table. To consider further.		
	3) <i>AGM delegates</i> There had been no suggestions from MB members. Pia to draft letter for Branches.	P Walker	14/03/08
8	<b>Management Board Panels</b>		
8.1	<b>Strategic Plan</b>		
	1) There were still gaps in the Plan to be filled in; it was clear from committee minutes that things were happening, but they were not always reflected in the Plan.		
	2) "Ongoing" under E&T items was not specific enough, needed to be eg "every six months".	H Russell	04/04/08
	3) Management Goal 5, point 2 – "in Scotland" had been removed.		
	4) Marketing Strategy was needed. Alan to get further input from Jim and Helen before next meeting. A few members of MS were to meet outwith the committee to prepare a strategy document.	A Carr	04/04/08
		J Healy	08/03/08
	5) Pia asked why RSCDS was no longer represented at the government's cross-party cultural committee. Elspeth to investigate contact, where and when it meets.	E Gray	31/03/08
	6) Management Goal 4, point 2 – legal policies had to be differentiated, responsibility for these must stay with trustees. Roy was continuing to work on Health & Safety.		
	7) The recommendations in Alan's paper were <b>agreed</b> , and Alan was thanked for his work. The annual review would be carried out before the AGM, to feed forward to AGM and first MB after		



8.2 **Human Resources**

The HR group (Irene, Alex, Craig Houston and Elspeth) had hoped to have a proposal for this meeting, but this had not been possible. The group has been having discussions between themselves and with the staff, and there had been input from Jim. There would be a report for MB as soon as possible.

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9 **Management Board Working Groups**

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9.1 **Dance Scottish**

1) *Scottish Branches Conference, 9 February 2008* – 45 delegates and 13 non-delegates attended, with 24 of 44 Scottish Branches represented, and the event covered its own costs. 43 evaluations had been returned; all had found it worthwhile, 42 would support another, annually or every 2 years. Convenor presentations, and time for discussion, were considered the most worthwhile elements. There was discussion about whether another conference should be held, and when. Also discussed was the possibility of using the Scottish experience as a 'template' for regional events elsewhere, eg incorporating a similar event alongside Aus/NZ summer school, TAC summer school, etc. **Agreed** to hold another Scottish conference in 2009, same working group to organise.

Dance immed.  
Scottish WG  
TBC

**Agreed** to set up a working group to consider other regional conferences: Pat (leader), Christina, Wilma, Jeff.

2) *Dance Scottish Week, 12-20 September 2008* – Plans were for:

- evening receptions at HQ, Tuesday and Wednesday, high profile guests on Wednesday, with wine and nibbles
- there would not be a Ball
- displays and open days at HQ
- Branches encouraged to run local events during the week
- colouring competition, which would go out earlier, and prizes would be awarded sooner
- dance in Glasgow on 20 September, not officially part of DSW events but open to all

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9.2 **Premises**

William had still to put the final figures together for the refurbishment. Stewart had attended GP&F, in Premises Manager role; he would produce a written report, but there was a need to spend more money on premises. William had planned to carry this out from April 2009; however it was pointed out that there was £10,000 in the budget discussed earlier which should be spent on ongoing maintenance in 2008, as required. Part of the reason for appointing a Premises Manager was for him to organise maintenance/repairs against agreed budget.

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9.3 **Outside Scotland**

1) Advance notice of the event was in the forthcoming Reel, would be in next Scottish Country Dancer and is on web. Budget was based on 80, it was hoped many more would attend.

2) William to seek advice/information about the VAT position of the Society running an event in Switzerland. For the moment, **agreed** that the group is officially running the event. Report to

J Robertson 04/04/08

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next meeting. Noted that costings were on the basis that speakers would pay their own B&B, and have meals provided.

3) **Agreed** that MB continued to support the project.

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#### 9.4 **Website**

Anne Carter was working on a comprehensive review. **Agreed** to wait for her review and recommendations, and then make decisions as to whether any cost would be involved in making improvements, and get her view regarding the password-protected members' content.

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### 10 **Management Committees**

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#### 10.1 **Membership Services Committee**

- 1) Tartan material had been ordered, order was being chased up, and was almost all pre-sold. Regarding tartan accessories, we are a preferred customer and can order standard products at 40% discount, which we sell at a price slightly less than Macnaughtons. There was about 25% margin after member discount. Investment was tiny, eg quantities of 6/12.
  - 2) CD book 9 would be a double CD, together with recordings for the 4 dances coming out with April magazine. Two young bands were doing the recordings.
  - 3) Dance Scottish pack revamp was in the budget for 2008-09, but may be looking for outside financing. If not, would come back to JMMF. Initial expense would be about £10,000, but as they would be sold at £35 each, it would be recouped quickly.
  - 4) We have sold 2,500 of Book 39 CD, and cannot let it go out of print. 500 minimum order (cost of £1,000).
  - 5) Transfers from 78s to CD of Scott Skinner recordings had been made, for archive use only, although they may be used for some sessions at Summer School.
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#### 10.2 **CD production**

The Board again considered the proposal to fund the remaining recordings to complete the digital project from JMMF. It had already been agreed to do the next two, beyond which there were another four, one planned for AGM 2008 and three in 2009. Ayr Branch may contribute towards one of the current recordings. There was general agreement that it was important to finish the project and get all recordings into digital format. An appeal could be made to Branches/members for donations specifically for this project. The concern was about going ahead in the current financial situation. William supported funding the recording costs from JMMF. There were three elements to consider: (i) completing the recording programme; (ii) timescale; (iii) can JMMF be used to meet pre-production (ie recording) cost. It was confirmed that JMMF was being used for the current three, this would not change the P&L for this year. **Agreed** to complete the project, ie a total of 7 CDs, and to fund from JMMF. Total cost to JMMF would be £42,000, spread over 3 accounting years. William was comfortable with that decision. **Agreed** to keep to the planned timescale.

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#### 10.3 **Digital distribution**

This proposal was again discussed. £1,050 was requested from JMMF to make the tracks from 7 early compilation CDs, now out of stock,

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available as downloads. Jim confirmed that the “distributor” did not charge fees, but took a slightly higher commission. If tracks did not sell we did not pay. Download cost would be 79p per track. **Agreed** (unanimously) to go ahead, with funding from JMMF.

10.4	<b>E&amp;T</b>		
	1) There had been complaints from people not having had confirmation about teaching/playing at Summer School. Alex & Elspeth to follow up with John.	A Gray, E Gray	29/02/08
	2) Someone on the music course last year had suggested that, if they did not have much to do at some points during the week, music students could play in nursing homes/whatever in St Andrews. Suggestion to be passed to John and Mo.	E Gray	29/02/08
	3) Proposal re Teachers’ Associations – <b>agreed</b> all to consider and, as not urgent, postpone till Helen was present to discuss.	All / E Gray for agenda	
10.5	<b>GP&amp;F</b>		
	1) Notes of 1 Dec, page 1, bottom line, should read “...check with Roy Bain if there were any outstanding costs.”		
	2) Payment to teachers and musicians – GP&F had done as was requested, E&T were to discuss at their next meeting, following which a fuller report would be presented to the next MB.		
	3) <b>Agreed</b> to put appeals letter on website, and to issue to Winter and Summer School attendees. Any donations received in this way would of course be recorded and acknowledged.	E Gray / J Healy	29/02/08
	4) Savings of approximately £6,000 per issue had been found on magazine distribution, William was thanked for achieving that.		
	5) There was discussion about the reserves policy, and William reported that he had discussed with other professionals including our accountants. It was not clear what MB wanted to achieve. <b>Agreed</b> to suggest reserves are set at £200,000 (ie equivalent to 12 months of core expenditure), and to approve the final paragraph of William’s paper; however those not present should be given the opportunity to make comments, and this would be reviewed at next meeting.	E Gray, for agenda	04/04/08
	6) <b>Agreed</b> to sign letter to Tilney giving approval for William and Ross to talk to them about our requirements.	E Gray	16/02/08
11	<b>Branches</b>		
	New Zealand Branch had set up a working party to consider 3 issues:		
	(i) change to licence agreement to allow membership of local branch only;		
	(ii) overseas members – fee differential for non-UK members;		
	(iii) AGM voting – allow delegates to carry more than one vote at the Society AGM.		
	Alex had had a similar letter from Boston, and the enclosure from Northern Virginia with Bill Clement’s letter raised the same issue as (ii). Alex was happy to talk to Murray Corps and exchange information with him. There had been discussion in Branches and within the membership at large about the issue of different types of memberships. It had already been <b>agreed</b> (see 3.2 (7) above) to set up a working group on membership structure; Roy and Andrew volunteered. Alex to put a group together and ask for comments.	A Gray	29/02/08

12	<b>Correspondence</b>		
	1) A letter of thanks had been received from Buckingham Palace, for the letter of congratulations sent on Her Majesty's Diamond wedding anniversary.		
	2) Letter from Bill Clement had been dealt with under 10 above.		
13	<b>AOCB</b>		
	Homecoming Scotland 09 – There was some funding available to enhance existing or towards new events, applications had to be submitted by 26 February. It was suggested that we could apply for funding for scholarships to attract young people to Summer School – a mini-Spring Fling within the School. Liz could be briefed to complete the application, but Alex would speak to Jim initially.	A Gray	20/02/08
14	<b>Issues for Magazine/Marketing Officer</b>		
	1) Report on budget etc to be prepared by Alex.	A Gray	29/02/08
15	<b>Date of next meeting – 19 April 2008</b>		

The meeting finished at 6.15pm.

## MANAGEMENT BOARD MEETING

Saturday 19 April 2008

RSCDS Headquarters, 12 Coates Crescent, Edinburgh at 10.30am

### AGENDA

Enclosures/Papers

- 1 Apologies
- 2 Notes of meeting of 16 February 2008 Previously circulated
- 3 Matters arising from notes not listed elsewhere
  - 3.1 Homecoming Scotland (16/02/08 item 13)
  - 3.2 AGM delegates – letter to Branches (16/02/08 item 7,(3)) 3.3 Tru 30/5
- \* 9.2 → 4 Finance
  - 4.1 Budget for 2008-09 (Paper to follow)
  - 4.2 Draft Trustee Statement for 2007-08 (including Reserves statement) (Paper to follow)
- 5 Governance
  - 5.1 Update on procedures  
*Risk management?*
- 6 AGM *AGM minutes – comments? Nom. from*
  - 6.1 AGM/Conference Weekend 2007 Financial Outturn Financial Outturn Report  
& supporting spreadsheets
  - 6.2 Responses to Members' Forum - update
    - 6.2.1 Response from GP&F (Paper to follow) \*
  - 6.3 CRBS Disclosures - update
  - 6.4 AGM/Conference Weekend 2009 dates *AGM Sat 7 NOV.*  
*6.5 → ? motion on family membership (Victoria)?*
- 7 Magazine Issue #6
  - 7.1 Co-ordination of MB and MC input *(email from Ake)*
- 8 Scroll of Honour – Recommendations from Chairman's Panel
- 9 Management Board Panels
  - 9.1 Strategic Plan
  - \* 9.2 Human Resources (Paper to follow) \*
    - 9.2.1 Email policy \*
- 10 Management Board Working Groups
  - 10.1 Dance Scottish Scottish Branches Conference 08 evaluation
  - 10.2 Outside Scotland
  - 10.3 President/Vice Presidents

- copy of [unclear] agreement*
- 10.4 Membership
  - 10.5 Regional Conferences Discussion paper
  
  - 11 Management Committees**
    - 11.1 Meetings schedule Nov 2008 – Nov 2009 Draft schedule (to follow) ✕
    - 11.2 General Purposes & Finance Committee Notes of Meeting 05/04/07 (to follow)
      - 11.2.1 Premises
    - 11.3 Membership Services Committee no meeting
      - 11.3.1 Conference Weekend 2008 update
      - 11.3.2 Report on Marketing meeting Report
    - 11.4 Education & Training Committee Notes of Meeting 08/03/07
      - 11.4.1 Teachers' Associations Proposal (circulated with papers for 16/02/08)
  
  - 12 Branches**
    - 12.1 New Zealand - update
  
  - 13 Affiliated Groups** *Display*
  
  - 14 Correspondence** *St. Columba Br?*
  
  - 15 Any Other Competent Business**
    - 1. Garden Party      2. Pat H email*
  
  - 16 Issues for:**
    - 16.1 Magazine Editor
    - 16.2 Marketing Officer
  
  - 17 Date of Next Meeting**
    - 21 June 2008
    - EG All 29 May - 13 June, MB papers due out 6 June*

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

*copy of WG/panels list*

**Notes of meeting of the Management Board  
held on 19 April 2008 at 10.30am  
at 12 Coates Crescent, Edinburgh.**

**Present:** Irene Bennett (Chairman and Convenor of meeting)  
Alex Gray (Chairman Elect)  
Jim Healy (Convenor, Membership Services Committee)  
Helen Russell (Convenor, Education & Training Committee)  
William Whyte (Convenor, GP & Finance Committee)  
Alan Carr, Neil Copland, Allana Creighton, Pat Houghton, Craig Houston, Jeff Robertson, Roz Scott-Huxley, Pia Walker.

**In attendance:** Elspeth Gray (Secretary)

**Apologies:** Roy Bain, Wilma Brown, Christina France, Jimmie Hill, Roderick McLachlan, Andrew Smith.

	<b>Decision/Action</b>	<b>Member/s Responsible</b>	<b>Date to be completed</b>
1	Jimmie Hill had resigned from the Board, as he could no longer guarantee his presence at meetings, which he believed was essential.		
2	<b>Notes of meeting of 16 February 2008</b> 1) Item 4.2 (7) – Amend last sentence to read “Item 11...”. 2) With the above amendment, the Notes were <b>agreed</b> as an accurate record.		
3	<b>Matters arising not listed elsewhere</b> 1) <i>16 Feb 07, item 13: Homecoming Scotland</i> Jim and Liz Fraser had looked again at criteria; proposals had to tie in to one of five strict categories. However, Liz had made links with Homecoming Scotland and The Gathering 2009 and was discussing options for RSCDS involvement with them. Pia suggested requesting a link from their website to ours.	L Fraser	30/05/08
	2) <i>16 Feb 07, item 7: Letter to Branches re AGM delegates</i> <b>Agreed</b> to send with Branch mailing, but on coloured paper to stand out. Headquarters would not make direct arrangements, it was up to Branches and members to arrange for themselves. If volunteer delegates gave permission, a list with contact details could be put on the website, in the secretaries section. <b>Agreed</b> Pia, Irene, Elspeth to finalise. Definition of the role of delegate should be included; regarding voting, delegates should liaise with Branch, but there may be leeway for delegates to vote other than instructed as a result of debate on the day.	E Gray  (P Walker, I Bennett, E Gray	02/05/08  30/04/08
	3) <i>Commemorative Tree for Earl of Mansfield</i> Irene confirmed that the planting ceremony would be on 30 May. Past Chairmen would be invited. Neil to investigate use of a “silver spade”.	N Copland	16/05/08

4	<b>Human Resources Panel</b>	<p>1) This item had been moved up the agenda because of its importance. Irene believed this was a key issue for the future of the Society. The HR Panel recommended that a good, high-level manager was required to direct the MB and focus them on where they should be going. The proposal had been discussed with the staff, who supported it.</p> <p>2) Elspeth left the room at this point.</p> <p>3) After discussion, those present <b>agreed</b> unanimously that the proposed structure should now proceed for a full financial evaluation. <b>Agreed</b> that the HR Panel and Convenor of GP&amp;F should carry out this evaluation and prepare an implementation plan. By 15 May, the final costed proposal with implementation plan would be circulated for approval by 31 May.</p>	HR Panel/ W Whyte	15/05/08		
5	<b>Finance</b>	5.1	<i>Budget</i>	<p>1) William summarised key points:</p> <ul style="list-style-type: none"> <li>• No assumption had been made for any additional attrition on membership; figures contain ongoing slow attrition</li> <li>• Major assumptions were that Summer and Winter Schools produced the figures requested by MB at last meeting, but William thought these were in doubt. <b>Agreed</b> that MB held to the objective of receiving a contribution of £14k from Winter School, and it was for Helen, George and John to establish how it could be done and provide details. Neil suggested looking ahead to 2010 prices now. Confirmed it was too late to plan for two Winter Schools in 2009.</li> </ul> <p>2) Consideration was given to each of the targets set at the last meeting:</p> <p>(i) Summer School – John’s original figures showed a contribution of £59k, this was now down to £49k. There were no figures for this point last year to compare. William thought the target was around £10k adrift.</p> <p>(ii) Winter School – William to give Helen a template, for completion asap. This would clarify what the fee would have to be set at to achieve £14k and possible consequences, MB then to decide whether to take that option or not. To be concluded by end April.</p> <p>(iii) Conference Weekend/AGM – prices not yet set. Target would be borne in mind when setting prices.</p> <p>(iv) Spring Fling – no concrete figures yet, but indications were that a small profit may have been made.</p> <p>(v) Merchandise – difficult to estimate, but all prices were increased with effect from 1 April. Keep target at £17,000. Discussion was needed on obsolescence calculation.</p> <p>(vi) Exams – also difficult to estimate. Cost was a function of how many people applied, etc. The important thing was to know the cost, so that members could be informed.</p> <p>(vii) Website/Database – website had a small project cost, and there was ca £1k allowed for database.</p> <p>(viii) Marketing – equalled Liz Fraser’s fees.</p>	H Russell	30/04/08
				W Whyte	23/04/08	
				J Healy/ W Whyte	30/05/08	



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- (ix) Magazine – was accurately costed, and was costing less than previously.
  - (x) Archives - there may be a little discretionary expense; William suggested some could be delayed till next year.
  - 3) In the overall budget, leaving out subscriptions, Schools, PR etc, there was little room for savings elsewhere. There may be a little scope in central costs, but would require some effort.
  - 4) There was discussion about whether to charge an additional fee for payment by credit card. **Agreed** that an additional charge should not be made, but members should be made aware that this was something else that they got as members.
  - 5) Suggested amend column headings in future to indicate that reference was to financial not calendar year. Also suggested include proposed budget for 2009-10, to contribute to forward financial planning. W Whyte 28/05/08
  - 6) Final figures for the financial year would be available in 2/3 weeks. The final deficit may be slightly less than £150,000.
  - 7) Jim felt that an estimate had to be made for membership reduction; possibly 10%, though that may be slightly harsh.
  - 8) It was essential to show Branches and members what was being done; even if breakeven was not achieved this year, it was important to show that MB was working towards that for the following year.
  - 9) With regard to complaints from Boston and others about the subscription increase, it was felt there was a danger of reacting to small pockets of ‘unrest’, where there had been unhappiness about the subscription for years.
  - 10) William felt more effort was needed at committee level to achieve savings and cut costs.
  - 11) **Agreed** to continue to aim for budget as presented, but to be aware that it would be challenging for some areas, and to start “drip feeding” this message to Branches and members. All ongoing
  - 12) Regarding Summer School bookings, ensure a record of figures was kept for each year – either a copy of the database, or a record of figures at different stages. E Gray ongoing
  - 13) There was no allowance for salary increase in the figures. The HR Panel proposed a 2.5% increase, this was **agreed**. E Gray July 08

## 5.2 *Draft Trustee Statement*

- 1) Jim to contribute text once he had figures. There was more information in the financial review than previously. The document should be ready for the 29 August Branch mailing.
- 2) **Agreed** that, having established the subscription ‘breakdown’ sent to Branches and members after last AGM, the same should be done again, so that it became historical. Graphics alongside may aid understanding for some people.

## 5.3 *Risk management*

William believed this was not a significant obstacle with auditor. Helen to contact Roy regarding Risk Assessments. William to provide draft risk management documentation before the next MB

H Russell 30/05/08

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	meeting. Neil and Alex to be copied for comment.	W Whyte	28/05/08
5.4	<i>Reserves policy (on p8 of draft Trustee Statement)</i> <b>Agreed</b> to replace “suppressed” in para 3 with “amended”. With this change, <b>agreed</b> to accept the amended Reserves Policy.	W Whyte	31/07/08
6	<b>Governance</b>		
	1) Elspeth reported that following the meeting on 13 March, the bulk of procedures were approved, and minor amendments were made to others. Roy was providing copies of all documents, Elspeth would re-circulate the amended ones.		
	2) Pat asked if there were any checks/feedback that procedures were working. Irene and Roy were meeting to put a review calendar together, and would include this aspect.	I Bennett/ R Bain	16/05/08
	3) Some concern was expressed that the process was taking a long time. It would be helpful to see a checklist of progress.	R Bain	28/05/08
7	<b>AGM</b>		
	1) The 2007 final financial outturn report had been circulated for information. It would be for this year’s group to agree what was chargeable this year. The documents were commended as an excellent model of good practice.		
	2) William to send out the GP&F report on 2007 Members’ Forum.	W Whyte	30/04/08
	3) Jim proposed that this year, the Saturday morning session should have one topic only, ie communication – discussion of what members and Branches were looking for, and incorporating website, magazine, etc – moderated by someone outwith management. The proposal was <b>agreed</b> .		
	4) As agreed at previous meeting, Pia, Roz and Andrew to prepare Members’ Forum updates for website. William and Jim to send comments from GP&F and MS to Roz.	Various	09/05/08
	5) Elspeth confirmed that, following the meeting she and Roy had with the representative of CRBS, the forms for change of status from umbrella to intermediary organisation had been submitted and were now accepted. Aberdeen had been used as a pilot for the new process; they had also submitted the necessary forms, which had also been accepted. Disclosure applications for Aberdeen had been submitted; three certificates had been received the previous day.		
	6) Victoria Branch had indicated that they wished to submit a motion to this year’s AGM proposing family membership. They had been informed that the MB had set up a working group to look into membership, and as it was possible that they might come up with a similar suggestion, they had agreed to hold back until after the MB meeting in June.		
	7) There were no comments on the AGM minutes, other than that they were too long.		
8	<b>Magazine</b>		
	1) Andrew Kellett had agreed to edit a maximum of 10 issues in total.		
	2) Andrew had requested a safeguard that submissions from MB and MCs were consistent & accurate, and that there was no overlap. Anything planned should be copied to Irene, Alex and	All	ongoing

	<p>Elspeth – not for censorship, but “light touch” co-ordination.</p> <p>3) There was discussion about how much information regarding financial affairs should be included in the magazine. <b>Agreed</b> that it was appropriate and necessary for the October edition to contain useful information on the financial situation for members, in a style and format appropriate to the magazine.</p> <p>4) Alex asked that in terms of general communication, people checked facts before sending things out.</p>		
9	<b>Scrolls</b>		
	The nominations for Scroll of Honour for 2008 were <b>agreed</b> .		
10	<b>Management Board Panels</b>		
10.1	<b>Strategic Plan</b>		
	1) Alan to prepare template for convenors to review in September.		
	2) Timescales re proposed market research questionnaire to be considered.		
	3) Aims no. 2, amend to “..technical support for Scottish country dancing...”		
	4) The proposed topic for this year’s Members’ Forum would allow Alan to start inputting data on communication.		
	5) Noted that the action plan was a “work in progress” document. Elspeth to archive old versions so that progress could be tracked; each time changes were made, the version number should be changed.	E Gray	Ongoing
	6) <b>Agreed</b> Alan to make substantive amendments and pass to Elspeth to tidy up, circulate to MB for approval, send to Branches in May and also put on website.	A Carr E Gray	25/04/08 30/04/08
	7) Re Management Goal 3, priority 3, payment to teachers and musicians – E&T to report back to MB in September 2008.		
11	<b>Management Board Working Groups</b>		
11.1	<b>Dance Scottish</b>		
	Dance Scottish Week promotional material was now available. Confirmed Ruth to contact Liz directly regarding plans for DSW. Liz would keep Jim informed about her workload.	R Beattie	30/04/08
11.2	<b>Outside Scotland</b>		
	1) The Group hoped to consolidate speakers and programme before summer. They were approaching exhibitors for display/sale stands.		
	2) The Group sought serious commitment from Chairman, Chairman Elect and Convenors to attend. MB meeting proposed for 4 July to be changed to avoid conflict.		
	3) Application forms would be available at Summer School.		
11.3	<b>President/Vice Presidents</b>		
	Craig apologised that he had been unable to do much due to work commitments. He had emailed Alastair MacFadyen and would set up a meeting with him to discuss the issue.		
11.4	<b>Membership</b>		
	1) There was some concern about Andrew’s email. It was felt to be unfair on MB members present to expect major decisions to be made on the basis of it. While Andrew was reflecting views that had been expressed to him directly or on Strathspey, there was a feeling that these were not necessarily representative. There		

	had been no discussion with the Working Group. <b>Agreed</b> Alex to talk to Andrew and suggest that, following discussion with the WG, he bring a focussed, written proposal to the next MB meeting. If necessary, an amended remit should be considered.	A Gray	30/04/08
	2) Jeff asked if the MB had considered possible additional income by approaching life members. Confirmed that all were sent a letter with first issue of SCDer asking if they wanted to continue receiving it, and welcoming donations.	A Smith	28/05/08
<b>11.5</b>	<b>Regional Conferences</b>		
	1) Pat highlighted aspects of the report, which contained no recommendations, but laid out the WG's discussions.		
	2) Plans should be made for Chairman's visits during their terms of office, overseas visits had proved very successful.		
	3) Careful consideration would be needed in explaining any proposal to Branches, particularly regarding how "representatives" would be "selected".		
	4) TAC would be priority; then Aus Winter/NZ Summer schools.		
	5) It was clarified that the process should be: (i) agree principle – what should we be doing?; (ii) how much would it cost?; (iii) what can we actually do?		
	6) The split into regions was good (although Europe should be with England & Wales rather than Japan), and rotation was also a good idea.		
	7) WG to produce firm proposals, then the finances to be considered.	Reg Conf WG	28/05/08
	8) Alex could possibly arrange access to videoconference facilities if needed.		
	9) Covering every area each year would be too difficult. Two per year would be more realistic and achievable.		
	10) If an overseas conference was to be arranged this year, it would have to be New Zealand. It was suggested that the WG discuss potential format with Murray Corps.		
<b>12</b>	<b>Management Committees</b>		
<b>12.1</b>	<b>Meetings schedule</b>		
	1) <b>Agreed</b> to: move GP&F 27 June to 20 June; move MB 4 July to 27 June; enter Kaleidoscope under 4 July.	E Gray	25/04/08
	2) Send electronic version to Helen, Jim, Pam to discuss E&T and MS dates by email, finalise asap and put on website.	E Gray	25/04/08 02/05/08
<b>12.2</b>	<b>General Purposes &amp; Finance Committee</b>		
	1) William had discussed bank charges and accounts with our bank. William to complete documentation and pass to Elspeth.	W Whyte	09/05/08
	2) Stocktake had been carried out very carefully. Noted that the stock count was a financial control function. Jim wished to be involved in discussions with auditors regarding stock.		
	3) Helen was discussing with William the possibility of additional student scholarships for Summer School, as there had been so much interest. A proposal would be put to GP&F.		
	4) There had been 3 requests for funding connected with Australian Winter School; to support the children's class, to support travel cost for a band from UK; and to support travel cost for a teacher from UK. GP&F decided to award £1,500 to		

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- support the children's class and nothing on others.
- 5) Peter Wright should contact Jim for full background regarding Dance Details. Money was paid to the person concerned.
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### 12.3 Premises

This was a regular feature of GP&F meetings, but input was required from Stewart. **Agreed** get ceiling of rear office repapered/painted now and charge SNIPEF, as they had agreed to pay.

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### 12.4 Membership Services Committee

- 1) Four Dances 2008 had gone out with magazine edition 6.
  - 2) Revised Dance Scottish pack was virtually finalised. To recoup outlay, must sell 350, which Jim was confident of achieving. Information would be circulated to schools before September.
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### 12.5 Marketing

- 1) The group had concluded that members were not recruited centrally, but by Branches. Discussion with Branches was required, to clarify their and our roles and to find out what they needed and support their efforts. The group felt there were two groups to attract – the youth/student age group, and “empty nesters”.
  - 2) Materials and ideas should be provided to Branches, communicating best practice, etc – leading to the idea of market research. The notice in the magazine asking for help had brought several responses, including Katharine Hoskyn, a market research professional.
  - 3) Internally, more co-ordination between MCs and MB was needed, particularly with regard to materials, eg varying qualities of Schools booklets/forms; these should be produced with a common, consistent, branded image.
  - 4) The group felt that the question of children needed to be taken away from marketing and membership. In Scotland, Local Authority contacts were the key. This function was too large to add to what the Youth Director was already doing.
  - 5) The next stage in the market research project was to develop a questionnaire, to go out with the next edition of the magazine.
  - 6) William requested more information on Liz's activities, outcomes etc.
  - 7) There had been two recent requests for assistance; one for a display team connected with a live music concert in Princes Street Gardens on 1 June. The second was from the events office of the Scottish Parliament, for a demonstration at the opening ceremony of the World Schools Orienteering Championships. Liz had negotiated both, Margo Priestley was organising teams.
  - 8) A marketing strategy was likely to be produced by the end of the year.
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### 12.6 Education & Training Committee

- 1) Offers had been made from Aberdeen and Dundee to host Spring Fling 2009; both had been asked to submit details, and their responses were being evaluated.
  - 2) Three new examiners had been appointed, and would be named in the notes of the next meeting.
  - 3) The Board felt that fees should be waived for Teachers'
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	Associations, and that they should be treated as Branches, but without voting rights.		
	4) <b>Agreed</b> to give TAC the option of maintaining status quo, or becoming 'affiliated' as a Teachers' Association, receiving Branch mailings as other TAs would, but with no delegates.		
13	<b>Branches</b>		
13.1	<b>New Zealand</b> Alex had talked to Murray Corps, who was willing to collaborate with MB working groups on membership and Branch conferences.		
13.2	<b>Isle of Islay</b> Isle of Islay Branch were considering disbanding and becoming an affiliated group, partly due to member numbers – 11 annual – but also because of the demands on them as a registered charity. OSCR had confirmed that if they ended their charitable status, any funds could be 'passed' to the Branch, if it continued to exist, or to the affiliated group they may become, but the funds would have to be used for the charitable purposes for which they were collected, and OSCR would monitor the spending.		
14	<b>Affiliated Groups</b> No applications for affiliation.		
15	<b>Correspondence</b>		
	1) London Branch had requested that “..Management Board members be allowed to report fully to Branch Committees on all Society business”, as Jeff was a member of their Branch Committee. After consultation with Alex and Irene, Elspeth had responded that this was acceptable, provided Jeff and the Committee were aware that Jeff was bound by the MB Code of Conduct, including confidentiality, and that he bore collective responsibility for Board decisions.		
16	<b>AOCB</b>		
	1) Garden Party, Holyrood Palace – Tuesday 1 July. Four places available. Anyone interested to contact Elspeth asap.	All	30/04/08
	2) Irene had received an invitation to Moscow in September, to 'officially' launch Moscow Branch, which had now finalised the necessary paperwork.		
	3) Pat suggested that, as many Branches were about to hold their AGMs, it would be a good time to give them the background to the financial situation and let them know what the MB was doing to address issues. The Board felt it would not be useful to go into what was past, but to reinforce that MB was bringing the situation under control. <b>Agreed</b> Alex to draft a brief report, send round MB for comment, and aim to include it in the mailing to Branches on 2 May and also put it on the website.	A Gray	30/04/08
17	<b>Issues for Magazine/Marketing Officer</b>		
	1) Andrew to be thanked for agreeing to continue, and congratulated on his work to date.		
	2) Dance Scottish Week – Liz to discuss with Ruth soon.		
18	<b>Date of next meeting – 21 June 2008</b> Aim to get papers for circulation to Elspeth by 27 May, for sending out 28 May, as she will be on holiday 29 May to 13 June.		

## MANAGEMENT BOARD MEETING

Saturday 21 June 2008

RSCDS Headquarters, 12 Coates Crescent, Edinburgh at 10.30am

### AGENDA

#### Enclosures/Papers

- |    |   |   |
|----|---|---|
| 1  | <b>Apologies</b>  |   |
| 2  | <b>Notes of meeting of 19 April 2008</b>  | <i>Previously circulated</i>                      |
| 3  | <b>Matters arising from notes not listed elsewhere</b>                                  |   |
|    | 3.1 Commemorative Tree (19/04/08, item 3, (3))<br><i>Update re AGM docs - vols/8rs?</i> |   |
| 4  | <b>HR Panel</b>   |   |
| 5  | <b>Finance</b>  |   |
|    | 5.1 Annual 2007-08 Accounts   | <i>Paper to follow ✓</i>                          |
|    | 5.2 Annual 2007-08 Trustee Statement  | <i>Paper to follow ✓</i>                          |
|    | 5.3 Audit 2006-07 response letter   | <i>Paper to follow ✓✓✓</i>                        |
|    | 5.4 Budget 2008-09 update   | <i>Paper to follow ✓</i>                          |
|    | 5.5 Proposed Constitutional amendment on annual subscription fees                       | <i>Paper to follow ✓</i>                          |
| 6  | <b>Governance</b>   |   |
|    | 6.1 Update on procedures  |   |
| 7  | <b>AGM</b>  |   |
|    | 7.1 Responses to Members' Forum 2007 – update   |   |
|    | 7.2 CRBS Disclosures – update   |   |
|    | 7.3 AGM 2008 – draft Agenda   |   |
| 8  | <b>Management Board Panels</b>  |   |
|    | 8.1 Strategic Plan  | <i>Proposed review procedure &amp; template ✓</i> |
| 9  | <b>Management Board Working Groups</b>  |   |
|    | 9.1 Membership & Subscriptions  | <i>Report #1 to be circulated ca 06/06/08 ✓✓</i>  |
|    | 9.2 Regional Conferences  | <i>Paper ✓</i>                                    |
|    | 9.3 Dance Scottish  | <i>Notes of mtg 5/6/08 ✓</i>                      |
|    | 9.4 Outside Scotland  |   |
|    | 9.5 President/Vice Presidents   |   |
| 10 | <b>Marketing</b>  |   |
|    | 10.1 Marketing Officer contract   | <i>Report from Marketing Officer to follow ✓</i>  |

**11 Website**

Presentation by Anne Carter \*

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**12 Management Committees**

12.1 Education & Training Committee

Notes of Meeting 17/05/08 ✓

12.1.1 Teachers' Associations - update

12.2 General Purposes & Finance Committee

Notes of Meeting 31/05/08 to follow ✓

12.2.1 MB briefing notes from GP&F

Paper to follow ✓

12.3 Membership Services Committee

Notes of Meeting 10/05/08 ✓

**13 Branches**

**14 Affiliated Groups**

Societa di Dante

**15 Correspondence**

- 2. Summary of dgs to exam syllabus ✓
- Heads up for updates on SLs ✓
- Spring Flip 2008 Report ✓
- Spring Flip 2009 Program Report ✓
- Winter School 2010 ✓

**16 Any Other Competent Business**

**17 Issues for:**

17.1 Magazine Editor

17.2 Marketing Officer

**18 Date of Next Meeting**

20 September 2008

\* It is proposed that Anne joins MB members for lunch, and her presentation will then be the first item on the agenda after lunch.

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



**Notes of meeting of the Management Board  
held on 21 June 2008 at 10.30am  
at 12 Coates Crescent, Edinburgh.**

- Present:** Irene Bennett (Chairman and Convenor of meeting)  
Alex Gray (Chairman Elect)  
Jim Healy (Convenor, Membership Services Committee)  
Helen Russell (Convenor, Education & Training Committee)  
Roy Bain, Wilma Brown, Alan Carr, Neil Copland, Allana Creighton, Pat Houghton,  
Craig Houston, Roderick McLachlan, Jeff Robertson, Roz Scott-Huxley, Andrew  
Smith, Pia Walker.
- In attendance:** Elspeth Gray (Secretary)  
Ross Robertson (deputising for Convenor, GP & Finance Committee)
- Apologies:** Christina France, William Whyte.

Decision/Action	Member/s Responsible	Date to be completed
1		
<b>Notes of meeting of 19 April 2008</b>		
1) The Notes were <b>agreed</b> as an accurate record.		
2		
<b>Matters arising not listed elsewhere</b>		
1) <i>Commemorative Tree for Earl of Mansfield (16 Feb 07, 3(3))</i> The ceremony took place on 30 May at Scone Palace. A press release had been circulated; local press had not picked it up, but Scottish Field would run an article in their next issue.		
2) <i>Update re AGM delegates (16 Feb 07, 3(2))</i> There had so far been 5 volunteer delegates, and 8 Branches seeking delegates (potentially 31 in total).		
3		
<b>Human Resources Panel</b>		
1) The email vote on the proposal had not been successful – by the given date, 7 trustees had not responded. Most who replied had said yes, but there was uncertainty about finances. Nevertheless, Irene and Craig met with Margery McBain to discuss recruitment strategy, in order not to lose time, should the decision today be in favour. Elspeth left the meeting.		
2) The Board <b>agreed</b> unanimously to go ahead with appointing an Executive Officer, and <b>agreed</b> with the recruitment strategy. Elspeth rejoined the meeting.		
3) <b>Agreed</b> that Branches would be informed by separate letter before the Branch mailing. Alex and Irene to prepare a letter and send it to Board members on Monday for a response within 24 hours before sending out; no response would equal agreement.	A Gray/ I Bennett	23/06/08

4	<b>Finance</b>		
4.1	<i>Annual Accounts &amp; Trustee Statement 2007-08</i>		
	1) GP&F, and particularly William, had put a lot of effort into finances in last few months. The deficit of just short of £150,000 would be no surprise. The layout had to comply with accounting standards. The last two pages were not required as part of the accounts but were probably of more interest to members. It was suggested that the statement “The following pages do not form part of the statutory accounts”, be replaced with “Additional information”.		
	2) Andrew believed there were discrepancies and differences in terminology between the pages at the end, those within the financial report, and also with the budget figures. Ross responded that management accounts were often different from statutory accounts, although there would be the same bottom line in both. <b>Agreed</b> Andrew to list all the ‘mis-matches’ he has identified and send to William.	A Smith	27/06/08
	3) Any other typos or comments to be sent to William asap.	All	27/06/08
	4) <b>Agreed</b> that William, in conjunction with Irene and Alex, will update governance & risk management paragraphs; and remit to GP&F to sign off the final version; Irene and William then sign off the final Trustees’ Report & Accounts.	W Whyte	18/07/08
	5) The operational budget should refer to a “contribution to staff costs” rather than a “contribution from Summer School” – ie not a profit. This could be done in the management accounts, and possibly in the final two pages of the statutory accounts.		
	6) <b>Agreed</b> there was a need to look at additional information in the final two pages, especially schools and publications, and consider including a breakdown per member.	W Whyte	31/07/08
4.2	<i>Audit 2006-07 Response Letter</i>		
	1) Membership Services Committee had been asked to respond to the auditor on the question of stocks. It was minuted that Jim was to draft a response, but before that had been done, William had written to the auditor. Jim disagreed with what William said in that letter regarding stocks. William and Jim to liaise and clarify.	W Whyte / J Healy	30/06/08
	2) Board members were asked to take the opportunity to contribute to risk management policy, process & register. Comments must be received before the next GP&F in August, and were requested by 5 July.	All	05/07/08
4.3	<i>Budget 2008-09 Update</i>		
	1) William sought approval for “Budget-V4 2008-09”. It was pointed out that it should be renamed – the budget was the figures approved in April, column C; the June figures were the latest projection/estimate rather than a revised budget.	W Whyte	23/08/08
	2) Staff costs for Summer/Winter Schools and Spring Fling were roughly equal to two-fifths of central costs; that must be borne in mind when compiling budgets in future.		

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4.4 *Inflation-proofing the subscription*

- 1) The proposal was discussed. Neil had been made aware that, when this was done previously, it concerned the timing of Executive Council meetings; with the changed structure, it was not felt necessary and was intentionally dropped.
- 2) Craig suggested there was no reason for such a mechanism, MB should simply submit a motion each time an increase was required.
- 3) Jim proposed, Neil seconded, that the Board should not take this proposal forward this year; **agreed** by a majority (15 for, 1 against).

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4.5 *VAT*

William had sourced a VAT expert. Isobel Gray had acknowledged that expert advice was needed, and was comfortable with this person.

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4.6 *Summer School*

- 1) It was formally noted that concern was expressed that William had shared Summer School information with someone outwith the Board or Committee - "a dancing friend with extensive business and budget experience" - and that this was not appropriate.
- 2) **Agreed** that it was not appropriate for the MB to spend an hour at the September meeting on Summer School, it was detail, not policy. This was for E&T and MS committees and the GP&F Convenor to take forward.

J Healy/ )  
H Russell/ ) 30/09/08  
W Whyte )

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4.7 *IT item*

MB approval was not necessary, but the spend was **agreed**.

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5 **Membership & Subscriptions Working Group**

- 1) Neil and the WG were congratulated on a very thorough piece of work.
- 2) Despite the licence agreement, Boston Branch was moving to two levels of membership, and it was believed this was happening unofficially in other Branches. Many Branches did not "sell" the Society to their members and tell them what they belonged to. The list of benefits of membership should be amalgamated with a similar list drawn up by Jim and Liz, and circulated widely.
- 3) Many families only wanted one copy of the magazine. There was already a mechanism to do that, which Branch secretaries should be aware of. Some members would pay less not to get the magazine.
- 4) The intention was that joint or adult family members would all have individual voting rights at Society level, they would be considered individual members.
- 5) The Working Group felt a fixed term membership was a good idea, but that the period and level should be decided by GP&F. Pia suggested offering fixed term membership, as an incentive, when a subscription increase was next proposed.

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- 6) It was proposed by Pia, seconded by Roderick, that all subscription reductions outlined in the paper should go forward to this year's AGM, and **agreed**.
  - 7) **Agreed** to remit to GP&F to consider fixed term membership and make a recommendation. W Whyte 23/08/08
  - 8) HQ membership charges were for internal administration. There was some support for closing HQ membership.  
*[The discussion stopped at this point for lunch and the presentation on the website. For ease of reading, notes will continue from where the discussion resumed.]*
  - 9) It was suggested that the Working Group, with some new members, should continue addressing the membership structure, with a view to preparing a proposal for 2009.
  - 10) Noted that New Zealand will almost certainly bring up multiple/transferable voting rights.
  - 11) **Agreed** Neil and Working Group to prepare a clarification of benefits and entitlements for all categories of membership proposed, to be included in the July Branch mailing information, as well as in the draft agenda. N Copland 30/06/08
  - 12) There was discussion about what could be done if Branches ignored the licence agreement and permitted Branch only membership. The only sanction that could be taken would be withdrawal of the licence agreement, which could lead to the loss of more members. **Agreed** to debate this another time.
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## 6 Website

- 1) Anne Carter, who had been appointed to MS, had carried out a thorough investigation of the website and had produced a series of recommendations on how it should be structured, managed, etc.
  - 2) Anne talked the MB through her findings, recommendations and actions planned by MS (paper tabled)..
  - 3) Alex repeated the request made several times for a risk assessment and procedures from GP&F for the introduction of electronic payments, eg Paypal. W Whyte 23/08/08
  - 4) Ross had been successful in getting \$5,000 from an American foundation for website development work in his own job. Ross to speak to Helen/Jim re funding application. RR/HR/JTH 31/08/08
  - 5) Helen asked about a mechanism for online form filling, which would be helpful for E&T. A list of forms would be useful. Anne to discuss with Craig J.
  - 6) Training was needed for HQ staff, and for anyone with responsibility for maintaining areas of the website.
  - 7) Noted that Anne should have a budget, to include travel, to meet and discuss requirements.
  - 8) Costed proposals would now be prepared.
  - 9) Recorded that MB very much appreciated Anne's work.
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## 7 Governance

### 7.1 Procedures

- 1) Roy tabled a paper outlining the current situation. 31
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documents had been agreed, 17 were still in draft, and 6 were required. William had a number of those in draft. E&T were asking for risk assessments to go with activity questionnaire, and Roy was trying to find a form of words acceptable to the broad scope of people who might use them. Helen noted that for Summer School this year, some preliminary investigation and clarification would be carried out, but forms would be completed in full next year. William had said the draft finance procedures would be ready for end of July, and Roy hoped to have everything in place by end August/beginning September.

- 2) This phase would be completed by the time Irene stood down. Roy was happy to continue to work on the project.
- 3) A schedule of review dates was required.
- 4) It was suggested that the new Executive Officer should ensure procedures were 'fit for purpose' and report back to MB.
- 5) Progress should be reported to members. This could be done in the July Branch mailing.
- 6) MB to see the procedures that were still in draft, when they were available.

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## 7.2 CRBS disclosures update

- 1) A further meeting had been held with a CRBS officer, to confirm the procedure to be followed to process disclosure applications for Branches. Any Scottish Branch wishing to process disclosure applications through RSCDS will be required to complete a form of contract in order to be recognised by CRBS. Aberdeen Branch had trialled the new system, and although Sheila Fyfe of Aberdeen had been given misleading advice by CRBS, the system was now working and a number of certificates had been issued. It was now proposed to appoint approximately eight signatories, spread across Scotland, to check IDs and process documentation, while control remained at HQ. It is hoped to issue further information to Scottish Branches in the July mailing or shortly thereafter.
- 2) It was suggested that this was a service to Branches that should be charged for. It was queried whether the service should be restricted to Branches or offered to other SCD groups. **Agreed** GP&F to consider a realistic fee, Elspeth to provide information regarding costs/time etc.
- 3) It was important to tell Branches what was happening as a follow-up to Glasgow's complaint at the AGM. Roy and Elspeth to liaise to prepare update for July Branch mailing.

W Whyte 23/08/08

E Gray 23/08/08

E Gray/ 02/07/08

R Bain

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## 8 AGM/Conference Weekend

- 1) *Members' Forum Responses Update*  
Roz had started to put an update together. She had received input from E&T and GP&F, and was awaiting a response from MS. Jim agreed to send report to Roz within 3 weeks.

J Healy 11/07/08

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Roz will then circulate it.

R S-Huxley 31/07/08

- 2) *AGM 2008 Draft Agenda*  
Add appointment of President.
- 3) Chairman, Chairman Elect, Convenors and Elspeth to deal with any motions received from Branches and to finalise the draft agenda (as it is due to be circulated to Branches before the next MB meeting).
- 4) Convenors were asked to attend the Saturday morning discussion session this year to address anything said that was incorrect or misleading. All other MB members were of course welcome. The topic was 'Communication' in the widest possible sense. A Working Group on communication may develop from the discussion group.

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9 **Marketing**

- 1) Since the report had been produced, there had been confirmation that RSCDS would be part of the floor show throughout The Gathering's 2 days.
- 2) Homecoming Scotland organisers were excited about the possibility of commissioning a dance and tune.
- 3) Noted that there was disappointment at the lack of publicity of the tree-planting ceremony, despite Liz's efforts.
- 4) There were no photos of last year's colouring competition winners. **Agreed** this year's winners to be asked to provide photos.
- 5) **Agreed** that Liz's report could be sent to Ruth Beattie and Andrew Kellett for information (without the final paragraph). Liz and Jim to discuss and agree whether it should go to anyone else, or on the website.

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9.1 *Marketing Officer Contract*

- 1) Jim felt one day per week was basically working; there were occasional difficulties, but Liz was building relationships in the right places.
- 2) Pat felt what was lacking was any measure of success, although she recognised that may be difficult. Jim responded that phone calls and approaches were being made from organisations, particularly the Scottish Executive, which had not happened before.
- 3) Jim proposed holding the fee at £250 per day, for up to 60 days in the next year, + expenses. Roy seconded, 13 voted for with one abstention, therefore this was **agreed**.

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10 **Membership Services Committee**

- 1) The Books 1-6 Collection, and CDs for Books 9 and 11 would all be ready for Summer School.
- 2) The Dance Scottish DVD/CD pack was about to go into production with an order for the first 300.
- 3) The digital distribution project was proving difficult. David Cunningham was investigating an alternative, which we may be able to use.

	4) The final draft of the warm-up booklet was going to Helen for proof-reading next week.		
11	<b>Winter School 2010</b> It had been proposed to run two courses back to back in 2010. Helen requested MB views, so that the hotel could be provisionally booked. If it was agreed, the condition was that George Meikle would again be Winter School Co-ordinator. <b>Agreed</b> to go ahead and make the provisional booking, Helen to double-check no cost incurred if cancelled.	H Russell	30/06/08
12	<b>Management Board Panels</b>		
12.1	<b>Strategic Plan</b> The Chairman, Chairman Elect and Convenors (except William, who was unable to attend) would flesh out the Strategic Plan the following day. It would then be circulated to MB.		
13	<b>Management Board Working Groups</b>		
13.1	<b>Regional Conferences</b> 1) The WG had looked at the possibility of “communication” meetings in various locations, and the possible cost, as outlined in the paper circulated. 2) It was suggested that at eg TAC, it might be better to ask for a hall for a half day before the school started, and invite representatives from Branches in the area, not just people attending the school. 3) Alex pointed out the negative perception of doing something in Scotland that we were not prepared to do elsewhere. 4) Roy proposed sending “ambassadors” to go and meet members/Branches, without the formality of a Conference. 5) With the budget as it stood, it was suggested that NZ in 2008-09 was not possible, and it was felt that we were not ready to do it this year in any case. 6) <b>Agreed</b> it needed to be fully planned and budgeted, but to report to Branches that MB were looking at the proposal more deeply and planning to do it at some time.		
13.2	<b>Dance Scottish</b> 1) On Tuesday 16 September and especially on Wednesday 17 September there would be invited guests. The WG would like as many MB members as possible to come on either day, but preferably Wednesday. Let Elspeth know if attending. 2) On Wednesday 17 September, London Branch were holding an ‘open house’. Liz had provided a lot of help. 3) Template for the colouring competition had been provided, and would be sent to Branches and put on website shortly.	All	asap
13.3	<b>Outside Scotland</b> Application forms were now available. The current draft programme was being circulated. A souvenir programme would be produced. There had been commitment from Alex, Helen & William so far. There was still a possibility for a ‘meet the Board’ session on the final day.		

13.4	<b>President/Vice Presidents</b> Alastair MacFadyen was now able to attend the September MB meeting to share his views on the President/VPs roles.		
14	<b>Management Committees</b>		
14.1	<b>Education &amp; Training Committee</b>		
	1) <i>Item 3 of minutes</i> – noted that claiming money from external awarding bodies was an administrative matter, not GP&F.		
	2) <i>Summer School Update</i> An updated budget had been sent to William, showing an expected surplus of around £48k.		
	3) <i>Spring Fling 08</i> The event went very well, and a surplus had been produced in excess of expectations. The local organising group were excellent.		
	4) <i>Spring Fling 09</i> It had been agreed to hold Spring Fling 2009 in Aberdeen.		
	5) <i>Summary of changes to exam syllabus</i> This had been a long process, many small things had to be amended and made consistent. The full version of the revised syllabus was now on the website.		
14.2	<b>General Purposes &amp; Finance Committee</b> Helen was unhappy about the decisions made by GP&F relating to JMMF applications. She would like to be clear about its purpose, and to know what she could claim for. To be discussed at Convenors' meeting.		
15	<b>Branches</b> Nothing to report.		
16	<b>Affiliated Groups</b> MB approved the affiliation of Societa di danza – Modena, Italy.		
17	<b>Correspondence</b> There was no correspondence to report.		
18	<b>AOCB</b>		
	1) The importance of filling available MB posts was stressed. <b>Agreed</b> to consider for next year whether technology could be used to permit overseas members to “join” meetings. All were encouraged to canvass people for all committees.		
	2) <b>Agreed</b> to fill <u>all</u> vacancies, including “backfills” for 1 or 2 years because of resignations.		
19	<b>Issues for Magazine/Marketing Officer</b>		
	1) All to contact Elspeth with anything for the magazine.	All	01/08/08
	2) Craig suggested asking Liz to think about fundraising. He questioned what was being done to get extra income.		
20	<b>Date of next meeting</b> 20 September 2008		



## MANAGEMENT BOARD MEETING

Saturday 20 September 2008

RSCDS Headquarters, 12 Coates Crescent, Edinburgh at 10.30am

### AGENDA

#### Enclosures/Papers

- 1 Apologies
- 2 Notes of meeting of 21 June 2008 *Previously circulated*
- 3 Matters arising from notes not listed elsewhere
- 4 HR Panel
- 5 Finance
  - 5.1 Annual 2007-08 Trustees' Report & Accounts - final *Final accounts*
  - 5.2 Budget 2008-09 update
  - 5.3 VAT
  - 5.4 2009-10-11 budget process
  - 5.5 Alliance & Leicester Ombudsman response
  - 5.6 Property
- 6 Governance
  - 6.1 Update on procedures
  - 6.2 Need to update trustee induction pack
  - 6.3 Mechanism for removal of a trustee
- 7 AGM
  - 7.1 AGM 2008 – draft Agenda *Draft agenda*
- 8 Management Board Panels
  - 8.1 Strategic Plan
- 9 Management Board Working Groups
  - 9.1 Membership
  - 9.2 Regional Conferences
  - 9.3 Dance Scottish *Summary report to follow*
  - 9.4 Outside Scotland
  - 9.5 President/Vice Presidents *(this to be taken as first item after lunch)*
- 10 Management Committees
  - 10.1 Membership Services Committee *Notes of Meeting 06/09/08 to follow*

- 10.2 Education & Training Committee
- 10.2.1 Schools Director Designate
- 10.3 General Purposes & Finance Committee

*Notes of Meeting 13/09/08 to follow  
Nomination form  
Notes of Meeting 23/08/08 to follow*

**11 Health & Safety**

**12 Branches**

**13 Affiliated Groups**

13.1 Feltham & District Scottish Association, Middlesex

13.2 Heads Nook Scottish Country Dance Club, Carlisle

13.3 *Celtica SCDances, Kreckow, Poland*

**14 Correspondence**

*- New York  
- Kirkcubright*

**15 Any Other Competent Business**

**16 Issues for:**

16.1 Magazine Editor

16.2 Marketing Officer

**17 Date of Next Meeting**

22 November 2008

*Alastair MacFadyen will join MB members for lunch and for discussion of agenda item 9.5, which will be the first item to be dealt with following lunch.*

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

**Notes of meeting of the Management Board  
held on 20 September 2008 at 10.30am  
at 12 Coates Crescent, Edinburgh.**

**Present:** Irene Bennett (Chairman and Convenor of meeting)  
Alex Gray (Chairman Elect)  
Jim Healy (Convenor, Membership Services Committee)  
Helen Russell (Convenor, Education & Training Committee)  
William Whyte (Convenor, GP & Finance Committee)  
Roy Bain, Alan Carr, Neil Copland, Allana Creighton, Christina France, Pat Houghton,  
Craig Houston, Roderick McLachlan, Roz Scott-Huxley.

**In attendance:** Elspeth Gray (Secretary)

**Apologies:** Wilma Brown, Jeff Robertson, Andrew Smith, Pia Walker.

	<b>Decision/Action</b>	<b>Member/s Responsible</b>	<b>Date to be completed</b>
1	<b>Notes of meeting of 21 June 2008</b> 1) The Notes were <b>agreed</b> as an accurate record.		
2	<b>Matters arising not listed elsewhere</b> 1) <i>Audit 2006-07 Response Letter (21 June 07, 4.2(1)):</i> William clarified that he had sent a draft to Irene, Alex and the Convenors, following which it was amended and sent to auditor by Elspeth. 2) <i>Online payments risk assessment (21 June 07, 6 (3)):</i> William had carried out the work requested, but had no record of having sent it. He had very recently done so. 3) <i>Procedures (21 June 07, 7.1 (1)):</i> William now had no draft procedures outstanding. 4) <i>Members' Forum Responses Update (21 June 07, 8 (1)):</i> Roz had not received input from Jim, although he confirmed he had sent it. Jim to re-send. 5) <i>CRBS disclosures (21 June 07, 7.2 (2)):</i> GP&F had recommended a fee of £25 per disclosure. Neil reported this was the same as NAAFC. <b>Agreed</b> to set rate at £25. William to clarify whether VAT to be charged.	J Healy	26/09/08
3	<b>Human Resources Panel</b> There were 33 applicants for the EO post. Applications were scrutinised by Alex, Craig and Helen; Irene and Elspeth also saw all applications. Six were invited to interview on 22/23 Sept, one had dropped out. Elspeth, Irene and the staff would meet each candidate informally; each candidate would then carry out a financial exercise, make a presentation to the panel (including Margery McBain) and undergo a formal interview.		
4	<b>Finance</b>		
4.1	<i>Annual Accounts &amp; Trustee Statement 2007-08</i> 1) Noted that although at the June MB meeting, the Board had		
4.1		E Gray W Whyte	Ongoing 31/10/08

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agreed to authorise GP&F to approve the Trustees' Report, for accuracy, the statement on p10 should have read: "approved by Trustees and signed on their behalf on 23 August".

- 2) Helen noted that if anyone asked questions relating to E&T expenditure at AGM, she may ask William to comment.

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#### 4.2 *Budget 2008/09 Update*

- 1) William reported that there were no figures for this meeting, for technical accounting reasons, but that he had reviewed transactions and saw nothing to cause concern.
- 2) Noted that full refunds had been made on Summer School cancellations even when they occurred late in the day and the Society had to pay the University some of the costs incurred. E&T had clarified the policy so that it was consistent, and would be stressed in future.
- 3) Concern was expressed by several members that a budget report was not available. It was essential that there should be a budget report for each meeting, for governance purposes. William undertook to produce updated actual results as far as possible and a budget/outlook before the end of the following week, and to ensure such a report was available at all future meetings

W Whyte

26/09/08

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#### 4.3 *VAT*

- 1) The formula for calculating VAT returns, which had existed for 5/6 years, had been under review. It was very complex. The process of revising the formula was to be complete by mid-October, as a return was due that month.
- 2) A VAT consultant has been used; he undertook the first part of the work pro bono, and the contract with him to investigate other aspects of the Society's VAT situation was being finalised. An agreement had been reached with St Andrews University and C&E that the University will no longer charge VAT on the bulk of their invoice. A net saving of around £15-20,000 was anticipated.
- 3) The next stage would be to look at reclaiming VAT from previous years, starting with the last 3 years. The University may require a "payment" for the admin work involved. The period 1997-2004 may then be considered.
- 4) There were other areas where there may be potential savings on VAT, which the consultant would consider.
- 5) William was thanked for all the work involved. It was suggested the VAT consultant should be asked how often the VAT position should be reviewed. It may have to be done every time the subscription fee is changed.

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#### 4.4 *2009-10-11 Budget Process*

- 1) Roy and William were working on this, and a clear, simple budget manual outlining the input required for the upcoming budget process would be ready by end September. Convenors were being asked for financial input, then William will produce the budget. A 2-year budget will be produced for the start of the financial year, and would be used as a pilot.
  - 2) Roy questioned that convenors and directors were not being asked to produce budgets, but William's preference was that
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they give financial parameters only, and he will then prepare the overall budget for approval by the MB.

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4.5 *Alliance & Leicester*

A letter had been received from the Financial Ombudsman, rejecting the claim. A&L claimed that they offered to backdate interest. **Agreed** William to draft response, pointing out that this was not our recollection of discussions and requesting proof.

W Whyte/  
E Gray                      02/10/08

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4.6 *Property*

- 1) There were some ongoing problems, and Stewart had not reported to the last GP&F meeting. Roy had spoken to him. Stewart had agreed to deal with the plumbing problem himself. Some sash cords needed repair, there was rubbish to be disposed of, and window exteriors needed painting or possibly treatment. Stewart may not have the time to do what was expected of him.
- 2) Using the services of a premises manager was proposed by Alan, seconded by Roz. **Agreed** Alex and William to follow up, to get recommendations and costs and report back.

A Gray/  
W Whyte                      07/11/08

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5 **President/Vice President Role**

- 1) Dr Alastair MacFadyen was welcomed to the meeting. He shared some of his thoughts since he had taken over the Presidency. He had often been asked what he actually did as President, which would not have been asked of his predecessors, whose role was generally seen as being to chair the AGM; to present Scrolls; to give the benefit of their contacts; and to support and provide any advice they felt able to give.
  - 2) Dr MacFadyen was still actively involved in Branches and clubs, and was regularly invited to give talks. He was aware of the need not to encroach on the roles of Chairman and Chairman Elect.
  - 3) He requested 2 things of the MB. Firstly, an indication of what length of time the MB felt reasonable. He would be 75 in 2011, which may be a good point to stand down, although 2 more years would be the Society's 90th anniversary. Secondly, he would welcome an indication, even in broad terms, of what the MB thinks the President should be doing.
  - 4) With regard to Vice Presidents, his personal view was that they could be "discontinued".
  - 5) One possible role for the President would be representation of the Society at ceremonial level.
  - 6) Dr MacFadyen's final comment was that whatever was decided on his role, its scope and duration, he would be happy to accept.
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6 **Governance**

6.1 *Procedures*

- 1) Roy tabled a paper outlining the current situation. Fine-tuning would be required, which would be done through the review procedure. Roy had offered to carry on with the work. The new Executive Officer would obviously need to be involved in the process.
  - 2) It was suggested that an index would be useful. Roy would
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	email this on Monday or Tuesday.	R Bain	24/09/08
3)	While no specific training needs for committees had been identified, Alex felt it may be useful to get the MB/MCs together for a day to discuss procedures and other things.		
4)	Irene proposed, Jim seconded, that Roy be asked to continue with the project and this was <b>agreed</b> .		
6.2	<i>Trustee induction pack - updating</i> All to pass any suggestions to Roy and Elspeth.		
6.3	<i>Mechanism for removal of unsatisfactory trustee</i>	All	24/10/08
1)	The lawyer had recommended that, while defining this mechanism was something that must be done, it was not necessary to add it to the AGM agenda as an emergency motion. The Board should however record what action it is taking and put the amendment to the next available AGM.		
2)	<b>Agreed</b> to request an appropriate clause from the lawyer that can be adapted, and put on agenda for next meeting.	E Gray	17/10/08
7	<b>AGM/Conference Weekend</b>		
7.1	<i>Nominations for elections</i> The final nominee list was distributed.		
7.2	<i>AGM 2008 Draft Agenda</i>		
1)	Delete item 7 and re-number. Noted that this MB meeting was a week too early, in relation to the deadline for submission of amendments to motions on draft Agenda.	E Gray	10/10/08
2)	Agenda item 12.1 (was 13.1):		
	<ul style="list-style-type: none"> <li>Noted that the Constitution provides for trustees and delegates to be 18 years old or over.</li> <li><b>Agreed</b> to amend 13.1.1 – delete “aged 18 years or over, and”.</li> <li><b>Agreed</b> to amend Appendix A, Note 1 – delete “, aged 18 years,”, and add “Note that clause 16, clause 27(a) and clause 44(c) remain unchanged.”.</li> <li><b>Agreed</b> Neil to propose 12.1, and Neil to ask Ross if he will second.</li> <li>The lawyer had clarified that 12.2 and 12.3 would result in constitutional change and therefore definitely require two-thirds agreement.</li> </ul>	“	“
		“	“
		N Copland	10/10/08
3)	Agenda item 12.2 (was 13.2):		
	<ul style="list-style-type: none"> <li>The proposal would make counting complex, but this was a logistical problem.</li> <li><b>Agreed</b> the MB would not make a supporting statement.</li> </ul>		
4)	Agenda item 12.3 (was 13.3):		
	<ul style="list-style-type: none"> <li>This motion had huge implications for the Society. Alex had consulted the lawyer, who suggested a robust defence was the best response. The MB were agreed that the current situation had to be defended, although it was recognised that the desire for local group/Branch membership had existed for years. Jim proposed an amendment to the motion, to remit the issue back to MB to come back in good time for next year’s AGM with coherent proposals, outlining financial and other implications. Such an amendment would require only 50% majority.</li> </ul>		

	<ul style="list-style-type: none"> <li>• <b>Agreed</b> to prepare an amendment to the motion, with supporting paper, as outlined in the bullet point above. The Membership Working Group should deal with this and be expanded to include representation from Canada, USA east and west, Europe, Japan, Aus &amp; NZ.</li> <li>• <b>Agreed</b> wait till 29 September to see if any other amendments submitted, then Jim, Neil, Helen and Alex to prepare amendment and supporting paper before 10 October mailing date.</li> </ul>	J Healy/ N Copland/ H Russell/ A Gray	06/10/08
<b>8</b>	<b>Management Board Panels</b>		
8.1	<i>Strategic Plan</i> Some changes were still to be made to the document circulated at the previous meeting.		
<b>9</b>	<b>Management Board Working Groups</b>		
9.1	<i>Membership</i> Neil to share the draft AGM agenda with the Working Group and start gathering thoughts. Review after AGM.	N Copland	03/10/08
9.2	<i>Regional Conferences</i> It became clear shortly after the last MB meeting that NZ Branch were keen to hold a regional conference as part of their 2008/09 Summer School. Alex discussed this with Irene and the Convenors and it was agreed that we should proceed. A key factor was the current situation in NZ. Craig Houston had agreed to accompany Alex. TAC were keen to hold one next year, and wanted a decision by December. Jim proposed this should go ahead, Roy seconded. Alex believed the cost of the NZ trip would be in the region of £3,000. Time had been of the essence in making the decision, but Alex had not informed the MB of this decision by email. Alex to report fully to next meeting.	A Gray	22/11/08
9.3	<i>Dance Scottish</i> <ol style="list-style-type: none"> <li>1) There had been a very successful reception on Wednesday. Linda Fabiani came and stayed for some time, there were representatives from a number of other bodies, and a lot of good contacts were made. In general, the event had definitely grown. Very little was spent on DSW this year. The group recommended that it should continue, but responsibility would now transfer to MS.</li> <li>2) Note to bear in mind potential use of inkjet printers with pre-printed posters and fliers in future.</li> <li>3) It was suggested that last year's colouring competition entries could be displayed at the AGM. The display boards were usually used by the Youth Director.</li> </ol>		
9.4	<i>Outside Scotland</i> It was regretted that the Kaleidoscope information and registration was on the Strathspey website, and that this had been done without any discussion with or request to Headquarters.		
<b>10</b>	<b>Management Committees</b>		
10.1	<b>Membership Services Committee</b> <ol style="list-style-type: none"> <li>1) The questionnaire to members, to be circulated with magazine, was being finalised – it would cost ca £1,000. Katharine Hoskyn was establishing a facility to complete it online.</li> <li>2) Homecoming and The Gathering – Liz had had very positive</li> </ol>		

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discussions with them, but the proposal regarding finance had not been finalised. Jim and Liz were meeting with representatives from both next week. They want the youth team for 8 performances over the year, and as part of the 2-day Clan Gathering show. There would be 2 competitions, for a dance and a tune, and we needed to move quickly on these.

- 3) There had been a suggestion of a DVD of the warm-up booklet.
  - 4) Flyers for the Dance Scottish DVD would go to Branches and a wide range of other contacts, as well as schools.
  - 5) There were over 400 bookings so far for each night of the Conference Weekend.
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#### 10.2 Education & Training Committee

- 1) The refunds & cancellation policy was clearly laid out in the notes.
- 2) E&T were adding to the list of benefits to members.
- 3) The £50/week reduction had been the same for a number of years. It was proposed to make the discount 20%. It was confirmed that this could be done within the Summer School budget and would not affect the contribution.
- 4) John Wilkinson was considering a "linked fee scheme" – a discounted Summer School rate for those who attended Spring Fling. If it was felt that a subsidy would be required, a formal paper would be put to GP&F, then to MB if necessary, but if John could manage it within his budget, he may go ahead.
- 5) Payment to Schools' staff – on the previous Strategic Plan, there had been an item that E&T were to "sort out how to pay staff". When investigated, it was clear that there would be difficulties with Inland Revenue; there would be a requirement for contracts and for payments to be put through payroll, and the workload on HQ would be excessive. Helen recommended strongly that this was not realistic. The case was different for professional, self-employed musicians who tutored on the musicians' courses. In response to a query from Neil, it was confirmed that they were the only exception.
- 6) Educational liaison in Scotland - E&T were in favour of both proposals. This would not be a paid post, but travel & eg phone expenses would be met. **Agreed** to go ahead.

H Russell

06/12/08

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#### 10.3 General Purposes & Finance Committee

There was nothing further to report.

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#### 11 Health & Safety

- 1) There had been a visit from Peninsula, who were contracted to cover Health & Safety for the Society. They now offered web access to legislation, guidance notes etc as part of the contract. Check monthly cost of contract.
- 2) Helen had used procedural forms to assess premises at Summer School.

E Gray

10/10/08

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#### 12 Branches

- 1) Noted that Doncaster Branch had, at their own request, been deregistered by the Charity Commission.
  - 2) A new Branch - South West Washington State Branch – was approved.
  - 3) Moscow Branch had now signed their licence agreement, and
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	wanted it to be officially “sealed” to prove the signatories for RSCDS (Chairman and Secretary) identities. Elspeth to discuss with lawyer.	E Gray	31/10/08
13	<b>Affiliated Groups</b> 1) Three applications to affiliate were approved: <ul style="list-style-type: none"> <li>• Feltham &amp; District Scottish Association, Middlesex</li> <li>• Heads Nook Scottish Country Dancers, Carlisle</li> <li>• Celtica SCD, Poland</li> </ul> 2) Pia’s request for funds for her trip to Poland was sent at too short notice. All were supportive of the proposal, but particularly as she is a trustee, it had to be dealt with by the book. Elspeth to draft response.	E Gray	17/10/08
14	<b>Correspondence</b> 1) New York – it was important to stress that schools were not being subsidised, but that a mistake was made in costings. Elspeth to prepare response (William to provide figures). 2) Kirkcudbright – the Branch had made several suggestions on ways to save money. Acknowledge and pass to MS. 3) New Zealand - need to review NZ’s method of uploading the member database.	E Gray/ W Whyte  E Gray  E Gray	17/10/08  10/10/08  12/12/08
15	<b>Magazine</b> Everything for the magazine was to be with Andrew on Monday 22 September.		
16	<b>Marketing</b> 1) Jim had talked to Liz about fundraising. There would be further discussions re Homecoming Scotland and fundraising. 2) Clippings services had been tried twice, and were not useful. Jim to discuss with Liz whether we could have someone just reviewing the Scotsman and the Herald.	J Healy	31/10/08
17	<b>Chairman’s comments</b> Irene thanked all Board members for the support they had given, especially Alex and Elspeth at the start of the year. She thanked all who were standing down, and hoped they would continue to enjoy dancing. Irene wished the remaining Board members and Alex every success. Alex had confirmed he will be taking up the post of Chairman, and would confirm this in the mailing to Branches. Irene finished as she had started, with a press cutting about email: “information overload can harm concentration as much as marijuana”! Roy thanked Irene for all her extremely hard work as Chairman, and for remaining positive despite all that she had had to cope with during her term of office.		
20	<b>Date of next meeting</b> 22 November 2008		

## MANAGEMENT BOARD MEETING

Saturday 22 November 2008

RSCDS Headquarters, 12 Coates Crescent, Edinburgh at 10.30am

### AGENDA

#### Enclosures/Papers

- 1 Apologies
- 2 Notes of meeting of 20 September 2008 *Previously circulated*
- 3 Matters arising from notes not listed elsewhere
- 4 Discussion – priorities and strategy – 12.00
- 5 Finance
  - 5.1 Accounts to end September 2008 + notes *To follow*
  - 5.2 Auditor's management letter *Management letter* ✓
  - 5.3 Investment Portfolios
  - 5.4 Banking arrangements
  - 5.5 Update on Alliance & Leicester current position
  - 5.6 Update on Summer School
  - 5.7 VAT update
- 6 Issues from AGM
  - 6.1 NZ motion
  - 6.2 Boston Branch update
  - 6.3 Communication/ Member's Forum
  - 6.4 Structure of AGM/Agenda *Notes from Helen Russell* ✓
- 7 Governance
  - 7.1 Procedures - current status and way forward
- 8 Management Board Panels & Working Groups
  - 8.1 Membership of Panels & WGs *List as at March 08* ✓
  - 8.2 Panels
    - 8.2.1 Strategic Plan
    - 8.2.2 HR
  - 8.3 Working Groups
    - 8.3.1 Membership
    - 8.3.2 Regional Conferences
    - 8.3.3 Dance Scottish
    - 8.3.4 Outside Scotland - Kaleidoscope
    - 8.3.5 President/Vice President roles
    - 8.3.6 Procedures

8.4 New Working Groups/Panels

8.4.1 Fundraising

9 MB members/Branches liaison

Guidelines for MB members & Branches as at Dec 07 ✓✓

Paper re allocation to follow

10 Directors

10.1 Terms of office

Current status ✓

10.2 Schools Director Designate

Nomination ✓

11 Management Committees

11.1 Protocol & schedule re meeting agendas, papers, notes

Paper to follow

11.2 General Purposes & Finance Committee

No meeting

11.3 Membership Services Committee

Notes of Meeting 11/10/08 to follow

11.4 Education & Training Committee

No meeting

11.4.1 Teaching Associations

12 Health & Safety

5 13 Branches

13.1 Potential new Branches - Idaho, Lyon

14 Affiliated Groups

15 Correspondence

15.1 Glasgow Branch

16 Any Other Competent Business

17 Issues for:

17.1 Magazine Editor

17.2 Marketing Officer

18 Date of Next Meeting

21 February 2009

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

**Notes of meeting of the Management Board  
held on 22 November 2008 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, Bernie Hewitt, Neil Copland, Pat Houghton, Alan Mair,  
Roderick McLachlan, Isobel McMillan, Ross Robertson, Lindsey-Jane Rousseau,  
Andrew Smith.

**In attendance:** Elspeth Gray (Secretary/Administrator), Elizabeth Foster (Executive Officer).

**Apologies:** Craig Houston, Lorna Ogilvie.

<b>Decision/Action</b>	<b>Member/s responsible</b>	<b>Date to be completed</b>
<p><b>1 Introduction</b></p> <p>1) Alex welcomed everyone, particularly new members. He wanted the MB to start thinking more strategically, so there would be a 1-hour strategic discussion at each meeting.</p> <p>2) Alex reminded members that MB discussions were confidential. He would respect others' opinions and expected everyone to do the same. Alex stressed the need to work as a team; he read out a letter from Irene Bennett regarding the reference in this year's audit management letter to an anonymous email from a trustee to the auditor the previous year. Alex stated that he would prefer members to take up concerns within the Board first, rather than going to outside bodies. Members must respect one another and also respect the HQ staff.</p> <p>3) Email was useful, but not 100% reliable. Alex urged everyone to acknowledge emails where possible, and to send copies of important communications they had with Branches to HQ, so that there was a record of issues raised and replies made.</p> <p>4) It was confirmed that HR matters were dealt with at Panel level. The HR Panel had consisted of the Chairman, Chairman Elect and Craig Houston, who had agreed to continue in this role. A set of objectives had been agreed with Elizabeth Foster, although these would evolve as Liz got settled into her post and there was further clarification of her and Elspeth's roles.</p>		
<p><b>2 Executive Officer</b></p> <p>1) Alex welcomed Liz and invited her to briefly outline her background. Liz's early career was in research, when she gained a degree in Psychology and a Masters in research. Later, she moved into the voluntary sector, in service development and management, and was Assistant Director for Save the Children in Scotland. She completed an MBA, which provided a broad</p>		

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perspective on the management role, and moved to Family Mediation Scotland, where HQ functions included training, public relations, fundraising and managing the relationship with local service affiliated members. As Director, Liz took forward the strategic direction across Scotland and managed operations. Liz also trained and practiced as a family mediator. She then moved to Scotland's Commissioner for Children and Young People, as Chief Executive, and set up the office functions from scratch. Her last 2 years have been with Stirling Council, liaising with agencies delivering children's services.

- 2) For the first few months, Liz's priority would be to get to know people, clarify her main objectives, and identify issues arising. Her objectives include ensuring overall management, governance and staff are working as well as possible. She and Elspeth would work together to clarify their respective roles. Longer term, Liz wanted to create a corporate business plan in addition to a strategic plan.

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3 **Notes of meeting of 20 September 2008**

- 1) Item 4.3 (3), noted that VAT admin work referred to was pre-97.
- 2) The Notes were **agreed** as an accurate record.

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4 **Matters arising not listed elsewhere**

- 1) *20 Sept 08, item 4.6 (2): Premises Manager*  
Neither Alex nor William had been able to follow this up yet.
- 2) *20 Sept 08, item 6.3 (2): Removal of unsatisfactory trustee*  
Elspeth had consulted the lawyer and would bring his suggestions to the next meeting. There was no clear definition of an "unsatisfactory trustee". Alan M believed election by members stood above everything else, but it was pointed out that despite the election a trustee could behave in an unsatisfactory manner.
- 3) *20 Sept 08, item 10.1 (2): Homecoming/Gathering*  
The reference was to Liz Fraser. There had been a further development with the Gathering, who wanted a project on SCD with primary schools in Edinburgh. Alex proposed to bring the Marketing function back into a MB Panel/WG, under Ruth's management, so that there was more central control over activities and MB were aware of what was being done.
- 4) *20 Sept 08, item 8.1: Strategic Plan*  
Liz Foster had already looked at the Strategic Plan: she felt it needed more detail, "smart" objectives and performance indicators, and was not something that could easily be implemented and measured. She hoped to take this forward.
- 5) *20 Sept 08, item 10.2 (5): Payment to Schools' staff*  
It was pointed out there was an anomaly between the approaches to payment to teachers and payment to examiners. There were reasons why this had happened, and it was agreed it was an anomaly.
- 6) *20 Sept 08, item 15: Magazine*  
William asked that every effort be made to ensure that there were two copies of the magazine in each accounting year. It was confirmed that the next edition was planned for March, and emphasised that deadlines must be adhered to.

E Gray

06/02/09

5	<b>Finance</b>		
5.1	<i>Accounts to end September 2008</i>		
1)	In future, William would circulate the figures on a spreadsheet rather than a Word document (except to Alan C).	W Whyte	Ongoing
2)	The commitment made to members was for a balanced outcome, apart from unplanned items. William believed this could still be achieved, +/- £10k. Unplanned for items known at the moment were the costs of the EO and the VAT consultant. The VAT consultant gets 25% of actual savings on VAT achieved, but the way it was likely to be presented in the accounts would show the expense in the current year and the gains in the year the VAT liability occurred. <i>(Post-meeting note: The auditor has now agreed that VAT consultancy expenses can be amalgamated with past years' gains, and thus not affect current year expenses.)</i>		
3)	William hoped to do better than the -£47,900 outlook shown. There were still possible areas of improvement.		
4)	Neil had submitted various questions before the meeting, to which William had responded. As these may be of interest to others, they would be circulated.	E Gray	05/12/08
5)	Alan M was concerned that the salary for the EO post was referred to as exceptional, when it had been a MB decision. Alex said that it had to be explained to members that this salary was not known when the budget was set. Alan M was concerned about saying that break-even was being achieved when it clearly was not, because of MB decisions.		
6)	There was general approval of the style of presentation. Alan M suggested that for next year, the previous year's six-month comparison would be useful.		
5.2	<i>Auditor management letter</i>		
1)	The auditor's management letter was officially placed on the record. William to draft a response for MB to review at the next meeting or the one after.	W Whyte	06/02/09
2)	Stock was generally ordered in minimum quantities. The formula for obsolescence was to look at the previous 3 years' sales, anything above that quantity still in stock was regarded as obsolete and the cost value "written off". In recent years, around £10k had been added each year to obsolescence reserves; however due to accounting changes that would plateau this year then start to come down.		
3)	Risk management may be one of the areas where Liz Foster can help. This would be reviewed regularly.		
4)	William's view was that the statement regarding investment policy was "off-centre". Professional advice was taken, and not much could be done beyond that. Current advice was to hold on to investments. William was receiving regular reports from our advisers. Quarterly reports go to GP&F, then a summary report to MB. It was never the case that MB or GP&F gave specific instructions to buy or sell, their role was to set investment policies, and investment advisers then implemented them.		
5)	The issue regarding bank accounts had been dealt with informally, but was to be confirmed in writing.	W Whyte	19/12/08

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- 6) The note regarding the 2007 management letter had already been referred to.
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5.3 *Banking arrangements*

- 1) William recommended moving the current account to a different product to generate more interest. Documentation to do so had now been received.
- 2) **Agreed** that the MB authorised the change of bank account products, including closing one or two accounts and opening a new type of account or changing an existing account.
- 3) **Agreed** that the MB authorised five bank signatories: (a) Chairman, Chairman Elect, Convenor of GP & Finance/Treasurer, and (b) EO/Secretary and Membership Secretary. **Agreed** that one signatory may sign up to a certain value, and that two may sign for all values beyond that, one from (a) plus one from (b).
- 4) It was suggested that if there were £300-400K in the bank at the moment, it would be better spread around, in order not to expose ourselves to risk. GP&F to consider.

W Whyte 6/12/08

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5.4 *Alliance & Leicester*

A response had been sent to the Ombudsman.

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5.5 *Summer School*

Late expenses etc may bring the Summer School contribution down to around £70k. Alan M was concerned that the 40% contribution referred to might cause fees to be increased so much that people would stop going. Alex explained that there had always been a need to cover two-fifths of salary costs, for those employed at HQ to run Schools. He had acquired a quote from an external company which was much higher. Helen hoped to keep the increase at a reasonable level for members, around 8-10%, and another round of negotiation was about to start with John Wilkinson. There were 868 course members this year, John was anticipating 640 in 2009, which Helen thought was too low. Serious consideration was being given to what the market would bear. Alex reiterated that the contribution was across all Schools, not just Summer School. Also need to consult Liz Fraser re marketing Summer School.

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5.6 *VAT*

There was still scope for improving the financial position by looking at past VAT payments, and other areas were being explored. Pre-1997 figures could be queried or reclaimed up to 31/03/09. All of this involved considerable work which was ongoing.

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5.7 *Budget process*

The process had been simplified. Convenors and the Secretary would provide parameters to GP&F and after negotiation, a 2-year set of budget figures would be presented to MB. William requested approval of the process, which was **agreed**. There should be a contribution from the Conference Weekend of around £2K. Capital or HQ maintenance would be included in the "central" budget. William noted that some expenditure would be planned for later, eg IT upgrade is scheduled for 2011, and redecoration for 2009. Input from Liz Foster would be sought. At the moment, GP&F would drive the process, but if it was subsequently decided that this would be part of Liz's role, the process would need to be amended.

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5.8	<i>2008-09 accounts</i> William's objective was to have the figures agreed at MB June meeting and sent out in July. Alex stressed that this would need to be agreed with Alexander Sloan. To be discussed at next GP&F.	W Whyte	06/12/08
6	<b>Strategic discussion – action points</b>		
	1) E&T to consider making formations & figures available on the website, possibly using Derek Haynes' publication/s.	H Russell	06/12/08
	2) MS to consider returning to printing books with music.	P Gillies	13/12/08
	3) E&T to consider expanding dances at schools beyond RSCDS repertoire – would need careful introduction.	H Russell	06/12/08
	4) Members agreed the discussion had been useful. A WG to be set up, to which suggestions for strategic discussion should be sent, they would choose what should be taken to MB.		
	5) WGs would not be set up during the meeting; Alex would circulate his proposals, but if anyone was uncomfortable with the suggestions, they must say so.	A Gray	12/12/08
7	<b>Issues from AGM</b>		
7.1	<i>New Zealand motion</i>		
	1) Alex proposed setting up a Working Group to start dealing with the MB's proposal agreed at AGM.		
	2) Alan M outlined the background to the NZ motion. The Branch was very forward-looking, and at the time he first visited, they were changing their structure in a similar way to the Society. Some members felt strongly that they could attract more members on a Branch-only basis, and the number of people wanting that change has increased. The younger members there were not expats, they were New Zealanders. The large subscription increase last year had caused problems. The Branch Committee were looking to MB for direction.		
	3) Alex and Craig H were going to NZ Summer School to conduct the first regional conference, and felt there was a need to have something to feed back to them then. The importance of direct contact could not be underestimated.		
	4) Lyn noted that her Branch, like many others, had dancers who attended classes and dances, but were not members. There had been a suggestion of a capitation fee for affiliated groups. Andrew noted that some Branches felt they were not insured to teach anyone other than Society members.		
	5) Alan M felt the MB liaison role was very important, and that members needed to learn as much as possible about Branches. However, if that is to be part of the role, the guidelines would need to be changed. Alex stressed that, once the role was finalised, anyone not comfortable with the role must say so as it was important to do this well.		
	6) All to suggest people from different Branches round the world who could contribute to the debate. There was a need for a clear, agreed brief for the WG. It would be based on Appendix E of the AGM agenda, but the WG would discuss first what to present to people, then get them involved.	All	05/12/08
7.2	<i>Boston Branch</i> A letter had been sent to the Boston Branch Chairman on 29 October seeking to initiate a dialogue, and requesting a copy of the Branch's		



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most recent Constitution. The only response to date was an email sent on 22 November 2008 saying that they had not been able to locate a paper or electronic copy of their “articles of organization”, but a copy was being sought from official sources.

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7.3 *Members’ Forum – Communication*

The following actions were **agreed**:

- 1) The full report would be circulated after the meeting for comment, so that it could be finalised and put on the website. E Gray 05/12/08
  - 2) **Agreed** to make the Secretaries’ section of website available to all. E Gray 05/12/08
  - 3) **Agreed** to put a statement on website to clarify that events information for the magazine must be sent direct to the Magazine Editor. Newsletters were reviewed and archived, but event details would not be picked up from them. Also emphasise that the magazine is not a newspaper and cannot be as “current” as branch newsletters. E Gray 05/12/08
  - 4) Summaries of Branch mailings – this was better done at local level. The covering letter provides a brief summary of mailing contents, and as agreed at 2 above, would be available to all.
  - 5) Clarify & communicate process for disseminating information – the schedule of mailings will go onto the website. This will provide a summary of what happens.
  - 6) It was acknowledged that a lot of information on the website was out of date and should be removed.
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7.4 *Structure of AGM agenda*

- 1) Helen commented that her suggestions were for discussion only. Alan M felt the meeting could be more interactive. Alex suggested that Alan M lead a WG to consider the structure.
  - 2) Glasgow Branch had sent William copies of what they had presented. Alex and Ruth were going to talk to the Branch committee the day after the MB meeting, as there were clearly some deep-seated misunderstandings that needed discussion.
  - 3) Ruth asked that consideration be given to the President’s role, which she felt had not been treated with sufficient dignity.
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8 **Governance**

There was no update on procedures. Roy had offered to continue working on this. Alex proposed a Panel to review progress, involving Pat and Liz Foster. This work had to move more quickly.

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9 **MB Panels and Working Groups**

- 9.1 It was clarified that Working Groups (WGs) had a specific purpose and ceased to exist when that purpose was met, whereas Panels were ongoing. Fundraising and AGM WGs to be added to list, and include Technique Advisory Panel for information. Also add Planning/Marketing Panel, probably with Ruth in charge.
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9.2 *Dance Scottish WG*

Notes of the group’s meeting of 13 September were tabled.

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9.3 *Outside Scotland WG – Kaleidoscope*

This group was now solely concerned with the Kaleidoscope event. A recent email had said that it was “not an RSCDS event as such”, and the website shows the RSCDS “sponsoring” the Chairman’s forum. The MB had agreed to fund up to £2,500 if required. MB had not been informed of any change of status. MB had not played a large

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	role in organising the event but had agreed the structure a year ago, since when it had “drifted away”. A dialogue was needed with those involved to clarify the situation. Ruth to make the initial contact, and set up a conference call with Alex and two of the Kaleidoscope committee.	R Beattie	05/12/08
9.4	<i>Membership WG</i> Bring to the next meeting, a consideration of the issues that were not dealt with or were voted down at AGM.	WG	06/02/09
9.5	<i>Regional Conferences WG</i> 1) Alan M queried why two people were being sent to NZ. Alex responded that this had been agreed at MB; one could be seen as tokenism, two people going could talk to more people. Also as it was the first regional conference overseas it was decided to send two people. All to let Alex know if they felt there were issues that he and Craig should be addressing when they are there; one would be to really sell the benefits of being a member. NZ will be asked to try to ensure there was someone from each region, but attendance would otherwise not be restricted. 2) TAC were keen to hold a Regional Conference. <b>Agreed</b> to inform TAC this would be done in 2009, but wait until after the NZ experience to decide the format and who would attend. 3) At next MB, discuss what will be done for the rest of UK/Europe. Scottish Branches Conferences were continuing on an annual basis for the time being.	A Gray	05/12/08
10	<b>MB/Branch Liaison</b> Current members’ experience of the process varied widely. It was felt the guidelines were not very user-friendly; all to send comments/suggestions for changes to Elspeth.	All	ASAP
11	<b>Directors</b> Information on terms of office had been circulated for information. <b>Agreed</b> to approve Margo Priestley as Schools Director Designate.	E Gray	05/12/08
12	<b>Management Committees</b>		
12.1	<i>Protocol</i> The schedule of relevant dates would be circulated shortly.	E Gray	12/12/08
12.2	<b>General Purposes &amp; Finance Committee</b> The committee were to look at two of the issues coming out of the AGM – ie constitutional changes needed due to the motions passed and the new voting procedures.	W Whyte	06/12/08
12.3	<b>Membership Services Committee</b> 1) The questionnaire was ongoing. 2) There were now 2 people on MS with relevant technical skills, so it was hoped there would be more immediate progress with the website. 3) There was much going on regarding Homecoming and the Gathering, and we also had a team dancing in Edinburgh the day before Hogmanay. 4) To date, 103 dances had been submitted for the competition. It was possible several may be accepted, and perhaps included in future magazines. A ceilidh-type dance may be selected to use at the Hogmanay event. Consideration was also being given to suggesting a high quality book of dances to Homecoming. 5) Bernie gave Pam information regarding the artist at the AGM		

	Ball, who had made an offer regarding selling prints of the work he had completed at the ball.								
12.4	<b>Education &amp; Training Committee</b>	<i>Teachers' Associations</i> – Helen had contacted all four last year, proposing waiving the affiliation fee and including them in Branch mailings. ATA and TAS had both agreed. TAC wished to retain the status quo and continue to be treated as a Branch, with voting rights. SERTA were not sure, they wished to remain as an informal group for now and review in a year or two.							
13	<b>Branches</b>	There were two potential new Branches, in USA and France. The group in USA had one qualified teacher, and another person who had Part 1 but could not afford to continue training. It was agreed to make strategic funds to help the establishment of new Branches. GP&F to consider how this would be implemented.							
14	<b>Affiliated Groups</b>	The following group was approved: <ul style="list-style-type: none"> <li>• Martice Scottish Country Dance Club, Stirling</li> </ul>							
15	<b>Correspondence</b>	1) Bob McArthur – Elspeth summarised what had been requested. William pointed out that there was a risk in making him a <i>de facto</i> “ambassador”. Helen proposed thanking him for his efforts so far, endorsing his activities, and stating that we looked forward to receiving reports, photos etc. There was no need to reiterate the need to apply to JMMF for funding. Bernie offered to liaise with him, to keep in touch. <table border="0" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;"></td> <td style="width: 15%; text-align: right;">E Gray</td> <td style="width: 15%; text-align: right;">05/12/08</td> </tr> <tr> <td></td> <td style="text-align: right;">B Hewitt</td> <td style="text-align: right;">19/12/08</td> </tr> </table>			E Gray	05/12/08		B Hewitt	19/12/08
	E Gray	05/12/08							
	B Hewitt	19/12/08							
		2) Glasgow Branch – dealt with at 7.4 (2) above.							
16	<b>AOCB</b>	Ross considered that having Winter School applications close at a fixed date, and nothing then happening to them for 2 months, was poor customer care, and requested E&T to consider this.							
17	<b>Magazine</b>	The difficulty caused by late submissions from the MB last time had been recognised and an apology made to the Editor. ( <i>Post-meeting note – deadline for next edition is 1 February 2009.</i> )							
18	<b>Date of next meeting</b>	21 February 2009							