

ROYAL SCOTTISH COUNTRY DANCE SOCIETY

MINUTES AND PAPERS OF THE

MANAGEMENT BOARD

2010

MANAGEMENT BOARD MEETING

Saturday 20 February 2010

RSCDS Headquarters, 12 Coates Crescent, Edinburgh at 10.30am

AGENDA

Enclosures/Papers

- 1 **Apologies**
- 2 **Notes of meeting of 21 November 2009** *Attached*
- 3 **Matters arising from Notes not listed elsewhere**
 - 3.1 Alliance and Leicester
 - 3.2 Co-options to Vacancies on the Board and Committees
4. **Finance**
 - 4.1 3rd Quarter Management Accounts
 - 4.2 Treasurer Analysis (2 Papers)
5. **Management Board Strategic Plan**
 - 5.1 Executive Officer
 - 5.1.1 Report
 - 5.1.2 Marketing Plan and Communications Strategy
 - 5.2 SP Review and Update
6. **Management Board Panels & Working Groups 2010-11**
 - 6.1 Panels
 - 6.1.1 Adjudication (E&T)
 - 6.1.2 AGM Conference Weekend 2010 (MS)
 - 6.1.3 Conferences – Scottish Branches and Regional
 - 6.1.4 Constitution
 - 6.1.5 Dance Scottish Week (MS)
 - 6.1.6 Fundraising
 - 6.1.7 HR
 - 6.1.8 Investment (GP&F)
 - 6.1.9 Magazine Editorial Board
 - 6.1.10 Technique Advisory Panel (E&T)
 - 6.2 Working Groups
 - 6.2.1 Engagement of O' seas Members
 - 6.2.2 Handover GP&F to EO
 - 6.2.3 Membership (Youth)
 - 6.2.4 Role of President/Vice President
 - 6.2.5 VAT Recovery (GP&F)

- 6.3 Panel and Working Group Proposals
 - 6.3.1 England, N Ireland/Wales Conf WG
 - 6.3.2 Focus Groups on Membership Structure WG
 - 6.3.3 Diversification of RSCDS Income WG
 - 6.3.4 JMMF Panel (GP&F)

7 Management Committees

- 7.1 Schedule Changes re meetings
- 7.2 Education and Training Committee
 - 7.2.1 Minutes of 5 December 2009
 - 7.2.2 Strategic Plan Update, including BBC Children in Need
 - 7.2.2 Ladies Step Dances Proposal
- 7.3 General Purposes and Finance
 - 7.3.1 Minutes of 6 February 2010
 - 7.3.2 Strategic Plan Update
- 7.4 Membership Services Committee
 - 7.4.1 Minutes of 20 February 2010
 - 7.4.2 Strategic Plan Update, including AGM Conference Weekend planning for 2011 and 2012

8 Branches

- 8.1 *No Applications I am aware of*

9 Affiliated Groups

- 9.1 Application from Northumbrian Scottish Country dance Club

10 Correspondence

- 10.1 Letter from OSCR Compliance and Investigations Team 10 Feb 2010

11 Any Other Competent Business

12 Date of Next Meeting

8 May 2010

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

**Notes of meeting of the Management Board
held on 20 February 2010 at 10.30am
at 12 Coates Crescent, Edinburgh.**

Present: Alex Gray (Chairman and Convenor of meeting)
Ruth Beattie (Chairman Elect)
Helen Russell (Convenor, Education & Training Committee)
William Whyte (Convenor, GP & Finance Committee)
Pam Gillies (Convenor, Membership Services Committee)
Roderick McLachlan, Isobel McMillan, Lorna Ogilvie, Ross Robertson, Lindsey-Jane Rousseau, Andrew Smith, Elaine Wilde.

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

Apologies: Lyn Bryce, Keith Stacey.

	Decision/Action	Member/s responsible	Date to be completed
1	AG welcomed all to the meeting. A few issues had come up in the last few days, and a revised agenda was circulated.		
2	<p>Structure of agenda</p> <ol style="list-style-type: none"> 1) EF outlined how she saw the MB meeting running, using the Strategic Plan (SP). This would give more structure to meetings, with the SP providing not only a reporting format for Convenors and the Board, but also an opportunity for Board members to raise questions on the SP. The new Agenda would be tried out as a pilot; if many questions are raised, it may be helpful to have them submitted in advance. The MB, too, will review its own section of the SP at each meeting. 2) Regarding the Panels and Working Groups (WGs) listed on the agenda, if a committee is listed beside a name, the Panel/WG works to that committee. After today, such Panels/WGs will not appear routinely on the MB Agenda but be updated for the Board, at the discretion of the relevant Convenor. 3) Each committee will normally submit a set of minutes, along with a written update on its section of the SP, which may be simply be bullet points, highlighting exceptions and achievements. 4) EF had gathered that the MB wished previously to keep Finance as a separate item early on the Agenda to ensure it was properly monitored. WW felt that as finances were on a sounder footing, this was now less important. It was for the Board to decide whether to retain this pattern, or deal with finance under GP&F. (After discussion, it was agreed that the accounts should remain as a separate item, early on the agenda.) 5) Children in Need and the Annual Conference Weekend had been listed under item 7 as they had appeared on the previous agenda. In future the relevant Convenor would report as necessary. 6) AG reiterated that the SP was not cast in stone. EF noted that technically, the SP was not fully launched until 1st April. What 		

	<p>she proposed was to enable better sharing of information in a way that was both economical and informative for the MB.</p> <p>7) There was discussion about the issuing of papers. While it is appreciated that distribution 2 weeks before the meeting is ideal, there is a balance to be struck between giving members time to read documents and ensuring they have the most up to date information available.</p> <p>8) Members had appreciated receiving notice of the “mini-mailing” to Branches. Agreed that the MB should be alerted to anything placed on the website, important for them to be aware of.</p>	EG	ongoing
3	<p>Notes of Last Meeting and Matters Arising</p> <p>1) <i>Accounting for CDs (1 (5))</i> – The use of two different accounting policies on recordings had been confirmed with the accountant.</p> <p>2) <i>Alliance & Leicester (3 (1))</i> – Payment had not been received. It was agreed to drop this item from the agenda.</p> <p>3) <i>Transfer GP&F to EO role (3 (2))</i> – It was clarified that deadlines should be included.</p> <p>4) <i>Meeting with Glasgow Branch (3.3 (1))</i> – AG had made strenuous efforts to arrange a meeting, and had suggested at least six dates, but none had been accepted.</p> <p>5) <i>JMMF labelled as “restricted” in accounts (4.1 (2))</i> – This had been corrected.</p> <p>6) <i>Meeting with investment adviser (4.1 (7))</i> – It was agreed that notification of meetings was sufficient: there was no need for Board members to be invited to attend.</p> <p>7) <i>Constitutional base (4.3)</i> – Consideration of the constitutional base would be taken forward by the Constitution Panel. WW clarified that there was no requirement for RSCDS to submit reports to Companies House at present.</p> <p>8) <i>Membership and communication (7.1 (3))</i> – The notes referred to “1 member, 1 vote”; RM believed that the present voting system was to be temporary until that issue was resolved. AG believed it was part of what focus groups would be considering. EF noted that there were a number of administrative problems associated with the current structure, which should be considered in depth.</p> <p>9) <i>AGM & Conference Weekend 2012 (7.5 (2))</i> – Amend last sentence to read “Once Glasgow had been informed, Aberdeen to be told and offered 2012 if they were still interested.”</p> <p>10) <i>VAT recovery (8.8)</i> – WW clarified that there was no cap; 25% of any money saved would be paid to the consultant.</p> <p>11) <i>Role of President (8.10)</i> – AG confirmed Alastair MacFadyen did not wish to attend a MB meeting, he felt it was for the Board to decide and advise him what they wished him to do. RM’s report to be re-presented for a MB decision at the next meeting.</p> <p>12) <i>JMMF (9.2 (3))</i> – WW clarified there was no cap of £100K on JMMF, rather a <u>floor</u> – ie a minimum level. It was reported that an article on JMMF had been produced for the magazine, but AG had taken the decision that now was not the right time to print it, given the sensitivity around this issue. There would still be a short piece encouraging people to apply to the fund.</p> <p>13) <i>International teacher development scheme (9.3 (1))</i> – RM asked whether the £6K would be renewed annually. HR understood</p>	<p>EG amend</p> <p>RM</p> <p>EG amend</p>	<p>26/02/10</p> <p>08/05/10</p> <p>26/02/10</p>

	<p>that the scheme had to be sustainable, and had included it in her budget. AG noted that it would need to run for more than one year to judge viability.</p> <p>14) <i>New Branch (10)</i> – it was confirmed that the group had agreed that its title would be “Northern Italy”. There had been contact with the Branch, but the Licence Agreement had still to be signed. EG to consider the pack of information sent to new branches.</p> <p>15) <i>Homecoming (15)</i> – A report was not available for this meeting.</p> <p>16) <i>Co-options (7.4)</i> – No suggestions had been made. It was suggested this be left open for consideration alongside the SP.</p> <p>17) With the amendments at 9 and 12 above, the notes of the meeting of 21 November 2009 were accepted as an accurate record.</p>	<p>EG</p> <p>LF</p>	<p>18/05/10</p> <p>08/05/10</p>
4	Finance: Management Accounts 2009-2010, 3rd quarter & Analysis		
	<p>1) WW spoke to his report. The accounts were £100K in the black at 3rd quarter. A large surplus was expected at this stage, as the “transfer” of 25% of member subscriptions to next year (due to the membership year being July-June) had not yet been made. There was some income from the SAC grant, which would be matched with costs and therefore have no effect. There had been fortuitous investment gains. On the negative side, there was a non-budgeted £20K for website development. Overall finances were in good shape, but not quite as good as the figures might suggest. AG suggested it could be helpful to have the previous year’s 3rd quarter figures for comparison, but WW felt it was more worthwhile to compare against budget. It was confirmed that the accountant would separate out the SAC grant; it would show in the balance sheet as a restricted fund.</p> <p>2) WW confirmed that VAT recovery figures would be shown in the final accounts. On the latest batch of recoveries, there was new benefit of £185K, but that referred to previous years (1980-97). It would be in the balance sheet in the statutory accounts, and would not affect the current year P&L. RM anticipated questions from members as to why the subscription had been raised the last time; AG noted that the VAT recoveries could not have been predicted, and we could not budget for receiving such sums. It was also anticipated that it might be suggested that the money should go back to members; the lawyer had been consulted, and there was no legal requirement to do so. It was intended to put the money received into investments, on a measured basis. Alternatively, some money may be allocated to create a Development Fund to take the RSCDS forward.</p> <p>3) IM asked why there was nothing in the accounts for VAT consultancy. WW replied that the costs and expenses associated with the windfall would go into the previous year’s accounts.</p> <p>4) WW noted that budget and actual figures for salaries had been slightly out of line at 2nd quarter, but that the actual would be under budget at the end of the year.</p> <p>5) LO was concerned about having no figures or details on investment management. She felt that MB members should know more – at least a summary of movement. EF suggested that anyone wishing to view the reports could arrange to do so when in HQ. Some members felt it should be easy to produce a simple</p>		

	extract from the investment managers' report. Agreed RM, EW and LO to look at the full reports received and take forward. (This was completed at the lunch break and an abstract for MB members agreed, to be presented by WW at each meeting.)	RM/EW/ LO WW	ongoing
5	Management Board Strategic Plan		
5.1	<i>Executive Officer</i>		
5.1.1	<p><i>Executive Officer Report</i></p> <ol style="list-style-type: none"> 1) EF reported on the Development Officer (DO) interviews. The panel had agreed unanimously on the candidate to whom the post should be offered, subject to a third satisfactory reference. She lives in Tarbert and is a dancer and trained musician, with a teaching background. It was yet to be established if she would be self-employed or a member of staff. If the paperwork was concluded quickly, she may be able to start on 1st March. Once finalised, EF would provide a brief report for publication on the website. The DO will work from home, flexibly, for the equivalent of 3 days a week, according to work demands. Costs will be covered by the grant plus RSCDS contribution of £ 2,549. 2) Kate Lawrie will retire wef 31 March, but may finish earlier due to holidays. EF has been considering how to utilise the money related to Kate's post in the best way. EF requires some dedicated admin support, and the implications on Shona's time of bringing more accounting in-house have to be taken into consideration. Shona currently does a lot of membership administration, and there is an argument for that being placed with someone else. Craig Houston is carrying out a benchmarking exercise, which is not yet completed. EF anticipated appointing someone on a temporary basis until she decides how to allocate hours. The MB recorded their thanks to Kate for her service to the Society for almost 10 years. 3) As an update to Policies & Procedures, EF reported that she, HR and Deb Lees (DL) had met to discuss child protection procedures for the Society and Branches. DL would review the documentation. Once complete, it would be put on the website as a model, although every Branch would have to "customise" to comply with local legislation and requirements. HR hoped that by September, all Branches would have the "credit card" type reminders, policies and guidelines on how to implement them. Branches may feel they have training needs in connection with this; an online module is one possibility, and general awareness-raising as an option for a session at the Conference weekend. 4) EF hoped to start work on a complaints procedure in April. 5) EF confirmed that the references to Branch chairmen in item 7 concerned two different people. She had included this reference to indicate the extent to which such communications contribute to her workload. 6) Spring Fling was progressing well; more effort had been put in to marketing it, and the results would be monitored. 7) The marketing actions plan was for information; any questions should be directed to EF. 8) The Marketing Officer was now reporting to EF. Two opportunities had arisen the previous week: one to support 		

	<p>London Branch at a major dance event at Olympia, the other an advertising opportunity with the Daily Record.</p> <p>9) Board members thanked EF for providing such comprehensive information.</p>		
5.1.2	<p><i>Marketing Plan & Communications Strategy</i></p> <p>1) EF brought the draft marketing plan to the Board for approval, to sit alongside the rest of the SP.</p> <p>2) Agreed that item 1.3 should include the President (as it does in SP). Agreed to add that criteria to decide which events should be attended, and who should attend, will be developed. AG noted that it may be helpful to add that all invitations should be sent to HQ and be replied to from there, although this may be better placed in the “Actions” plan.</p> <p>3) There was discussion regarding the budget to cover activities referred to in the plan. Until now, only a small amount had been budgeted for PR activity; if the Board was happy with this plan and felt it should be pursued, a budget should be set and also a protocol on making marketing-related decisions quickly.</p> <p>4) EW was concerned about approving the plan when some items did not include dates; EF pointed out that not all items lent themselves to specific deadlines – EW to identify which she felt appropriate and EF would include.</p> <p>5) There may be a need to consider an online package to help Branches to utilise material outlined in item 2.1, or possibly a training session at the Conference weekend. LJR noted that some Branches would be able to do much more than others; that should be recognised in the plan. EF suggested that publications and guidelines could be made available on the website as well. Agreed that the need was to help and support Branches, and make things available to them, although AG noted it was important not to promise too much too quickly.</p> <p>6) Funding of the plan was discussed; it was felt that the membership would want to know where the money to fund these activities was coming from. WW pointed out that close to £250K had come in through VAT recovery, and it was for the Board to decide what to do with it. He suggested that the basic choice was to run a deficit or to ask the membership for a subscription increase to meet expenditure; he proposed the former. EF noted that even without the VAT recovery money, the Society was already sitting on more reserves than similar societies might be expected to hold. There was strong support for using the money to fund development activity that would take the Society forward, but it would need to benefit all the membership, not just in the UK. Monitoring and assessment of impact would be carried out as far as possible, but when it came to the local level it should be recognised that this is not within HQ power to control. WW proposed doubling the marketing budget for next year, but it was felt inappropriate to decide that in isolation. Agreed WW to include his proposal to double the marketing budget in the overall budget papers for the next meeting.</p> <p>7) The Board formally approved the Marketing Plan.</p> <p>8) EF brought the draft Communications Strategy to the Board for</p>	<p>EF/LF</p> <p>EW/ER</p> <p>WW</p>	<p>12/03/10</p> <p>12/03/10</p> <p>23/04/10</p>

	<p>approval, to sit alongside the SP. There had been much discussion about communication and its importance in the overall strategy. EF had felt it useful to detail what currently happens, frequency etc. and from that to look ahead.</p> <p>9) EG outlined what was suggested in terms of an “e-zine”. EW suggested that distributing an e-zine in December and January was not good timing; EG confirmed it was more likely to be December and February. It would consist of short items, generally pointing members to other sources of information, eg on the website. It would be part of EG’s remit, but she would need input from Convenors, the Chairman and the EO. It was agreed to amend this timeline from January to February.</p> <p>10) AG reported that Andrew Kellett would like feedback on how the Board sees the role of the magazine and how it fits into the Communications Strategy. Andrew was concerned there had not been much guidance from the Board, although having the SP should now make a difference. The magazine is one of the biggest items of expenditure, so it was important the Board was confident the magazine was doing what it wanted.</p> <p>11) The increasing importance of having an email address for every Branch was noted.</p> <p>12) The Board formally approved the Communications Strategy.</p> <p>13) Credit was expressed to EF for taking things so far forward regarding marketing in the last year.</p> <p>14) EW suggested that there was a need to consider not just deadlines but also monitoring and performance management for all projects. Success criteria were harder to identify for some projects than others, but expectations should be included alongside reasons for carrying out specific projects. Any kind of “appraisal” of volunteers, as opposed to staff, would have to be very carefully considered and handled. To be discussed at another time.</p>		
5.2	<p><i>SP Review & Update</i></p> <p>1) It was confirmed that under PR, “Board members” included the Chairman and Chairman Elect.</p> <p>2) LJR noted that when everyone was more familiar with this process, the Board would need to be more rigorous about impact. EF pointed out many areas would have an action plan as well.</p> <p>3) Work on the database was continuing, but a number of challenges had presented. Web Foundry was very good at coming up with technical solutions but one issue was the extent to which HQ was affected by accommodating the wide variety of ways in which Branches submit financial and membership information. More consistency across Branches would be helpful, although it has to be remembered that Branch secretaries are volunteers, with variable skills and abilities.</p> <p>4) AS suggested that the guide to branch administration should be sent as hard copy to branches as well as posted on the website.</p> <p>5) AS felt that the Constitution Panel was unlikely to be able to achieve much for this year’s AGM, but WW disagreed. It was important to focus on anything that had to go to this year’s AGM, before dealing with other issues within their remit.</p> <p>6) EF noted that the group dealing with the GP&F handover to the</p>		

	<p>EO had suggested that quarterly review of the risk management plan was too frequent; annually, or possibly bi-annually, would be sufficient. Anything critical would be brought to the Board's attention. RR suggested it could be a standing MB agenda item.</p> <p>7) Hiring out 12 Coates Crescent has the possibility to generate a fair bit of money. The layout of the building may pose problems, and the Disability Discrimination Act would need to be checked to see if we were exempt. RR agreed to ask Stewart Adam to carry out a feasibility study to bring the property up to a level for letting.</p> <p>8) Under QA, "RSCDS President role", AS felt "enhanced public profile" should be added to the Impact column.</p> <p>9) Agreed that trustee appraisal would be considered at a later date. At this point, there was concern that it may be a discouragement to members to stand for election.</p>	RR	19/03/10
6	<p>Panels & Working Groups Anyone unhappy chairing a group should let AG know.</p>		
6.1	<i>Panels</i>		
6.1.1	<p><i>Adjudication</i> Procedures and protocols were being reviewed, but Panel has not met.</p>		
6.1.2	<p><i>AGM Conference Weekend</i></p> <p>1) This now lies with MS, who will provide the lead. PG is chairing; other members are Allana Creighton, Sheila West and Marilyn Healy. AG felt it was important to include someone from Glasgow; PG has asked Alan Munro to join. MS had queried why another MB rep. was needed; AG explained that it was important there was input from the Board, rather than PG bearing the whole burden. LO would contribute but could not attend the first meeting, arranged for the following weekend. The Board agreed also that IM should represent Aberdeen – PG to inform IM of the first meeting date and venue.</p> <p>2) There was the suggestion of a workshop on marketing, or a session on child protection. HR suggested that the latter could be included in the Youth Forum. HR was organising a Teachers' Associations conference on Friday 5 November, but the Panel would not be involved in the administration, other than perhaps including a flier with information sent out. EF would discuss with LF whether a marketing workshop would be feasible and let PG know.</p> <p>3) There was some discussion regarding the format of the Saturday morning session. AG suggested all bring ideas to the next meeting; EF suggested Board members might take a straw poll of their Branches for views. EG noted the booking form will be issued before the next MB meeting, and will therefore say "tbc."</p> <p>4) PG confirmed that bands had been booked.</p> <p>5) There had been some mis-communication concerning a dance for Perth 800. AG to discuss with LO and PG outwith meeting.</p> <p>6) Further to discussions with Perth's Provost, AG proposed a competition for children to devise dances. Neil Copland and Mo Rutherford believed children could also be asked to devise music. AG could announce when adjudicating at the March Perth festival. A commemorative booklet could be published, and possibly a CD. There was discussion about how much funding</p>	<p>PG</p> <p>EF/LF</p> <p>All</p> <p>AG/LO/PG</p>	<p>25/02/10</p> <p>25/03/10</p> <p>23/04/10</p> <p>05/03/10</p>

	might be provided, if Perth Council was unable to fund it. WW proposed £1K, to cover the book but not a recording, with AG to suggest Perth provide the funds in the first instance.	AG	05/03/10
6.1.3	<p><i>Conferences – Scottish Branches and Regional</i></p> <p>1) The report of the Scottish Branches Conference on 6 February had been circulated. It had been a good day, with many good suggestions from participants. The preference was to meet annually. EF felt encouraged that some branches thought they should also be doing strategic planning!</p> <p>2) Australia expected a regional conference this summer, had reserved slots for the purpose and clearly wanted AG and RB to attend. The Board agreed AG and RB should attend, WW to include in the budget.</p> <p>3) The possibility of an English regional conference or conferences must be discussed. LO to take the lead.</p>	AG/RB WW	23/04/10
6.1.4	<p><i>Constitution</i></p> <p>There was a need to discuss when the transfer of responsibilities from GP&F to EF would begin. The Group’s remit was to meet the directions of the Board, but if the Group spotted other issues, it felt were important, it should raise them. This Group has a large range of responsibilities, and should co-opt another member if necessary.</p>		
6.1.5	<p><i>Dance Scottish Week</i></p> <p>A short update had been circulated. The poster template had now been put on the website. RB encouraged members to contact their Branches and encourage participation. The main thrust was to involve people internationally. In the next mailing, Branches will be informed that they can order hard copies of posters. Some Branches had expressed an interest in obtaining banners, and that will also be mentioned in the mailing. Other DSW activities are being considered. This project lies with MS, so future reports will be from MS Convenor.</p>		
6.1.6	<p><i>Fundraising</i></p> <p>RR had so far been unsuccessful in sourcing funding from Trusts for the developing teacher project. This partly reflects the difficulty of getting money from Trusts at the moment although the presentation possibly needs sharpened up and made more evidence-based. The second hurdle is that trusts request a balance sheet and often RSCDS has more money than the Trust. If there was a good project, however, we should appeal for funds. There will be a small insert in the next magazine encouraging members to make donations. EF felt it was important to keep trying to inform Branches about opportunities like the Tesco funding and to encourage them to apply.</p>		
6.1.7	<p><i>HR</i></p> <p>Already dealt with in EO report.</p>		
6.1.8	<p><i>Investment</i></p> <p>By the end of this year, all “transfers” will be complete, there will be a firm base, and performance can be measured against benchmarks. Money in the general fund investments is long term, and dividends go back into the fund. JMMF needs income and, therefore, is structured differently. There will be a fair amount of cash in bank accounts for working capital needs, but it needs to be earning income if at all possible. WW will produce information on investments in a user-friendly way for the balance sheet.</p>		

6.1.9	<p><i>Magazine Editorial Board</i></p> <p>AG read out Andrew Kellett's email regarding the Editorial Board. The Board agreed with what Andrew proposed. EW suggested a volunteer vacancy space on the website. All to send any ideas for co-option to the Editorial Board to AG. RB suggested that the list of panels/working groups and what they do should also be on the website. Agreed AG, on behalf of the whole Board, to send congratulations and thanks to the Editorial Board for the last magazine.</p>	All AG	31/03/10 12/03/10
6.1.10	<p><i>Technique advisory panel</i></p> <p>HR asked PG officially to nominate someone for this panel – it need not be a member of MS, but must be someone with good working knowledge of dances and repertoire.</p>	PG	19/03/10
6.2	Working Groups		
6.2.1	<p><i>Engagement of overseas members</i></p> <p>Had not yet met but LB had confirmed her willingness to chair.</p>		
6.2.2	<p><i>Handover GP&F to EO</i></p> <p>Met the previous day, and had moved forward quite far. The transfer would not be this October, so there would be interim arrangements for next year. It was hoped there would be a full report for the next MB meeting to consider.</p>		
6.2.3	<p><i>Youth membership</i></p> <p>This issue had come out of AGM 2008. A survey had been designed but had not been sent out. The list of members made no mention of Neil Copland, who had said he would stay on the group, or of Lucy Smallwood, who had also agreed to be on it. LJR felt that if MB agreed, this could now be dropped, but not without expressing thanks and giving an explanation to Neil, and thanks to Lucy. This was agreed. It was agreed also to pass consideration of this issue to the working group dealing with focus groups. Those who were working on youth membership should be involved in some way; the survey could form part of what was sent out to focus groups.</p>		
6.2.4	<p><i>Role of President/Vice Presidents</i></p> <p>A report was presented 2 meetings previously about the President's role, from which Alastair MacFadyen could "cherry-pick" what he felt able to do. It had been suggested that the Vice President could play a part in the succession process. Agreed to bring a paper on that to the next meeting, or revisit what has already been done.</p>	RM	23/04/10
6.2.5	<p><i>VAT recovery</i></p> <p>There would be an article in the next magazine to explain the current position. The process was ongoing.</p>		
6.3	Panels & WG proposals		
6.3.1	<p><i>England / N Ireland / Wales Conference WG</i></p> <p>LO to liaise with LJR and EW.</p>	LO/LJR/ EW	08/05/10
6.3.2	<p><i>Focus groups on Membership Structure</i></p> <p>AG had included some information on this in the letter sent to Branches and Affiliated Groups. The intention is to give members a local opportunity to express their views on the way forward. We have to identify the things we want them to discuss, and feed back to the working group. LJR felt it was important to involve people outside Branch committees. EF suggested the first step was to identify what we want to know, when it may become clearer who to ask.</p>		

6.3.3	<i>Diversification of income</i> Only two Board members were currently working on fundraising. If anyone else was interested they should contact RR.	All	asap
6.3.4	<i>JMMF Panel</i> Marjorie Hume will chair this Panel. There will be another GP&F member working with her, and consultation held with committees.		
6.3.5	<i>Curriculum for Excellence Working Group</i> HR noted that there is a Curriculum for Excellence Working Group – there will be a training session on 17 April for teachers and a pilot course to empower teachers to take SCD in schools. The WG is under the auspices of E&T and EF will add to the list of Panels & WGs.	EF	12/03/10
7	Management Committees		
7.1	<i>Schedule - changes</i> 1) GP&F meeting rescheduled from 24 April to 18 May 2010. 2) MB meeting rescheduled from 3 to 17 July 2010.	EG amend “	
7.2	Education & Training Committee		
7.2.1	<i>Minutes of 5 December 2009</i> 1) Item 8 – Malcolm Brown had suggested a pack of materials for eg Burns’ Night, etc, but it was felt this was beyond E&T’s remit. Some market research would be carried out. 2) Item 9, Youth – Alasdair Brown had suggested setting up a limited company to “run” the Youth demonstration team. HR had asked him to clarify his ideas further.		
7.2.2	<i>E&T SP update (verbal)</i> 1) Children in Need – MB had agreed to encourage all branches to participate and to publicise all activities on the website. Branches have been contacted. Deb Lees has written a piece for the magazine. 2) Teachers’ Association Conference (Friday before AGM) – representatives from all four TAs are attending, to present on what they each do in the morning; the afternoon has not yet been decided. A venue was being sought. 3) Website – Graham Donald is working hard on keeping it up to date. There will be bulletin board facility, and the viability of a forum is being investigated, although that is already done on Strathspey and TAC. 4) Schools – Irene Bennett gives regular updates to E&T. An area where help would be welcome is linking with health & obesity agendas across the UK. Agreed to ask LF, and Branches in next mailing, for ideas and contacts to help with this. 5) Youth activities outside Scotland – Deb Lees is working on a map. 6) Medal tests – Fees are going up. Within 12 months there will be a revised and updated syllabus; how to provide information on new dances and associated music to teachers is under consideration. If appropriate tracks are available as digital recordings, they could perhaps be made available as downloads. 7) Examiners – There were 3 examiner applications from North America, and one resignation from Australia. 8) Tutor training – There would be a tutor training course in central Scotland 24-25 April, and one at TAC. 9) Support materials – banks of questions and assignments for Units 1 and 5 were on the website. Unit 4 material would be considered	HR/EG/LF	25/02/10

	<p>at the next meeting.</p> <p>10) Schools – Marketing support is required, and a decision made on whether Winter School is one or two courses next year.</p> <p>11) Unit 0 – A pre-candidate course (Unit 0) may be suitable for an afternoon class at Summer School. HR also felt there was mileage in providing courses in MCing.</p> <p>12) Training mentors – An outline was available online.</p> <p>13) NAAFC trophy – To be collected; EF to follow up with CJ.</p> <p>14) Risk assessment – some activity had been carried out, and HR would add this to the SP.</p>		
7.2.3	<p><i>Ladies Step Dances Proposal</i></p> <p>HR reported that Muriel Johnstone had expressed very positive interest in carrying out this recording. She and Keith Smith would be in this country in April, and were willing to record then. This would not be a “commercial” product, but carried out in fulfilment of our objects. RSCDS is the only society that supports ladies step. Atsuko Clement had been given a cheque for £1k, only to be used for ladies step. It was recognised it was a large expenditure for a small group of interested people. It would be a single CD. AG may be able to source some funding. WW suggested RSCDS funds 50% if matched funding can be found from elsewhere. An appeal could be put in the magazine.</p>	AG/HR/ EG	26/02/10
7.3	<i>GP & Finance Committee</i>		
7.3.1	<p><i>Minutes of 6 February 2010</i></p> <p>Meeting date changed as noted at 7.1(1) above. WW to inform auditor re that and MB date change.</p>		
7.3.2	<p><i>GP&F SP update</i></p> <p>Report had been circulated. There were no questions.</p>		
7.4	<i>Membership Services Committee</i>		
7.4.1	<p><i>Minutes of 30 January 2010 & 5 December 2009 (tabled)</i></p> <p>1) 30/01/10, note 10(f) – RR felt he would not be able to contribute to digital distribution discussions; EG explained that what was sought was consideration of the lawyer’s review of the contract.</p> <p>2) 30/01/10, note 6(d) – LO asked why Aberdeen was seeking funding for the dance. RB had discussed this with them and they are now going to fund the dance themselves.</p> <p>3) 30/01/10, note 10(g) – WW was concerned that GP&F had not been informed of the agreement with Concorde. It was noted that this had been discussed at MS for some time. There would be a need to check the stock held by Concorde from time to time.</p> <p>4) In response to a question regarding the recording of The Homecoming Dance, EG explained the current situation regarding the outstanding recordings.</p>	RR	asap
7.4.2	<p><i>MS SP update (verbal)</i></p> <p>1) The website was being kept up to date.</p> <p>2) Graded Book 2 – one of the recordings was complete, the others were to be done on 28 Feb and 3 March. WW hoped that MS would consult GP&F re pricing the CD.</p> <p>3) Bill Austin and Marilyn Healy were continuing to discuss the photographic library.</p>		
8	<p>Branches</p> <p>There had been contact with Northern Italy Branch, but the Licence Agreement was still to be signed.</p>		

9	Affiliated Groups The following application for affiliation was approved: <ul style="list-style-type: none"> Northumbrian Scottish Country Dance Club 		
10	Correspondence 1) OSCR – EF had received a letter from OSCR, saying that they had received complaints regarding (i) management of the JMMF, and (ii) failure to include full charity recognition in correspondence (email). Further information was requested by 17 March, and EF was confident this could be provided in that time frame. Regarding Point 1, it was pointed out that the letter was sent well after the 2009 AGM, when there was a significant vote in favour of decisions made regarding JMMF. The key issue seems to be when the fund description was changed from “restricted” to “designated”. There was no originating document, only information given in the Bulletin. RM recalled meetings with Richard Turnbull and Marilyn Jeffcoat, where it was frequently stated that the fund was not restricted, but was treated as though it was. EF will write in the first instance acknowledging receipt and dealing with the second issue. 2) Noted that any communication on behalf of the RSCDS to individuals outside the organisation must carry the Society’s charity registration number. In the light of the letter from OSCR, this should also be observed when communicating with Branches as a matter of good practice, recognising that they are independently constituted institutions.	EF	asap
11	AOCB Noted that Alastair Graham diary continues to be negative towards the Society. It was not felt that a direct response was appropriate and could be counter-productive.		
12	Date of Next Meeting 8 May 2010		

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

MANAGEMENT BOARD MEETING

Saturday 8 May 2010

RSCDS Headquarters, 12 Coates Crescent, Edinburgh at 10.30am

FINAL AGENDA

Enclosures/Papers

- 1 **Apologies**
- 2 **Notes of meeting of 20 February 2010** *Attached*
- 3 **Matters arising from Notes not listed elsewhere**
 - 3.1 Chairman's Remarks
- 4 **Finance**
 - 4.1 Year End Management Accounts
 - 4.2 GP&F Briefing
- 5 **Management Board Strategic Plan**
 - 5.1 Executive Officer
 - 5.1.1 Report, including Marketing Plan, Communications Strategy and Update on Engaging Children and Young People in SCD (SAC funded project)
 - 5.1.2 Complaints Procedure and Equal Opportunities Policy for Approval
 - 5.1.3 Risk Management Update, and Plan for 2010-11
 - 5.2 SP Review and Update
- 6 **Management Board Panels & Working Groups 2010-11**
 - 6.1 Panels
 - 6.1.1 Conferences
 1. England, NI & Wales Conference (Lorna)
 2. Regional Conferences (Alex)
 3. Scottish Branches Conference 2011 (Lorna)
 - 6.1.2 Constitution (Andrew S)
 - 6.1.3 Fundraising/Diversification of RSCDS Income (Ross)
 - 6.1.4 HR (Alex)
 - 6.1.5 Magazine Editorial Board (Andrew K)
 1. Publication of past editions of the Magazine on the website (Elspeth)
 - 6.2 Working Groups
 - 6.2.1 Engagement of Overseas Members (Lyn)
 - 6.2.2 Handover GP&F to EO (Alex)
 - 6.2.3 Role of President/Vice President (Roderick)
 - 6.2.4 Focus Groups on Membership Structure (incl. Youth Membership) (Alex)

7 Management Committees

7.1 Education and Training Committee

7.1.1 Minutes of 6 March 2010

7.1.2 Strategic Plan Update, including Curriculum for Excellence Update

1. Proposal re collaboration on technical detail

7.1.3 Correspondence re financial support for exams & exam courses

7.2 General Purposes and Finance Committee

7.2.1 No meeting until 18 May

7.2.2 Strategic Plan Update, including Investment Panel, and VAT Recovery and JMMF Working Group Updates

7.3 Membership Services Committee

7.3.1 Minutes of 17 April 2010

7.3.2 Strategic Plan Update, including AGM Conf. Weekend planning for 2010, 2011 and 2012, and Dance Scottish Week Updates

8 Appointed Posts

8.1 Music Director: for replacement from November 2010

8.2 Archivist: can be offered further year from 2010-11, or for replacement from November 2010

9 Branches

9.1 Correspondence from Berwick-upon-Tweed Branch

10 Affiliated Groups

10.1 Chardon du Dauphine, Grenoble

10.2 Lugnasad Celtic Dance School, Kiev

11 Board Member/Trustee Issues

11.1 Keith Stacey: Regional Representation

12 Correspondence

12.1

13 Any Other Competent Business

14 Date of Next Meeting

17 July 2010 (note that this was changed from 3 July at previous MB meeting)

Please notify the Secretary/Executive Officer at HQ at least 5 days before the meeting, in writing, if you have any item you wish to be discussed under Any Other Competent Business.

**Notes of meeting of the Management Board
held on 8 May 2010 at 10.30am
at 12 Coates Crescent, Edinburgh.**

Present: Alex Gray (Chairman and Convenor of meeting)
Ruth Beattie (Chairman Elect)
Helen Russell (Convenor, Education & Training Committee)
William Whyte (Convenor, GP & Finance Committee)
Pam Gillies (Convenor, Membership Services Committee)
Lyn Bryce, Roderick McLachlan (part), Lorna Ogilvie, Ross Robertson, Andrew Smith,
Keith Stacey, Elaine Wilde.

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

Apologies: Isobel McMillan, Lindsey-Jane Rousseau.

	Decision/Action	Member/s responsible	Date to be completed
1	AG welcomed all to the meeting: he would deal with item 6.2.2 (Handover GP&F to EO) before item 6.1.2 (Constitution changes), and with item 6.2.3 Role of President/Vice President before lunch.		
2	<p>Notes of Meeting of 20 February 2010 and Matters Arising</p> <p>1) No queries had been raised concerning the minutes, and they were accepted as a true record.</p> <p>2) <i>Homecoming report (3 (15))</i> – As required by Homecoming, LF had completed a detailed outcome report with a financial breakdown, which anyone can request from EF. In summary, there were 12 performances between Dec 08 and Nov 09, in various venues across Scotland. Details appeared on 6 different websites, and the funding award of £4,500 was fully expended.</p> <p>3) <i>Hiring out rooms (5.2(7))</i> – Stewart Adam had recommended consulting an architect, with whom EF had had a telephone call: that there was no effective disabled access was not necessarily a disincentive. Issues were to do more with the viability of letting part of the building, when rooms could not easily be secured and a staff member might be required to open and close the building. EW agreed to investigate the cost and profit of letting by similar agencies in London. EF advised that many agencies in Edinburgh already offer this service. For further investigation.</p> <p>4) <i>Conference Weekend workshop (6.1.2 (2))</i> – LF was not available to do a marketing session, but would produce some guidelines for the website. Andrew Nolan had suggested his father Michael could run a PR session; to discuss later.</p> <p>5) <i>Constitution Panel (6.1.4)</i> – Noted that this is a Panel, not a Group.</p> <p>6) <i>Technique Advisory Panel (6.1.10)</i> - HR had emailed PG re: nominating a representative for this Panel: still to be actioned.</p> <p>7) <i>Curriculum for Excellence (6.3.5)</i> – RSCDS now had access to the Glasgow Commonwealth Games team: a working group, rather than the CforE group might be needed to manage involvement in</p>	PG	21/05/10

	<p>that area and the Olympics: to consider later in agenda.</p> <p>8) <i>New examiners (7.2.2 (7))</i> – The minute was incorrect: there had been two new examiner appointments (both North America) from 5 applications. HR reported that Bruce Frazer was standing down as an examiner and teacher at schools, and the Board agreed that HR and AG should write to thank him for his contribution, on behalf of the MB and E&T.</p> <p>8) <i>Concorde Music (7.4.1(3))</i> – LO reported that, in the shop, our CDs were well displayed and accessible, and that several had been sold on-line.</p> <p>9) <i>Ladies Step Dances Recording (7.2.3)</i> – HR reported on two recording sessions, with around 30 tracks cut: it was now about deciding order and format. WW noted a further donation had been received, which would be matched from JMMF. AG to write to Mrs Yasamuro to thank her for her donation.</p> <p>10) <i>Northern Italy Branch (8)</i> – EG confirmed that documentation had now been sent to the Branch.</p> <p>11) <i>OSCR (10 (1))</i> – EF had provided a response within the timeframe requested (17 March). She followed up with an email requesting confirmation of receipt, to find the case had been handed to someone else. Calling this week, she had spoken with the relevant person, who had committed to a response next week.</p> <p>Chairman’s remarks</p> <p>12) <i>Staff direct dial phone numbers</i> - AG advised that Board members should not hand these out to members.</p> <p>13) <i>Use of staff</i> – AG stressed that Susan Rhodes was employed on a specific project and should not be earmarked for other projects unless EF has been consulted.</p> <p>14) <i>Glasgow Branch</i> – AG and EF had met with the Branch committee, which seemed to resolve things amicably. It appeared, however, that Duncan Drummond was still unhappy and, as an individual, would be proposing a motion to Glasgow Branch AGM that all previously raised issues should come back to the Society AGM.</p> <p>15) <i>Scroll of Honour</i> – AG reported that the Scroll Panel had met and approved 8 nominations. The issue of joint nominations had arisen. In the past separate nominations were required, the Panel now felt, however, that a joint Scroll should need only a single nomination. After discussion, the Board agreed to this proposal, nomination form to be amended. Additionally, it has not been stated clearly how the Scroll Panel should be made up. AG proposed and the Board agreed it should comprise of Chairman, Chairman Elect and appropriate past Chairman or Chairmen.</p> <p>16) <i>Issues re children</i> – Discussion of any issues concerning younger RSCDS members should involve the Youth Director, eg regarding age limits for children attending the AGM Ball and Dance.</p>	<p>HR/AG</p> <p>AG</p> <p>EG</p>	<p>28/05/10</p> <p>28/05/10</p> <p>28/05/10</p>
3	Finance: Year End Management Accounts 2009-10 & GP&F Briefing		
	<p>1) Isobel Gray (IG), Accountant, joined the meeting for this item.</p> <p>2) WW clarified that the accounts being considered were the management, not statutory accounts. They were not final, and there were matters needing further consideration. Some important messages were highlighted in his report: subscription revenue met the budget but, in total, the various activities</p>		

	<p>contributing to running costs were almost all below budget. WW believed the structure whereby such activities were run by committees/groups without direct central control was not working well. Overall, the Society was in excellent financial health in terms of balance sheet, reserves, and ability to control expense levels. Investments showed significant improvement.</p> <p>3) IG reported that the audit was well under way. There were two key points, one of which was the treatment of website development costs. It may be appropriate to capitalise this and spread it over several years, which would improve the bottom line this year. WW noted that, traditionally, software was written off - there was an argument that it was a major tool for running the business - and could be written off perhaps over 4 years. AG accepted this point but was concerned because the Board had decided to put VAT money towards website funding. There was a need to know the effect and how it would look to members.</p> <p>4) IG advised on another way of looking at it; she believed it would be appropriate to set some of the VAT recovery money aside for development of whatever nature. Charitable reserves should be used to further the objects of a charity. AG noted this was as the Board had intended when the matter was discussed previously. Information was needed for the next meeting so that the Board could come to a decision about how to present this to members.</p> <p>5) RR suggested we do both: put money into a transparent designated fund, to appear as a separate column, and capitalise the website spend, to be written off over 4 years. EF supported this suggestion: it was important to allow for ongoing work and improvement, which would incur expenditure. Care would be needed in defining the purpose and description of such a fund.</p> <p>6) Agreed the Board needs options to consider – IG asked to provide alternatives for the next meeting.</p> <p>7) AG questioned the anomaly of the WS Co-ordinator understanding his income was £90K, but the accounts recording £78K. WW noted that the VAT calculation made the difference: what was calculated as revenue was the total plus VAT at 15%, and what was calculated as costs was minus VAT at 17.5%. IG noted that VAT on WS was completely recoverable. HR felt there was a need for someone centrally to guide the WS Co-ordinator on setting fees and explaining VAT. IG said that fee levels should be considered before VAT was added. Partial exemption calculations were complex and it was difficult to predict the final outcome; a provisional calculation was made each quarter, with an annual adjustment in March. Timing of income affected the VAT outcome, as the ratio over the year was affected. IG recommended consistency, staying with the same deadlines for payment each year. It was helpful to stay with 31 March as the payment date for Summer School.</p> <p>8) WW raised another issue regarding presentation of the accounts. The magazine came out in theory in March and October, so there should be costs associated with two issues in each financial year. This year, effectively, the magazine went out in mid-April, so there would be 1 in one year and 3 in the next. The Board agreed</p>	IG/WW	02/07/10
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	<p>the magazine should be issued in April and October. <i>[Post meeting note: This has been stated by the Editor.]</i></p> <p>9) IG noted there was fairly large realised income from investments; this was due to change of management and a different approach. As a one-off situation, this would need to be explained.</p> <p>10) AS asked about the donations for recordings. AG confirmed that £1k had been received for the Ladies Step Dance recordings from a lady in Japan, and an anonymous donation had brought the cost to the half-way point. The donations would not go into JMMF. The Board had agreed the balance would be funded from JMMF. WW preferred to match income with expenditure.</p> <p>11) IG noted the new restricted fund for monies from the Scottish Arts Council in connection with the Development Officer post.</p> <p>12) Regarding the JMMF, EW asked for the accounts to be clarified - naming the London Branch was incorrect. It was noted also that IVFDF funding comes out of the Youth budget.</p> <p>13) AG thanked IG very much for her time and helpful contribution.</p>		
4	<p>Working Group: Role of President/Vice P. (agenda item 6.2.3)</p> <p>1) The paper presented was identical to the original, with the exception of conclusions 3-5.</p> <p>2) The group felt strongly the role of President should be a working one, as there was already royal patronage. RM believed it was important for the President to be kept informed of discussions and developments at Board level.</p> <p>3) It was clear no individual would meet all the requirements set out in the Job Profile; it would depend on personal skills and experience.</p> <p>4) Following discussion, the Board addressed the group's recommendations:</p> <p>1 – agreed, but only until the current Vice Presidents demit office</p> <p>2 – agreed</p> <p>3 – agreed, but with amended wording: “not required” to dance, as opposed to “non-dancer”</p> <p>4 – agreed, preferred term President Elect, with one year run-up</p> <p>5 – agreed</p> <p>6 – agreed, at the preference of the incumbent; at least one briefing meeting before the AGM would be required</p> <p>7 - agreed</p> <p>5) Alastair MacFadyen to be asked to give 2 years' notice before he intends to stand down.</p> <p>6) Agreed to hold suggested names on file.</p>	EF EF	28/05/10 N/A
5	Management Board Strategic Plan		
5.1 5.1.1	<p><i>Executive Officer</i></p> <p><i>Executive Officer Report</i></p> <p>1) EF reported there had been an excellent temp replacement for Kate; unfortunately she had secured a lucrative permanent post elsewhere. As previously discussed, EF had also looked at the possibility of bringing more financial management in-house. As a result, she proposed returning the post to full-time, with a salary upgrade to £18K. A temp would be engaged until the post was filled. Even with the change, AG said salaries total should be kept at 09-10 Budget level (£160k) + £5K saved from accounting costs.</p>		

	<p>Agreed EF to take forward as proposed.</p> <p>2) There was discussion regarding the fluctuating numbers doing Medal Tests. HR would be reviewing medal test fees next week.</p> <p>3) Normally EF would incorporate the Development (DO), and Marketing Officer (MO) updates in her report. Ideas/requests for work which might be undertaken by the DO or MO should be sent in the first instance to EF; the protocol for accessing MO time/support was laid out clearly in the Marketing Plan. HR suggested that taking up the offer of a trade stand at future NAAFC events would be worth considering; EF agreed, but the practicalities needed to be thought through. LB asked if the Perth 800 competition was open to other areas; AG confirmed the schools' competition was restricted to Perthshire, although dances from Perth Australia would be included in the book. Perth Branch would judge the dances, possibly bringing in Jim Stott, and the Music Director and two others would judge the music. Perth Council would not provide any finance for a CD.</p> <p>4) EF noted that the membership figures reflected a degree of stability, which was a positive development. AG highlighted positive membership numbers for Boston and New Zealand.</p>	EF	Immed.
5.1.2	<p><i>Complaints Procedure and Equal Opportunities Policy</i> The Board approved both documents. Ensure logo amended to current version on flowchart.</p>	EG	28/05/10
5.1.3	<p><i>Risk Management - Update for 2010 and Plan for 2010-11</i> <i>Update 2009-10:</i></p> <p>1) EF was happy with progress made since this time last year - all areas within her control were moving satisfactorily.</p> <p>2) AS was not clear whether, under J. Health & Safety, the Policy & Procedures Manual had been reviewed. EF reported that review of the manual content was internal and continuous; currently policies on child protection and vulnerable adults were being reviewed (HR, EF, Deb Lees). Pat Houghton had noted last year that there was no policy to deal with unsatisfactory performance in appointed posts: EF and HR were working on a volunteering policy and procedures, which would include unsatisfactory performance. The manual should be reviewed formally by each incoming chairman.</p> <p>3) RR reminded everyone that under item B, all Board members should be "recruiting".</p> <p>4) EW suggested including a section to note when policies and/or procedures were last reviewed. EF agreed to action.</p> <p><i>Draft plan for 2010-11</i></p> <p>5) Under item A. 7, HR had asked the Education Liaison Officer to contact the person in each local authority dealing with health/well-being. This was also mentioned in Susan Rhodes' report. She was concerned there was not currently a co-ordinated approach, and it needed more strategic thought. Any suggestions, ideas or knowledge should be passed to HR.</p> <p>6) Before the next meeting, EF asked all Board members to consider whether the "major risks" facing the Society, and the assessed levels of risk (scores) should remain the same. Any proposed changes to EF before the Board meeting on 17 July.</p>	All	Immed.
		All	28/05/10
		All	17 July

5.2	<p><i>SP Review & Update</i></p> <ol style="list-style-type: none"> 1) Page 1, representation at high level events – noted that this could include members. 2) Page 1, photographic library – little happening, but it was hoped to get some images from the photo competition. EG to check with Bill Austin/Marilyn Healy re; progress on the photo archive. 3) Page 4, guide to Branch administration, and policies and procedures on website – both currently being worked on. 4) Page 5, commercial use of building – progressing, as discussed previously. 5) Page 6, training – At the next Board meeting, AG would like to discuss possible training for trustees and committee members in the next year. 6) Page 7, review of financial policies – this was being worked on. 	EG	30/06/10
		All	Next meeting
6	Panels & Working Groups		
6.1	Panels		
6.1.1	<p><i>Conferences – Scottish Branches and Regional</i></p> <ol style="list-style-type: none"> 1) <i>England, N Ireland and Wales</i> – Date now set for 4 September, in Pont Street, with a club dance in the evening. Information to be sent to Branches asap. London and Croydon Branches happy to be involved, with MB taking the lead. The letter to Branches would ask for volunteers. The Board approved the format and agreed LO to take forward. 2) <i>Regional Conferences</i> – AG and RB going to Australia. 3) <i>Scotland</i> – Agreed to go for the February date suggested. LO to write to the chairman of Inverness Branch. [Post meeting note: date is Saturday 5th February 2011.] 	LO/EG	asap
		LO	ongoing
		LO	ongoing
6.1.2	<p><i>Handover GP&F to EO (Working Group, was item 6.2.2 on agenda)</i></p> <ol style="list-style-type: none"> 1) AS asked why the proposed group was a “Group” and not a “Panel”. EF replied that, as a new development, to be reviewed within 2 years, “Group” currently was more appropriate. 2) AS was concerned that it might be difficult to get a volunteer treasurer when there had been difficulties recruiting convenors. EF disagreed; it would be properly advertised, and the role was now clearly defined, with a clear set of functions/responsibilities. An honorarium could be considered if volunteer recruitment proved to be a problem. WW felt the clarification of the role was helpful, and the workload would be less. 3) HR felt that 3+3 years may be too short a timescale. This could be reviewed. A 6-month probationary period was envisaged. 4) AG thought the Chairman & Chairman Elect should be included in the roles, 3rd bullet point, re: major financial decision-making. 5) The proposals were agreed. Information to be included in e-zine at end of May and on website to forewarn members and Branches before the draft AGM agenda is issued on 27 August. 	EF	asap
		EF/EG	31/05/10
6.1.3	<p><i>Constitution</i></p> <ol style="list-style-type: none"> 1) <i>Use of word “traditional”</i> – The Board considered AS’ point concerning use of the word “traditional”. After discussion, on a vote, the Board agreed it should not be removed. 2) <i>Associate members</i> – This term was included originally to cover junior associates. AS proposed to widen it to reflect what he perceived was the reality, to allow members of the public to 	AS	21/05/10

	<p>attend Branch classes without having to become members. It was pointed out that many Branches do not restrict classes to members, but charge non-members more. LO was strongly opposed to the proposal, as she felt it was basically the New Zealand proposal, which had been reviewed and the decision taken to maintain the status quo. Following further discussion, the Board agreed to <u>not</u> include Associate members. Noted, however, that it might be useful to gather and circulate “good practice” to Branches.</p> <p>3) <i>Amendments to RSCDS Constitution</i> All proposed changes were dealt with in turn and agreed, with the following comments: Clause 15 – “confirmed” at AGM is important. Clause 23 – The lawyer has confirmed that “reasonable” honoraria can be paid to trustees. Clause 23 – Amend second sentence to begin “All appointed positions..” Clause 37 – Panels should be ratified by the Board. AS to make the agreed changes.</p> <p><i>Local Association/Branch Model Constitution</i></p> <p>4) WW did not believe the model constitution needed to be presented to the AGM. AS believed that not putting it before the membership would make the Board appear dogmatic.</p> <p>5) The following amendments were suggested: Clause V, Office Bearers – Change secretary from 4 to 5 years. Clause VI, Committee – Change ordinary members from 2 to 3 years. Clause VII, 3, Duties of Treasurer – Provide accompanying note to direct LAs/Branches in UK to look at OSCR/Charity Commission guidelines if the Branch is a registered charity. General – remove references to Associate members, other than the status quo.</p> <p>6) AS to make suggested amendments and circulate for all to consider, with a view to approving at the next meeting.</p> <p><i>Licence Agreement</i></p> <p>7) Clause 2, Membership – Adjust back, there should be no reference to Full or Associate members.</p> <p>8) Clause 2, Membership – Regarding refusal of membership, add “...with reasons for refusal”.</p> <p>9) Clause 3d, Obligations regarding membership numbers – data on all categories of members is required, although only those aged 18+ can take part in governance.</p> <p>10) Clause 3g, Obligations regarding teaching – RB disagreed with the phrase “as far as is practicable” in relation to use of RSCDS trained teachers. EF felt that parents in particular would want assurance their children were being taught to a particular standard. If that route was not taken, we would compare unfavourably with other organisations. It was suggested that wording be found to strongly encourage the use of qualified teachers, or teachers “working towards” qualification. All to consider a better form of words before the next meeting.</p> <p>11) AS to make suggested amendments and circulate for all to</p>	<p>AS</p> <p>AS</p> <p>AS</p> <p>AS</p> <p>All</p>	<p>21/05/10</p> <p>21/05/10</p> <p>05/06/10</p> <p>17/7/10</p>
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	consider, with a view to approving at the next meeting. 12) All to consider whether or not the revised Model Constitution and revised Licence Agreement should be placed before the AGM, to decide at the next meeting.	AS All	05/06/10 17/07/10
6.1.4	<i>Fundraising</i> Nothing to report.		
6.1.5	<i>HR</i> Covered in EF's report earlier.		
6.1.6	<i>Magazine Editorial Board</i> 1) AG had received no suggestions from Board members of possible recruits to the Editorial Board. 2) Andrew Kellett's report was welcomed. The Board understood and agreed the magazine should be used more strategically. 3) It was suggested that a section (possibly half page) aimed at 12-18 year olds should be included. HR to discuss with Deb Lees; it could take the form of a "guest editorial" from a youth member and, if successful, should be a regular feature. First guest editor might be the young woman to be involved with the Delhi Commonwealth Games Handover event (RB and AG to discuss). 4) RR suggested a theme of St Andrews, the town, for the October edition, as an early inducement to attend Summer School. 5) The Editorial Board was happy to continue for the moment, but was keen to achieve some turnover; this would be discussed at their meeting next week. 6) The proposal to make past editions available on the website was discussed. The Board felt it was a good idea, but a year should elapse before any edition was put on the website.		
6.2	<i>Working Groups</i>		
6.2.1	<i>Engagement of overseas members</i> 1) This was an interim report. Time was an issue, sending out queries, consulting and getting responses back. 2) There was some confusion perceived between this group and what might be expected from the focus groups. KS' paper should be discussed before moving forward. LB to discuss with AG what was to be sent to focus groups. 3) AG had hoped to get suggestions for practical ways to involve people. LB agreed, but felt the presentation to Branches was important and should not be rushed.		
7	Management Committees		
7.1	<i>Education & Training Committee</i>		
7.1.1	<i>Minutes of 6 March 2010</i> 1) This was the committee's first agenda under SP headings. Minute heading 5(ii) should be "extending access to SCD across Scotland and worldwide". 2) A CPD provider training session run by Jimmie Hill and Jean Martin was held on 22 April with attendees from all over Scotland. HR would collate the trainers' notes as a good model to repeat. There would be a meeting on 13 May to consider how to move forward. KS was disappointed the event was held in Pitlochry and not in the central belt. HR was considering smaller events in regional centres; the first event was a pilot, and would be repeated. KS agreed to try to set up an event in his area, for a	KS	ongoing

	<p>minimum of 10 participants.</p> <p>3) A training course for 7 prospective tutors was held two weeks ago, and went well.</p> <p>4) The "Unit 0" title has been changed - branches should be informed.</p> <p>5) "Corporate look" for training, and other RSCDS materials - EF advised that LF is keen to develop a corporate look and would be happy to receive copies of any new documents for comment before printing/publishing.</p>	EG	asap
7.1.2	<p><i>E&T SP update</i></p> <p>1) Any queries on the SP update should be emailed to HR.</p> <p>2) Pudsey - a view had been expressed at TAS on the lack of support from the Board for the Pudsey event in Dumfries. The plan was for Dumfries to be the focus for publicity this year, moving to different parts of the country in subsequent years. The Board had considered it unfair to support only one local initiative, but an alert to Branches had produced little response. The organisers wanted a MB team to participate. HR to ask Deb Lees and Sue Porter to get back in touch with the organisers. Marketing queries/requests to be directed to EF.</p>	HR	28/05/10
7.1.3	<p><i>E&T Proposal re collaboration on technical detail</i></p> <p>1) The proposal was agreed.</p> <p>2) It was suggested LF should review all publication design.</p> <p>3) Recommendation from the Board to MS that devisers should have the opportunity to review the final proof of their dance descriptions before publication.</p>	PG PG/EF/LF PG	ongoing " "
7.1.4	<p><i>E&T Correspondence re financial support for exams and exam courses</i></p> <p>1) NW Craven obviously had a right to put forward a motion to the AGM, but they should be asked to reconsider. They had had support from JMMF several times in the past. HR had canvassed her committee before this meeting and they were not in favour. AG to respond to the Branch, in consultation with HR.</p> <p>2) The proposal to E&T from Australia was discussed. Agreed E&T to consider further and report back.</p>	AG/HR HR	21/05/10 02/07/10
7.2	<i>GP & Finance Committee</i>		
	<p>1) There would be a full report regarding JMMF, through WW, to the next Board meeting.</p> <p>2) WW awaited five responses on budgets, to allow the auditors to complete their work, with the overall budget for 2010/11.</p>		
7.3	<i>Membership Services Committee</i>		
7.3.1	<p><i>Minutes of 17 April 2010 & SP Update</i></p> <p>1) Magazine - PG was unclear about her role regarding the magazine. She had been unable to attend any Editorial Board meetings as they were held on her working days.</p> <p>2) RSCDS Manual changes - involved a minor update; the masters were still with the printer. Jimmie Hill to be involved in the update for a 200 print-run (a year's supply). The Manual needed a fuller re-write, but this would be done under Di Rooney's stewardship and she needed to be given more time for this.</p> <p>3) Graded Book 2 CD and Book 46 CD pricing - PG to consult WW</p> <p>4) AGM/Conference Weekend 2010 - progress was being made. There would be a Grand March at the Ball, and the Youth Team</p>		

	<p>was being asked to perform the Perth 800 dance.</p> <p>5) AGM/Conference Weekend 2011 – still no confirmation from the Kelvin Hall, Glasgow. Aberdeen is holding accommodation for one week later. If no decision is forthcoming by 10 May (or end of week) the event will be held in Aberdeen.</p> <p>6) Minimum age for attending AGM dances - it had been decided that this would be 16 for the Ball and 12 for the Dance.</p> <p>7) DSW - RB encouraged MB members to attend the launch event in Aberdeen, when it had been suggested that The Kandahar Reel might be demonstrated, possibly by some soldiers.</p> <p>8) Potential losses on DSW opening and closing events - a question had arisen at the meeting with Glasgow Branch attended by AG and EF, whether HQ covered potential losses. RB was sure Aberdeen had said it would cover its costs, but was unsure about Ayr. There is a need for policy decision on this.</p>		
8	<p>Appointed Posts</p> <p>1) Music Director – Agreed to go ahead and advertise.</p> <p>2) Archivist – Agreed to offer Marilyn Healy a year's extension.</p>		
9	<p>Branches</p> <p>Berwick-upon-Tweed had indicated on 29 April 2010 that they intended to disband.</p>		
10	<p>Affiliated Groups</p> <p>The following applications for affiliation were approved:</p> <ul style="list-style-type: none"> • Chardon du Dauphine, Grenoble • Lugnasad Celtic Dance School, Kiev 		
11	<p>Board member/Trustee Issues</p> <p>KS proposal on regional representation to be discussed at next meeting, higher up the agenda.</p>		
12	<p>Correspondence</p> <p>There was no correspondence to be dealt with.</p>		
13	<p>AOCB</p> <p>KS suggested it would be a good idea eventually to have our own YouTube channel; it would be a good publicity arm, accessible round the world. EF reported that the social networking side would be developing shortly, via the website. KS suggested also that with all the new phone systems, an iPhone app could be developed. Suggestions to be passed to EF, to be considered by the website group.</p>		
14	<p>Date of Next Meeting</p> <p>17 July 2010</p> <p>All to consider whether an additional Board meeting was required in the year's schedule.</p>	All	17/07/10

RB Ruth Beattie

LB Lyn Bryce

EF Elizabeth Foster

LF Liz Fraser

PG Pam Gillies

AG Alex Gray

EG Elspeth Gray

RM Roderick McLachlan

IM Isobel McMillan

LO Lorna Ogilvie

RR Ross Robertson

LJR Lindsey-Jane Rousseau

HR Helen Russell

AS Andrew Smith

KS Keith Stacey

WW William Whyte

EW Elaine Wilde

MANAGEMENT BOARD MEETING

Saturday 17 July 2010
RSCDS Headquarters, 12 Coates Crescent, Edinburgh at 10.30am

AGENDA (Draft)

Enclosures/Papers

- 1 Apologies
- 2 Notes of meeting of 8 May 2010
- 3 Matters arising from Notes not listed elsewhere and Chairman's Remarks
 - 3.1 Chairman's Remarks
 - 3.2 Scroll proposal for Mrs Yasamuro (Notes of 8 May, 2.9)
 - 3.3 MB and MC Meeting Dates 2010-11 (Draft)
 - 3.4 AGM 2010 Agenda (Draft) *Attached*
 - 3.5 Aberdeen Yellow Plaque – Bobby Watson
4. Finance
 - 4.1 2009/10 Year end Accounts and Auditor Remarks
 - 4.2 2009/10 Trustee Report
 - 4.3 2010/11 Budget
 - 4.4 Development Budget Proposal (VAT recovery)
 - 4.5 2011/12 Membership Fees
5. Management Board Strategic Plan
 - 5.1 Executive Officer
 - 5.1.1 Report, including Marketing Plan, Communications Strategy and Update on Engaging Children and Young People in SCD (SAC funded project) *Attachd.*
 - 5.1.2 Safeguarding Policy and Volunteer Policy and Procedures for Approval
 - 5.1.3 Risk Management Plan 2010-11 for Approval *Circulated for May MB*
 - 5.2 SP Review and Update
6. Management Board Panels & Working Groups 2010-11
 - 6.1 Panels
 - 6.1.1 Conferences
 1. England, NI & Wales Conference (Lorna)
 2. Regional Conferences (Alex)
 3. Scottish Branches Conference 2011 (Lorna)
 - 6.1.2 Constitution (Andrew S) *Materials circulated by Andrew Smith*
 - 6.1.3 Fundraising/Diversification of RSCDS Income (Ross)
 - 6.1.4 HR – Staff Salaries 2010-11 (Alex)
 - 6.1.5 Magazine Editorial Board (Andrew K)
 - 6.2 Working Groups
 - 6.2.1 Engagement of Overseas Members (Lyn)
 1. Keith Stacey: Regional Representation *Circulated for May MB*

- 6.2.2 Handover GP&F to EO (Alex)
- 6.2.3 Focus Groups on Membership Structure (incl. Youth Membership) (Alex)
- 6.3 New Working Group Proposal
 - 6.3.1 External Events: Olympics 2012, Commonwealth Games & Homecoming 2014

7 Management Committees

- 7.1 Education and Training Committee
 - 7.1.1 Minutes of 15 May 2010
 - 7.1.2 Strategic Plan Update, including Curriculum for Excellence Update
 - 7.1.3 Expenses proposal
- 7.2 General Purposes and Finance Committee
 - 7.2.1 Minutes of 18 May and 19 June
 - 7.2.2 Strategic Plan Update, including Investment Panel, and VAT Recovery and JMMF Working Group Updates
- 7.3 Membership Services Committee
 - 7.3.1 Minutes of 12 June 2010
 - 7.3.2 Strategic Plan Update, including AGM Conference Weekend planning for 2010, 2011 and 2012, DSW Update, Kandahar Reel, Robert Mackay CD, Videos of new dances, Bruce Frazer videos, and any other new developments

8 Appointed Posts

- 8.1 Archivist: Marilyn Healy has accepted a year's extension
- 8.2 Music Director: 3 candidates proposed – recommendation to come from MS Committee to MB on basis of Committee vote

9 Branches

- 9.1 Nothing to date

10 Affiliated Groups

- 10.1 Nothing to date

11 Board Member/Trustee Issues

- 11.1 Andrew Smith – 2 Emails re: Bedfordshire Branch *Circulated by Andrew Smith*

12 Correspondence

- 12.1 Letters to and from OSCR

13 Any Other Competent Business

14 Date of Next Meeting

2 October 2010

Please notify the Secretary/Executive Officer at HQ at least 5 days before the meeting, in writing, if you have any item you wish to be discussed under Any Other Competent Business.

MANAGEMENT BOARD MEETING

Saturday 2 October 2010

RSCDS Headquarters, 12 Coates Crescent, Edinburgh at 10.30am

AGENDA (Draft 5)

Enclosures/Papers

- 1 **Apologies**
- 2 **Notes of meeting of 17 July 2010** *Attached*
- 3 **Matters arising from Notes not listed elsewhere**
 - 3.1 Chairman's Remarks, including AGM 2010-11
(to include discussion of Board response to 3 Branch motions)
 - 3.2 Scroll proposal for Mrs Yasumuro
 - 3.3 Music Director: point for action
 - 3.4 Kandahar Reel *Paper circulated (AG 30.9)*
4. **Finance**
 - 4.1 Management Accounts to end of June 2010 *Attached (2 papers)*
5. **Management Board Strategic Plan**
 - 5.1 Executive Officer
 - 5.1.1 Report, including Marketing Plan, Communications Strategy and Update on the Young Dancer project *Circulated EF 27.9*
 - 5.1.2 SP Review and Update *Circulated EF 29.9*
6. **Management Board Panels & Working Groups 2010-11**
 - 6.1 Panels
 - 6.1.1 Conferences *Attached (1 and 3)*
 1. England, NI & Wales Conference (Lorna)
 2. Regional Conferences (Alex)
 3. Scottish Branches Conference 2011 (Lorna)
 - 6.1.2 Constitution (Andrew S) *Attached (5 papers)*
 - 6.1.3 Fundraising/Diversification of RSCDS Income (Ross)
 - 6.1.4 HR (Alex)
 - 6.1.5 Magazine Editorial Board (Andrew K) *Attached*
 - 6.2 Working Groups
 - 6.2.1 Engagement of Overseas Members (Lyn)
 - 6.2.2 Handover GP&F to EO (Alex)
 - 6.2.3 Focus Groups on Membership Structure (incl. Youth Membership) (Alex)
 - 6.3 New Working Group Proposal (Liz Foster)
 - 6.3.1 External Events *Attached*
- 7 **Management Committees**
 - 7.1 Education and Training Committee

- 7.1.1 Minutes of 11 September 2010
- 7.1.2 Strategic Plan Update, including Curriculum for Excellence Update
- 7.2 General Purposes and Finance Committee
 - 7.2.1 Minutes of 25 September 2010, including Development Fund and Expenses Proposal, both remitted to GP&F at the last meeting. *Circulated 29.9*
 - 7.2.2 Strategic Plan, including updates on the Investment Panel and VAT Recovery WG and the JMMF Working Group Report *Attached (2 Reports)*
 - 7.2.3 Investment Policy & Banking Arrangements *Paper circulated (WW 30.9)*
- 7.3 Membership Services Committee
 - 7.3.1 Minutes of 4 September 2010
 - 7.3.2 Strategic Plan Update, including AGM Conference Weekend planning for 2010, 2011 and 2012, DSW Update, Kandahar Reel, Robert Mackay CD, Videos of new dances, Bruce Frazer videos, and any other new developments *Attached (1 Report)*
- 8 **Appointed Posts**
 - 8.1 Nothing to date
- 9 **Branches**
 - 9.1 Nothing to date
- 10 **Affiliated Groups**
 - 10.1 Andover Scottish Dancing Club, Winchester
 - 10.2 Kamloops Scottish Country Dance Club, British Columbia
 - 10.3 Salt Spring Island Scottish Country Dancers, British Columbia
 - 10.4 Causeway Scottish Country Dance Club, Co. Antrim *Circulated (final version) 29.9*
- 11 **Board Member/Trustee Issues**
 - 11.1 Nothing to date
- 12 **Correspondence**
 - 12.1 Letters to and from OSCR
- 13 **Any Other Competent Business**
 - 13.1 WW - Trustee Training Day on 4/12/10 – Content
 - 13.2 WW - “Intra –SCD Community” - PR
- 14 **Date of Next Meeting**
20 November 2010

Please notify the Secretary/Executive Officer at HQ at least 5 days before the meeting, in writing, if you have any item you wish to be discussed under Any Other Competent Business.

**Notes of meeting of the Management Board
held on 17 July 2010 at 10.30am
at 12 Coates Crescent, Edinburgh.**

Present: Alex Gray (Chairman and Convenor of meeting)
Helen Russell (Convenor, Education & Training Committee)
William Whyte (Convenor, GP & Finance Committee)
Pam Gillies (Convenor, Membership Services Committee)
Isobel McMillan, Ross Robertson, Lindsey-Jane Rousseau, Andrew Smith, Keith Stacey, Elaine Wilde.

In attendance: Elizabeth Foster (Secretary/EO, Elspeth Gray (Notes), Arnold Black, Auditor (Item 3.1)

Apologies: Ruth Beattie, Lyn Bryce, Roderick McLachlan, Lorna Ogilvie.

	Decision/Action	Member/s responsible	Date to be completed
1	Members of the Board expressed their sympathies to Lyn on the loss of her mother. Roderick had been well enough to attend the Garden Party, and he was grateful to Lyn and Lorna who stood down to enable him and his wife to attend.		
2	<p>Notes of Meeting of 8 May 2010 and Matters Arising</p> <ol style="list-style-type: none"> 1) No queries had been raised concerning the minutes, and they were accepted as a true record. 2) <i>Hiring out rooms (2 (3))</i> – Ongoing; EW was trying to get information regarding disabled access and “reasonableness” criteria. She was also going to identify comparative rates. 3) <i>Review of medal test fees (5.1.1 (2))</i> – Review had been carried out and new rates would be in force for new sessions in September. 4) <i>Policies/procedures review date (5.1.3 (4))</i> – Noted that this had been added and was included in Appendix 2 of EF’s report. 5) <i>Working Groups/Panels</i> – AG had been asked at what level a change from Working Group to Panel was made. It was agreed recommendations could be made at committee level, but the decision was at Board level. Working Groups were time-limited, a means to address an issue within one Society year, whilst Panels were “standing”, dealing with issues likely to arise in each Society year (e.g. Constitutional changes, Dance Scottish Week). Working Groups should have clear terms of reference, and an end date, set at the outset, to reduce confusion or time-wasting. 6) <i>Examinations</i> – AS had produced a detailed critique of the examination system, but could not see a reference to it. HR confirmed it was considered during the E&T morning session. HR had produced a report and had responded to AS. It was agreed HR should circulate the report to MB for information. 7) <i>Pricing of CDs (7.3.1 (3))</i> – Noted that prices had been agreed without reference to WW. EF confirmed that prices had been set in relation to the revised prices for current stock introduced when the new online shop was launched (April2010). It was noted that 	HR	30/07/10

	<p>WW was concerned that GP&F had had no input.</p> <p>8) <i>Minutes of meetings</i> – EW proposed that MB minutes have a target of 10 working days for circulation. AG was trying to meet this but travel and other commitments made it challenging. He also found it difficult to produce MB Reports quickly, and questioned whether someone else might generate them. This was suggested as a possible task for the Chairman Elect.</p> <p>9) <i>Recognition of donation (2 (9))</i> – Bill Clement had suggested that Mrs Yasumuro be proposed for a Scroll, in recognition of regular, substantial donations over many years. Board members agreed it would be more appropriate to retain Scrolls as recognition for effort, and to find another means of acknowledging donations. RR and IM would work on a proposal for the Board to consider. Whatever was decided, it would be good to include an article in the magazine; deadline (HQ/Board contributions) is 1 September, deadline for proposal circulation to Board members, therefore, is 18 August. EW cautioned against making it too “grand”.</p> <p>10) <i>MB and MC meeting dates 2010-11</i> – The Board discussed whether an additional MB meeting was needed. The consensus was it was not required, and would be a substantial extra expense. Continued improvements in planning, work management and agenda control would increase meeting efficiency: the Board should not be considering minutiae, but policy and vision.</p>	RR/IM	18/08
3	Finance		
3.1	<p><i>Year End Management Accounts 2009-10 & Auditor Remarks</i></p> <p>1) Arnold Black (AB), auditor, joined the meeting.</p> <p>2) WW noted that some typos and grammar had been corrected, and data added to page 3 since the circulated version. The document was the same size as last year, but held more information. A surplus had been achieved on core operations (General Fund), and when other Funds were taken into account. The budget had been achieved primarily because membership had stood up well and subscription income had slightly exceeded expectations. Central expenses had been well controlled. Less positively, those areas which should produce contributions had not met budget targets. Additionally, the cost of only one magazine was included: in future years, with publication in April and October, both would appear in one financial year. The cost of the website had gone into the balance sheet, to be capitalised and depreciated probably over 3 years. Assets were very good, and the Society’s net worth was greater than it had ever been.</p> <p>3) IM questioned the amount of cash in hand. WW explained that it was mostly Summer School deposits, and would be used up on Summer School payments. It gains little interest.</p> <p>4) RR asked AB’s opinion on the risk to the organisation of Pensions Trust liability (p26 of accounts). AB noted that there is only one member of staff in the scheme; if that member retires or comes out of the scheme, it would crystallise liability. RR asked if liability should not be “booked” in the balance sheet; AB replied that the problem in doing that now was that the amount reported as potential liability was not calculated on the same basis that accounting standards require: to determine that amount would</p>		

	<p>require a separate actuarial valuation, costing around £3k. EF noted the 12-month grace period, which would allow time for consideration. AB noted that it was a <u>potential</u> liability that may never crystallise. The next full valuation of the scheme would be in September 2011, with details being released in 2012. Estimates are received annually, in June/July - a natural trigger point for the MB to consider the position, as it was obliged to do.</p> <p>5) AS questioned why the University was paid fees for reworking VAT calculations; it was explained that the word “incorrectly” was used not in the sense of having made a mistake, rather that they had had a different understanding of the VAT position.</p> <p>6) AG asked that it be made clear to members that spending on website development was being taken from recovered VAT. WW noted that in these accounts, website development was “work in progress” and, therefore, was in the balance sheet. VAT recovered money was in the bank. Neither was affecting the results for the year. In the balance sheet, the previous year’s figures had been restated because of the VAT adjustment.</p> <p>7) AB confirmed that the pages from p27 onwards did not form part of the statutory accounts and should not be sent to OSCR.</p> <p>8) WW highlighted the reserves policy for approval, before the accounts were signed.</p> <p>9) AB noted that the Auditor’s Report confirms the accounts gave a fair view and had been properly prepared, and that information in the Trustees’ Report was consistent with information in the financial statements.</p> <p>10) AG asked AB’s opinion on the proposed development fund. AB replied that in accounting terms it would be a designated fund. He believed around £100k was a fair amount, but noted that it was important to be clear on the nature/type of work for which the money would be used. EF noted that the DF would need also to be clearly distinguished from JMMF. AB advised the MB to consider how new projects for the fund would be considered and approved by the Society, and who would be permitted to put forward proposals. It was felt that requiring projects to tie in with the Strategic Plan would allow the definition to be not too restrictive, and suggested that proposals should come from the MB. AG stressed that it would be important to tell members how they might influence the SP and get projects into the Fund.</p> <p>11) RR proposed that the MB adopt the accounts, approve the reserves policy and current level of reserves, and thank the Auditor for his support in the past year. This was agreed and the Chairman authorised to sign the accounts. AG signed the accounts and he and WW signed the Auditor’s letter.</p> <p>12) AB left the meeting.</p>		
3.2	<p>Budget</p> <p>1) The circulated document was based on input from MS and E&T Convenors, discussions with various people including EF, GP&F and WW’s own experience. WW noted that it was a constitutional requirement to present a budget to the AGM, and the budget was General Fund only.</p> <p>2) WW had assumed a limited minor reduction in subscription fees,</p>		

	<p>and noted that if more people took up the joint adult rate, this would nominally reduce income.</p> <p>3) Dividends & interest showed a substantial increase. Advertising was lower in the current year, with only one edition of the magazine being published.</p> <p>4) Summer School (SS) had been kept at the same level; numbers were down but prices up. Linda Gaul believed the budget figure for Winter School was realistic. AS believed SS fees were not being increased annually to meet costs. WW felt there should be "harder" negotiation with the University on a longer term basis. With HR, EF was planning a major review of Schools and other contributing events in the autumn. EW suggested placing a 3/5 year tender to appropriate universities, including St Andrews.</p> <p>5) Sale of Merchandise had been poor in the last year, but there were several new products and the new online shop was up and running. At the request of EF, Sarah-Jane Paterson had carried out a comparison of income from merchandise between January-July 2009, and 2010: in 2009 it was just under £25k, including income from a shop at Winter School; in 2010 it was over £32k, with no shop at Winter School. WW noted that as more CDs were put into stock and passed the one-year period, surplus stock had to be factored into the accounts as another cost to be absorbed.</p> <p>6) Exams Outturn - WW believed the budget figure for cost (from E&T) had been underestimated and the net balance of income/expenses would be a larger negative. HR commented that RSCDS-supported overseas trips were restricted to two per year.</p> <p>7) Marketing - this figure equates roughly to the cost of employment of 1.5 days/week (on the recommendation of MS); EF noted that Liz Fraser continued to work 1 day/week, with more being spent on products etc. In response to a query from KS, EF reported that the Marketing Officer was key to capitalising upon the increasing number of external events with which RSCDS engaged; she was involved in publication and merchandise design; revising the RSCDS design guidelines; online marketing and the planned Ezine; preparation of posters and banners; and in producing guidelines to help branches/members access her services.</p> <p>8) Archive budget - was £1k, although £2,492 was spent last year.</p> <p>9) Meeting costs was rising.</p> <p>10) AG returned to Appendix 2 of the accounts, where DSW expenditure was shown as £10, 815; WW confirmed this was incorrect as the item in the accounts should be described as, "Events including DSW". Isobel Gray had been asked to amend this entry. WW would ask AB to change it.</p> <p>11) RR noted that expenditure on the proposed development fund (DF) was not included in the budget. WW replied, in technical terms, if £100k were put into a fund, the bottom line would show -£100k. RR was not keen for a DF to be created this year.</p> <p>12) AG noted that members, and in particular Glasgow Branch, were looking for the MB to show a budgeting process had been introduced, which demonstrated control. EF felt strongly the MB had a responsibility to properly inform members on the purpose of reserves in a voluntary organisation: even if a development</p>	WW	Immed.
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	<p>fund were set up, there would still be twice the amount of reserves that the policy required. HR suggested a FAQs section on funding/budget/accounts on the website. She also felt there should be a central marketing budget, rather than marketing being included in Committee budgets. EF recalled seeing that there used to be regular reports of JMMF expenditure in earlier magazines, and thought it might be good to reintroduce that.</p> <p>13) The budget was approved, subject to later discussion on salaries.</p> <p>14) There was further discussion regarding whether or not the budget should be made available on the website, in the members' area: if so, it should only be for 2010-11.</p>		
3.3	<p>Development Fund Proposal</p> <p>1) It was agreed to transfer £100,000 to create a development fund.</p> <p>2) It was agreed that the fund would be a non-accumulating income fund, with interest going to the General Fund.</p> <p>3) The fund should have detailed terms of reference, highlighting its relation to the SP and requiring detailed reporting.</p> <p>4) The fund should include marketing.</p> <p>5) Agreed GP&F should take forward/develop terms of reference.</p> <p>6) EF noted it was important to be clear about whether Branches could apply for funding from the DF, or for partnership projects with HQ. There was agreement on the latter but not the former.</p> <p>7) GP&F to prepare a proposal for presentation to the AGM – for information, not permission.</p>	WW WW	9/08 9/08
3.4	<p>2011-12 Membership fees</p> <p>It was agreed to propose no change in subscription fee to the AGM.</p>	EF: agenda	
4	<p>Matters Arising (continued)</p>		
4.1	<p><i>Chairman's remarks</i></p> <p>The Australian trip went well. AG highlighted various points:</p> <p>1) It had been suggested that the RSCDS shop be expanded to sell non-RSCDS material. AG believed this should be considered as a service to members.</p> <p>2) A letter was being sent to the Society, signed by at least 20 people, expressing unhappiness that <i>Best Set in the Hall</i> (Book 46) was being published with a different tune from what is used locally.</p> <p>3) Members in Australia had mentioned HQ staff in glowing terms, particularly Shona in relation to membership and database issues. Sarah-Jane had also been praised, despite having been employed for only a short time.</p> <p>4) There was an issue about tutor training and whether the Society kept a list of course attendees, requiring further investigation .</p> <p>5) AG had asked members to send in any ideas for the website.</p> <p>6) AG had been asked whether A4 books with music would continue - AG said they would. They also wanted pocket editions to continue, but AG advised that the cost was prohibitive.</p> <p>7) AG had explained the new financial structure, and members seemed to feel things were moving in the right direction.</p> <p>8) RB had done a presentation on DSW - basically it is the wrong time of year for them, but they do what they can when asked!</p> <p>9) The publicity material on the website was welcomed.</p> <p>10) Regional conferences should continue, with MB representation: they thought every four years was about right.</p>		

	11) Around 60 had attended the session, representing all Branches in the area, although there was no Japanese representation.		
4.2	<i>The Imperial Society of Teachers of Dancing (ISTD)</i> - no longer has a SCD section. When Convenor, Jim Healy had discussed with Mervyn Short a possible approach for copyright to their 5 books and unpublished dances, for reprinting: with no music, there are no CD implications. On behalf of the RSCDS, Jim was now seeking permission to negotiate with the ISTD in his own time with no specific deadline. The likely cost was around £500, resulting probably in two books of dances, carrying both ISTD and Society logos. The dances might be revised using Society terminology. HR asked if these dances would then come into the RSCDS canon; AG's view was that if we published them, they would, and it was felt that the books would sell. It was agreed to grant Jim permission to talk to the ISTD on the Society's behalf. If they agree to the proposal, Jim must then bring a costed proposal to MS.	AG inform J Healy	ASAP
4.3	<i>AGM 2010 agenda</i> 1) <i>Annual Review Document</i> - with the support of the MO, EF was looking at an internal publication, turning some of the information in the Trustees' Report into a "lighter" annual review document. She would keep the MB informed. 2) <i>NW Craven motion</i> – This was discussed: funding for teachers courses varies in different areas. NW Craven was thought to be unhappy having had a JMMF application turned down, after support for a few years. If the motion proceeded, HR felt the wording should be clearer: use of the term "pro rata" was ambiguous. EW felt strongly that Branches should be helped towards self-sufficiency and did not believe this had been thought through. WW reminded the meeting that, in line with the Constitution [para. 45 (a)] any Branch submitting a motion for the AGM must confirm that this has been agreed by its members (and not just its Committee) at its AGM or an EGM. In addition, such Branches need to have secured a seconding Branch, which WW thought would require a similar internal approval process. It was agreed RR should speak to the Branch to clarify their thinking and intention in putting the motion forward. 3) <i>Glasgow motion</i> – AG will talk further with the Chairman of Glasgow Branch, who may, if provided with sufficient evidence of budget control, withdraw the motion. 4) <i>Elections</i> – EF reminded MB members that, under the Risk Management Plan, they held a responsibility to approach/encourage members who would be an asset to the Board to stand for election. 5) <i>New Zealand</i> – HR asked if something could be added to the agenda to bring closure to New Zealand. AG agreed to make clear reference to it, possibly under Minutes of the last meeting. 6) <i>New Chairman</i> – The chain of office should be handed over after item 9 and before item 10 on the Agenda.	RR	ASAP
4.4	<i>Aberdeen Yellow Plaque – Bobby Watson</i> It was agreed that Aberdeen Branch's views should be ascertained.	EF	30/07/10
5	Management Board Strategic Plan		
5.1	<i>Executive Officer</i>		
5.1.1	<i>Executive Officer Report</i>		

	<p>EF highlighted a few points from her report:</p> <ol style="list-style-type: none"> 1) Administrative Officer Post- an outline of Sarah-Jane's time had been included for information. EF was happy with this post on full time hours, which facilitated marketing and concentration upon the shop, which was going well and for which a few new accessories had been researched and selected. 2) Policies and Procedures - an overview of RSCDS policies and procedures now in place, along with their last review dates had been included as an Appendix. Further comments/suggestions should be passed to EF, who acknowledged that the recent priority had been to fill gaps rather than review existing policies. 3) Staff Reports - EF believed these clearly indicated that all staff were working to full capacity and more; all staff work more than the hours for which they are paid. EF wanted the MB to be aware that the staff team was very concerned to give the best service. 4) The Winter School flyer had been produced in-house. 5) The Marketing report demonstrates that Liz Fraser has been working on a large number of activities. The reference to the Jedburgh Festival reflects a concern to support local branches in their engagement with their local communities. 6) Young Dancer Development project - Susan Rhodes' work has been going very well. Her work is well documented and the Scottish Arts Council (now Creative Scotland) is happy with our progress. EF and Susan had spent time with the Dance Officer of SAC, then attended a meeting on a UK-wide initiative to promote dance over the next four years. Susan has a draft of the first young dancers' ezine, produced by the Buchanan Dancers, with contributions from NZ, France and Canada - not perfect, but the young people's own work. Editorial responsibility may rotate round the world. 7) The first international Teachers' Associations' Conference – in response to a question from KS, HR confirmed it would be held this year, the day before the AGM, giving the TAs a showcase to share what they have done, are doing and are planning. 8) EF was happy to have questions at any time, and would welcome any MB member wishing to spend time in HQ and/or shadow staff at work. 		
5.1.2	<p><i>Safeguarding Policy and Volunteer Policy & Procedures</i> Both policies and the relevant procedures were approved.</p>		
5.1.3	<p><i>Risk Management Plan for 2010-11</i> EF had received no comments. The plan was approved.</p>		
5.2	<p><i>SP Review & Update</i> Due to the length of the agenda, this was not dealt with. EF would have a report for the next meeting.</p>		
6	Panels & Working Groups		
6.1	Panels		
6.1.1	<p><i>Conferences – Scottish Branches and Regional</i></p> <ol style="list-style-type: none"> 1) <i>England, N Ireland and Wales</i> – The structure of the day was now fixed. AG confirmed he would attend with EF. If any questions arose on the day concerning E&T, the group would pass these on to HR. Priority up to 15 August would be for Branch committees, thereafter it would be "first come first served". 		

	<p>2) <i>Regional Conferences</i> – It was agreed the MB wished to continue with regional conferences. The cycle should be reviewed. A report of the Australia conference would be available shortly.</p> <p>3) <i>Scotland</i> – Plans were on track and moving forward.</p>		
6.1.2	<p><i>Constitution</i> Agreed to deal with the remaining agenda and return to this topic.</p>		
6.1.3	<p><i>Fundraising</i></p> <p>1) £136 had been received from Bingo Lotto (only ran a few weeks).</p> <p>2) We have been advised of a legacy, which we believe will fall into this financial year, amounting to 3% of approximately £ 600k.</p>		
6.1.4	<p><i>HR</i> EF and EG left the meeting while this was discussed. The Chairman confirmed for the minutes that a 1.5% increase for staff had been agreed, effective from 1 July 2010.</p>		
6.1.5	<p><i>Magazine Editorial Board</i></p> <p>1) Take the Floor - RR suggested worldwide audiences would like to know they can tune in - the magazine could include details.</p> <p>2) Past editions of the magazine on the website - MB members disagreed with the Editorial Board's suggestion for this. The MB felt that the point of putting them on the website (with a one year delay) was possibly to attract non-members, and their preference, therefore, was for the Board's original suggestion.</p> <p>3) The Editorial Policy document was approved.</p>		
6.2	Working Groups		
6.2.1	<p><i>Engagement of overseas members</i></p> <p>1) It was suggested that a mailbox be set up to receive suggestions for members with specific skills who could serve on WGs or Panels. Emails received would go to the three members of the WG, who would then forward as appropriate. The Convenors of the relevant WG/Panel would decide who could be co-opted. The proposal was agreed.</p> <p>2) The proposal regarding regional representation circulated by KS in May was discussed. Since he had written the paper, KS noted that regional conferences had taken place, fulfilling much of what he had been thinking. His proposal would have meant a more direct relationship than the present links to branches, with Board members having responsibility for representing branches in their region. On the basis that the regional conferences would continue, it was agreed to set aside this proposal for now.</p>		
6.2.2	<p><i>Handover GP&F to EO</i> It was pointed out that a motion on the draft AGM agenda for this proposal was needed very quickly. EF and WW to draft and circulate, AG was also prepared to give input.</p>	EF/WW/ AG	9/08
6.2.3	<p><i>Focus Groups</i> AG had done nothing further on this. He felt that things had died down and it might be better to leave things as they stood. EF suggested the mailbox discussed under 6.2.1 (1) could help to identify issues that might be appropriate for focus groups to consider. HR reminded the Board that it had promised NZ it would be listened to. AG suggested writing to Murray Corps to ask the Branch how the focus groups might look regarding membership. AG will mention NZ in his remarks at AGM.</p>	AG	tbc

6.2.4	<i>New Working Groups Proposal, External Events</i> Until now, external events had been dealt with as they arose. They are now occurring with sufficient frequency, however, to merit establishing a small Working Group. This would ensure resources are available to keep in touch with the different bodies involved and to build up checklists of what needs to be done. Agreed to go ahead and form a WG. EW suggested Michael Nolan would be an excellent member. EF to explore possible membership and terms of reference.	EF	2/10
7	Management Committees		
7.1	Education & Training Committee		
7.1.1	<i>Minutes of 15 May 2010</i> There were no comments or queries on the minutes.		
7.1.2	<i>E&T SP update</i> 1) At the last MB meeting, HR had reported Ian Hale and Sue Petyt's disquiet at the Board's perceived lack of support. She had contacted them and the feedback was in the update. Money for the badges will come from the Youth budget. HR will contact Ian Hale to inform him about the badges to be organised from HQ. 2) If anyone has knowledge of traditional music festivals, especially involving young musicians, let HR know. The Trad Music Awards and NAAFC are already supported by the RSCDS, but E&T is interested to hear about other possibilities.	HR All	23/07/10 ongoing
7.1.3	<i>E&T Expenses Proposal</i> This proposal had come from 3 people on E&T. No cost analysis had been done. It was clear that Board and Committee members self-fund to a great extent, and we may be missing out on good people because of expense. Agreed GP&F will investigate, review and bring back recommendations to next MB meeting. EF suggested including consideration of cost of equipment that could be provided at HQ to allow easier communication at a distance.	WW/GP&F	17/09/10
7.2	GP & Finance Committee		
7.2.1	<i>Minutes of 18 May and 19 June</i> There were no comments or queries on the minutes.		
7.2.2	<i>JMMF proposal</i> 1) HR clarified some points raised by LJR, who supported the need for a procedure but felt the scholarship forms were unclear. This was still a work in progress. WW reminded MB members there were two parts – scholarship money handled only by E&T, and ad hoc applications for support. WW felt the approach suggested was rather rigid, and was concerned that “firm immovable deadlines” were unrealistic. He disagreed with the suggestion the MB should decide upon a fixed amount each year and felt there was no need for scholarships to be transferred to the E&T budget. 2) It was clarified that if a Branch received funding for a project one year, there was no reason why it could not apply for support for a different project the following year. 3) There was discussion about whether or not support should be offered beyond the RSCDS network. 4) EF questioned whether the decision-making Panel should be wider than Treasurer, MS Convenor and one or two Board members, WW agreed. 5) WW also pointed out that the link with the office (SC) was not		

	<p>mentioned and was essential.</p> <p>6) WW and EF would prepare a response for the WG.</p> <p>7) Any queries on other GP&F matters should be emailed to WW.</p>	<p>WW/EF</p> <p>All</p>	<p>ASAP</p>
	<p><i>Note: At approximately 5.00pm, following the departure of RR, the meeting was not quorate: EW, HR, WW, KS, AS, PG, AG remained.</i></p>		
7.3	Membership Services Committee		
7.3.1	<p><i>Minutes of 12 June 2010</i></p> <p>1) <i>Standard Terminology</i> – The Standard Terminology would be made available on the website. It was currently sold in book form, but the committee felt it should be easily available to members to encourage use of standard terminology.</p> <p>2) <i>Regional books/CDs</i> – MS agreed not to proceed with this proposal.</p> <p>3) <i>New member pack</i> – was under review; Branches had been asked for comments.</p> <p>4) <i>Robert Mackay recording</i> – Robert Mackay had asked for the recording to be postponed until after Summer School. WW commented that no formal proposal had been received by the MB</p> <p>5) <i>Chocolates</i> – KS strongly recommended not stocking RSCDS chocolates/other foodstuff; the nut allergies risk was too great.</p> <p>6) <i>Kandahar Reel</i> – WW had not yet had an indication of costs from Jimmie Hill. Indeed, no formal proposal had been received by MB</p> <p>7) Discussion of points (4) and (6) above led to general discussion regarding funding of ad hoc projects. Concern was expressed that commitments were being made without input/review by WW or GP&F to enable them to present a view to the Board. AG stressed it was important the Board understood why projects were being undertaken, ie whether on a commercial basis, or for educational/archival purposes, as the rules for judging their viability differed accordingly. HR initially supported (4) as Robert Mackay had been involved in helping many exam candidates and it would be a good teaching aid, but she doubted the commercial viability. Agreed PG would detail costs, rationale and other relevant aspects of both projects and share them with GP&F and MB members to allow a “Kandahar Reel” decision to be taken in time for DSW.</p> <p>8) <i>Bruce Frazer DVDs</i> – It had been clarified since the meeting that these had been given for the Archive.</p>	<p>PG</p>	<p>ASAP</p>
7.3.2	<p><i>MS SP Update</i></p> <p>All pertinent issues were raised under 7.3.1 above, and 14 1) below.</p>		
8	<p>Appointed Posts</p> <p>1) <i>Archivist</i>: Marilyn Healy has accepted a year’s extension to November 2011.</p> <p>2) <i>Music Director</i>: There had been three nominees and candidates were judged against a job description, following which the MS recommendation was for George Meikle. As the MB was not quorate at this point, the recommendation would have to be ratified by email. Assuming this recommendation was approved George Meikle would be informed in the first instance by PG. Ian Muir from Prestwick also had had a very good CV and MS wished to keep him engaged in some way. PG recommended that Ian Muir be involved in music courses. It was agreed that if George Meikle was approved and informed, that the proposed</p>	<p>EF/EG</p>	<p>ASAP</p>

	approach to Ian Muir should be discussed in the first instance between PG and George Meikle , to ensure he was comfortable with it. Only then should HR contact Margo Priestley.		
9	Branches Nothing to report.		
10	Affiliated Groups Nothing to report.		
11	Board member/Trustee Issues AS circulation regarding the Bedfordshire Branch was for information only, covering a problem common to smaller and larger Branches.		
12	Correspondence Correspondence with OSCR was noted. MB members were pleased to receive an apology for the length of time taken, and to hear that "enquiries...are now complete and the case will be closed".		
13	Constitution 1) The changes to the Constitution were approved. 2) The main decision was whether to put all documents to the AGM, i.e. the Constitution, the revised Local Association model constitution and the revised Licence Agreement. 3) It was felt that the GP&F/Treasurer proposal was most important, and should not be jeopardised potentially by the inclusion of too many additional issues. 4) AS concern was for the two documents to be discussed by the membership. EF suggested they could go out for consultation rather than being taken to the AGM and it was agreed that this would be the better approach. 5) Agreed to circulate all MB members for an immediate response to agree (i) the Constitution changes, and (ii) this approach. 6) Agreed to discuss at next meeting how/when to circulate the model constitution and licence agreement to Branches.	AS EF for agenda	Immed. 17/09/10
14	AOCB 1) PG reported that WG members had a successful meeting regarding AGM 2011 at Kelvin Hall on 13 July. The cost was much greater than expected, however, at approximately £6,000. 2) EF's suggestion for RSCDS "goodie-bags" (rather than book tokens) for young prize winners was approved .		
15	Date of Next Meeting 2 October 2010		

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

MANAGEMENT BOARD MEETING

Saturday 20 November 2010

RSCDS Headquarters, 12 Coates Crescent, Edinburgh at 10.30am

AGENDA (v3)

Enclosures/Papers

- 1 **Apologies**
- 2 **Notes of meeting of 2 October 2010**
- 3 **Matters arising from Notes not listed elsewhere**
 - 3.1 Chairman's Remarks
 - 3.2 MB Reports – allocation of responsibility (2.5, Chair Elect?)
 - 3.3 Development Fund – Terms/Reference (2.7, Update)
 - 3.4 ISTD/SNDC (2.9 Update)
 - 7.1.1.2 Manual on the Website (RR)
- 4 **Finance**
 - 4.1 Management Accounts to end of September 2010
- 5 **Management Board Strategic Plan**
 - 5.1 Executive Officer
 - 5.1.1 Report, including Marketing Plan, Communications Strategy and Update on the Young Dancer project *AGM Report attached*
 - 5.1.2 SP Review and Update
- 6 **Management Board Panels & Working Groups 2010-11**
 - 6.1 Panels
 - 6.1.1 Conferences
 1. England, NI & Wales Conference (Lorna)
 2. Regional Conferences (Ruth)
 3. Scottish Branches Conference 2011 (Lorna)
 - 6.1.2 Constitution (Keith Stacey)
 1. Motions Sub-Committee
 - 6.1.3 Fundraising/Diversification of RSCDS Income (Ross)
 1. Certificate recognising Donations (2.4, MB 2.10.10)
 2. Donation Leaflet (2.14, MB 2.10.10 Kandahar Reel)
 3. Hire of Coates Crescent (6.1.3.3 MB 2.10.10 Rates, EW and EF)
 - 6.1.4 HR (Ruth)
 - 6.1.5 Investment (Ross)
 1. Nigel Fairhead – co-option *Profile attached*
 - 6.1.6 JMMF (Marjorie)
 - 6.1.7 Magazine Editorial Board (Andrew K)

- 6.2 Working Groups
 - 6.2.1 Engagement of Overseas Members (Lyn)
 - 6.2.3 External Events (chair to be selected)
- 6.3 Other
 - 6.3.1 Finance and Governance Advisory Group (Ross)
 - 1. Richard Austin – co-option

Profile attached

7 Management Committees

- 7.1 Education and Training Committee (Di Rooney)
 - 7.1.1 No Meeting held since last MB – Update?
 - 7.1.2 Strategic Plan Update, including Curriculum for Excellence, Schools and Spring Fling planning updates
- 7.2 General Purposes and Finance Committee (Outst. item from last GP&F meeting)
 - 7.2.1 Travel Expenses (Proposal from E&T)
- 7.3 Membership Services Committee (Bill Austin)
 - 7.3.1 No Meeting held since last MB – Update?
 - 7.3.2 Strategic Plan Update, including AGM Conference Weekends - feedback from 2010 and planning for 2011 and 2012, and DSW Update

8 Appointed Posts

- 8.1 George Meikle is now Music Director and Marilyn Healy remains as Archivist

9 Branches

- 9.1 Nothing to date

10 Affiliated Groups

- 10.1 Nothing to report

11 Board Member/Trustee Issues

- 11.1 Nothing to date

12 Correspondence

- 12.1 OSCR
- 12.2 Complaint received by LO
- 12.3 NW Craven (RR)

Attached

Attached

13 Any Other Competent Business

- 13.1 “Intra –SCD Community” – item from last MB meeting
- 13.2 Decisions made by the MB (RR)

Paper re-Attached

14 Date of Next full MB Meeting

19 February 2011

Please notify the Secretary/Executive Officer at HQ at least 5 days before the meeting, in writing, if you have any item you wish to be discussed under Any Other Competent Business.

**Notes of meeting of the Management Board
held on 20 November 2010 at 10.30am
at 12 Coates Crescent, Edinburgh.**

Present: Ruth Beattie (Chairman and Convenor of meeting)
John Wilkinson (Chairman Elect)
Di Rooney (Convenor, Education & Training Committee)
Bill Austin (Convenor, Membership Services Committee)
Ross Robertson (Treasurer)
Malcolm Brown, Lyn Bryce, Keith Evans, Marjorie Hume, Lorna Ogilvie, Jack Pressley,
Keith Stacey, Philip Whitley, Elaine Wilde.

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

Apologies: Jim Healy.

	Decision/Action	Member/s responsible	Date to be completed
1	RB welcomed everyone to the first meeting of the new session, especially those joining for first time, who she thanked for the commitment they were making to the Society. RB informed members that Jimmie Hill had withdrawn his nomination to the Board.		
2	<p>Notes of Meeting of 2 October 2010 and Matters Arising</p> <p>1) 2 Oct 2010, item 6.1.1 (2) – the statement from KS regarding £1k set aside for chairman’s expenses, should be “annually”.</p> <p>2) 2 Oct 2010, 6.1.3 (4) – EW was not just reviewing rental rates in London, but chiefly reviewing the position regarding DDA (Disability Discrimination Act) compliance.</p> <p>3) With the above amendments, the notes were accepted as a true record.</p> <p><i>Matters Arising not listed elsewhere:</i></p> <p>4) Item 2(13) regarding Ian Muir (Ayr) tutoring on music course – BA reported that George had understood Ian Muir was to be asked about playing for classes, so Ian had yet to be asked about tutoring on a music course.</p> <p>5) Item 5.2.3 regarding download facilities – RB confirmed AG had discussed placing the manual on line for download with Anselm, who was happy to be involved and hoped to prepare a paper with suggestions in December. JP queried the copyright position on downloads: George Meikle to be involved in any such discussion.</p> <p>6) Dance Scottish for Pudsey – RB reported that the Pudsey event in Dumfries had raised £3k and would have some publicity on the Children in Need programme on 19 November. Iain Hale and Sue Petyt were keen to see this continue: they did not wish to organise it again, but would support any other branches who wished to. RB had asked Deb Lees and DR to consider it as a possible future project, perhaps every other year. DR noted that Deb was supportive but concerned about funding, and it needed</p>	BA	Asap.

	<p>to be discussed in greater detail. Deb to be asked to produce a plan for February MB meeting, with DR's assistance.</p> <p>7) <i>Convenors' Group</i> – RB had reconstituted a convenors group, which she felt would be useful in improving cross-committee communication. The first meeting had been the previous day, and she proposed they would meet prior to each Board meeting. MB asked if these meetings would be minuted and if Board members would see the notes. RB reported that only informal notes had been taken and Board members could have sight of them</p> <p>8) <i>Skills/interests review</i> – RB thanked members for completing this document. She was keen also to involve people from outside the Board and committees. Allocations to Panels/groups would be made, individuals would have options and if they were unhappy these could be adjusted.</p> <p>9) <i>MB Reports</i> – JW had agreed to prepare Management Board reports for circulation from now on. MB questioned why reports were produced, rather than making the minutes available. RB replied that what was said during meetings was confidential, and it was appropriate that a summary was prepared for circulation. Confidentiality among trustees was essential.</p> <p>10) <i>Development Fund</i> – The outline of the Development Fund was approved at the previous Board meeting. RR noted that JTH was concerned about setting up a fund in addition to JMMF. RR believed there had been such trouble with JMMF in previous years that it seemed less emotive and more prudent to avoid further complications with JMMF by adding more money from the VAT refund and not donations. The concept was to fund specific projects that the Society could not otherwise do. EF noted that terms of reference would be completed and made available to members, so they knew on what the fund could be spent and how to apply. The first FGAG meeting would develop guidelines.</p> <p>11) <i>ISTD and SNDC</i> – RB clarified that these were the Imperial Society of Teachers of Dance, and the Scottish National Dance Company, respectively. JTH had been given permission to spend up to £500 to seek copyright for dances held by ISTD. SNDC was a company formed by Colin Robertson and Lewis Innes. The latter had now died and it had been reported that the company would close. The company held the patent for Slipstop and had a library of dances. As AG knew Colin Robertson quite well, they would discuss the patent and copyright and hope to reach an agreement. Discussions had not yet advanced very far.</p> <p>12) <i>Manual on website</i> – At the previous meeting, it was agreed to proceed with this project, but it was not decided whether the manual would be available only to members or to everyone. Opinions for both options were expressed. There was lengthy discussion. <i>A vote was held on whether the revised electronic manual should be made available only to members: 12 votes for and 2 against.</i></p>	DR/DLees	04/02/11
		RB	04/12/10
		AG/RB	
3	Finance		
	<i>Management Accounts to end September 2010</i>		
	1) RR and EF would respond jointly to any questions on accounts to end September. The supplementary breakdown WW used to provide would no longer be prepared: the MB would receive an		

	<p>extract from the management accounts as prepared by the accountant, to include accounts for specific events when available. In principle, the accounts were healthy. RR hoped the emphasis of MB meetings could move away from money – not that spending should not be scrutinised - but the main issue should be how finances were monitored and controlled. Summer School had been very successful and should make the difference between a plus and a small minus at year end.</p> <p>2) In view of criticism on what members get for their subscription, KS queried how it would affect finances if the Society reverted to free issue of dance books to members. EF noted that, as Book 46 was continuing to sell well on its third reprint and had contributed to the healthy six month financial position, it would make quite a difference. EW felt members needed reminding on why the decision was originally made. Her impression was that most members would prefer the magazine rather than a book of dances, which generally was more for teachers. BA reported that it cost roughly £17k to produce a book. Decisions on reprinting were now being taken at HQ, employing smaller, cheaper print runs as appropriate. LB felt that, when it was decided to have another dance book, there was no clear message that members would be expected to pay. With 3 print runs of 1,000, and 2,500 sold it seemed there was genuine demand, but at much less than one per member. BA confirmed that, with reversion to a book, it was felt dances should not be included with the magazine due to the amount of effort and length of time required to produce dances. LO suggested a short article in the magazine to summarise the position, to be included also as a brief discussion in the MB report. Whatever decision was made, it should be reviewed periodically. <i>A vote was held on whether to stay with the current position, with the magazine provided as part of the subscription and charging for books: 11 voted for, 2 against, and 1 abstention.</i></p> <p>3) RR agreed to make quarterly reports from investment managers available to the Board.</p> <p>4) Work had begun on next year's budget and convenors had been asked to submit their plans. It was important that all planned expenditure be included in the budget. As a general principle, RR proposed that the General Fund budget for the coming financial year should show at least no loss. Ideas should be presented and, if it was decided that funding from the JMMF or the Development Fund would be more appropriate, that would be clarified. RB stated firmly that she did not wish to be in a situation of overspend. <i>Agreed to work on the basis of a break-even, or small profit budget outturn.</i></p> <p>5) JW and RR required to be added as new bank account signatories; <i>this was agreed and approved to extend to electronic authorisation.</i> A signing ceiling existed for EF and EG. EW requested, however, that ceilings for trustees also be identified for the next meeting. Regarding electronic authorisation, a paper trail conveying authorisation of payment was necessary.</p> <p>6) The Investment panel had not met, but a policy was approved at the last meeting for dividends to be reinvested in the General</p>	<p>JW</p> <p>RR</p> <p>RR/EF</p> <p>EF/SC/RR</p>	<p>Ongoing</p> <p>19/02/11</p>
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	Fund. As funds were building up, RR suggested this should stop for now, whilst the Investment panel considered alternatives. Following a suggestion from KS, <i>the Board agreed the investment panel should go ahead and reinvest as they felt appropriate without coming back to MB for approval.</i>	RR	Ongoing
4	Management Board Strategic Plan		
4.1	<i>Executive Officer Report</i> 1) EF normally submitted a detailed report, bringing Board members up to date with ongoing activity and planned development at HQ. As this meeting followed so closely on the AGM, however, she had circulated her AGM report. There were no questions and DR congratulated EF on the Annual Review document, which she suggested might be included in new member packs; <i>this was agreed.</i>	EF/EG	17/12/10
4.2	<i>SP Review & Update</i> 1) The SP for GP&F had been achieved, with the exception of continuing concerns such as the Investment Panel. 2) The part of the SP pertaining to MB/HQ had been circulated: there were separate sections for MS and E&T, which they would discuss at the training day, for continued goodness of fit and any additions. Points in red on the HQ/MB SP identify areas for further discussion or new additions. 3) The SP is normally placed before the MB twice a year. For now, MB members should consider/ review content, raise queries or make suggestions. The SP provides the framework for resource allocation. 5) <i>The MB agreed the inclusion of status/current position on the template, with EF to implement as she felt would work best.</i> 6) LB asked about Branch mailings; some members still seemed to be unaware of what was sent to Branch secretaries. EG to put piece in magazine to remind members they all can access branch mailings and, when mailings are added to the website, to post a news item to this effect. BA suggested branches should be encouraged to work on how they cascade information, perhaps having multiple points of contact. As a Branch secretary, LO understood the problems, particularly as many members have no email. <i>Agreed this was an item for discussion on a future MB agenda.</i> If a group was formed, LO would like to be involved.	EF EG EG RB/EF	19/02/11 01/03/11 Ongoing
5	Panels & Working Groups		
5.1	Panels		
5.1.1	<i>Conferences – Scottish Branches and Regional</i> 1) <i>England, N Ireland and Wales</i> – LO had received 3 further feedback responses and updated members. 20 responses were received: reasons for not attending were now as follows: Location-11; expense-12; time of year-12; agenda-6; too little notice-8. 8 suggested Midlands/Birmingham, only 3 London. 15 thought members should contribute. 9 thought a future conference should be held in Feb/March. 13 believed it should be every 2 years. LO suggested leaving it for a year then trying again. EW felt it should not be too long. Forms had been sent through EG to every Branch. PW suggested direct contact by phone or email from MB		

	<p>members to Branches allocated to them might produce more response. KE recommended providing a skeleton agenda: Branches should be encouraged to make suggestions. RB noted the timing would have to be discussed further.</p> <p>2) <i>Regional Conferences</i> – A report from AG was tabled, giving a brief outline of what the previous Board had tried to achieve in regional conferences. At the last MB, the feeling was they should continue, although there was a financial implication. Linking to an established event was important, and should be the principle for future conferences wherever possible. RB and AG had attended classes and dances and communicated with as many people as possible in an informal way, as well as the formal input. RB sought approval to proceed, taking due account of expenditure: she and AG had paid the school fees themselves. The matter had been discussed with convenors the previous day, who had suggested a 5-year plan. RR believed school fees should be paid for as part of expenditure and DR agreed. With few SCD members, examiner visits every 4 years to South Africa were difficult to justify. While it was important for the Chairman/ Chairman Elect to lead, some MB members may be attending relevant events in a personal capacity and could be a support. <i>It was agreed that regional conferences should continue. It was agreed that a flexible cycle would be prepared and presented to the Board. It was agreed in principle that expenses should be paid for these trips.</i></p> <p>3) <i>Scotland</i> – A letter and programme had been sent branches and posted on the website: responses were awaited. If follow-up was needed after the deadline, <i>it was agreed that LO would ask MB members to contact Branches allocated to them.</i></p>			LO	
5.1.2	<p><i>Constitution</i></p> <p>1) KS had just taken over this group and had nothing to report as yet. There were a few things to carry forward. He would follow up with Lindsey Jane Rousseau where the panel had got to on comparison with other organisations. Amendments approved at the AGM would be made. <i>(Post-meeting note: Amendments to Constitution already made)</i></p> <p>2) There was a need for a group to review motions submitted for the AGM, for clarity and validity, before inclusion on the Draft Agenda. RB been considering forming a Past Chairman group, and wondered if such a group could deal with this. <i>(Post-meeting note: responsibility originally discussed as lying with a Constitution sub-group)</i></p>			KS	
5.1.3	<p><i>Fundraising/Diversification of Income</i></p> <p>1) A certificate for benefactors had still to be produced. In the meantime, Mrs Yasumuro had been thanked in writing. Significant donations were acknowledged in the last magazine.</p> <p>2) It was noted that some people were giving more than the cost price for <i>Kandahar Reel</i>. There was a gift aid form, which could be inserted in the book. RR and EF to take forward.</p> <p>3) The MB had been discussing the possible generation of income from hiring out rooms at Coates Crescent. EF had investigated costs, but shared concerns about letting the premises to other than members, people or Groups known to us as offices cannot be</p>			RR/ RR/EF	Asap Immed.

	<p>isolated. The Board Room had been let on two occasions for ladies step dance sessions. RR suggested leaving it to EF's discretion as to whom and when to let. EW's informal investigations in London primarily concerned DDA compliance, which was about, "reasonableness", as long as turnover was small, organisations were open about their facilities and any hire was on the understanding the Act would not be contravened. Insurance was a further consideration. <i>Agreed to leave with EF to come up with proposals on costs, and agreed to restrict lets to members and people known to the organisation.</i></p>	EF	04/02/11
5.1.4	<p><i>HR</i> This Panel will comprise RB, JW, Craig Houston, and EF, to meet as required.</p>		
5.1.5	<p><i>Investment</i> There had been no meeting. <i>Agreed Nigel Fairhead be co-opted to the Panel.</i> RR estimated it would meet twice a year, perhaps once by conference call, and contact between meetings would be by email. RR further suggested <i>co-opting WW to the Panel, which was agreed.</i></p>	RR RR	Immed. Immed.
5.1.6	<p><i>JMMF</i> RB explained that MH had not completed her term of office on GP&F and had agreed to join MB, with a specific remit on JMMF. MH noted that there was an issue about whether there should be two separate panels, one for scholarships – which would be E&T – and one for other awards. She suggested the Convenor of MS should be on the latter, but currently no decisions had been made about panel composition. Consideration was still being given to the skills required to manage it.</p>		
5.1.7	<p><i>Magazine Editorial Board</i> There had been no direct recent communication.</p>		
5.2	Working Groups		
5.2.1	<p><i>Engagement of overseas members</i> LB reported that this group was now at the point of sending a letter to branches/members asking them to indicate interest in joining selected groups. Francis Walduck had already indicated interest in the DSW group. The second suggested group was the Engagement of Overseas Members group itself. The third was the Editorial Board; LB was talking to Andrew Kellett. Skills for each group would be included in the letter. <i>It was agreed that the trial should be for a period of one year from the time that people joined the groups.</i></p>	LB	
5.2.2	<p><i>External Events</i> There was insufficient time to discuss the chairmanship of this group, but RB felt probably it should not be the RSCDS Chairman. It was intended to provide an additional resource to help the Society to hear about opportunities at an early point. All to consider who would be a good, suitable chair – deadline for comments/suggestions is 31.12.10.</p>	All	31/12/10
5.3	Other		
5.3.1	<p><i>Finance and Governance Advisory Group</i> <i>Agreed that Richard Austin be co-opted to this group.</i> RR thought the group would meet twice yearly, possibly in February and July.</p>		
6	Management Committees		
6.1	Education & Training Committee		
6.1.1	<p><i>No meeting since last MB</i> 1) DR would chair her first meeting as Convenor on 4 December.</p>		

	<p>2) The most important presenting issue was review of the Manual. HR had agreed to help with that, and to chair the C for E (Curriculum for Excellence) working group.</p> <p>3) DR explained the background to the CPD event: about providing training for teachers in schools to teach SCD, to get dancing back into schools. JW noted that C for E provided a huge opportunity for this in Scotland. The last meeting requested spending approval to create a professional presentational document for head teachers; DR to consider. Also requested were guide prices for running courses for teachers (either per person or per course) and this was remitted to E&T for consideration, to bring proposals back to MB for approval. There were issues about whether courses should be charged and paid through HQ or through Branches. The final point was a suggestion that schools should be given discounts on CDs and books, to encourage purchase; this was remitted to MS, to bring a proposal back to MB for approval.</p> <p>4) KS advised out that the Branch application form still included the words "special education", which he believed it should not. EF to ask SC to amend. <i>(Post-meeting note: this was incorrect: the Constitution still mentions "special education".)</i></p> <p>5) The beginner's framework, developed by HR, was now on the website, giving basic advice on the suggested sequence of formations. The WG that developed the framework produced a huge supplementary document for the website, in 2 different formats. DR to forward both to all for review, including HQ.</p> <p>6) KS commented the Summer School application information on the website had said that phone bookings were available only on specific dates, and thought this should be any time. EF noted that S/S administration was under review and DR confirmed that paper applications would be available for next year.</p>	DR	04/12/10
		DR	04/12/10
		BA	04/12/10
		DR	
6.2	GP & Finance Committee		
6.2.1	<p><i>Outstanding item from last GP&F meeting</i></p> <p>It was reported at the previous Board meeting that GP&F approved proposals from E&T regarding expenses, and revised forms were now in place.</p>		
6.3	Membership Services Committee		
6.3.1	<p><i>No meeting since last MB</i></p> <p>1) The Conference Weekend had run very smoothly, due largely to the amount of work by Marilyn Healy. There had been last minute outlay on hiring a sound system for the bands which would impact on contribution to budget. BA did not yet have final figures but expected the event to break even rather than generate income. There would be a review meeting in December. Next year's weekend would be at Kelvin Hall Glasgow and plans were already under way; Ian Muir (Ayr) would play for the Ball and George Meikle for the dance. Some hotels had offered conference rates, these would be publicised on the website when full details were available. The WG was being led by Sheila West, and MH would continue. Also on the group were Alan Munro from Glasgow, and BA hoped Lynn Wood from Aberdeen would</p>		

	<p>also join for continuity.</p> <p>2) MCH had indicated an interest in purchasing some items from the SNDC closing down sale. BA would like to set a policy on archive purchase, with an upper limit on opportunistic spend.</p> <p>3) BA saw the way forward for MS as consolidating where they were and getting more transparency into committee activities. A new book was planned for 90th anniversary. BA would like to expand the committee remit to include support for recruitment of members, to find out from branches where they could help.</p> <p>4) DSW would be reviewed, based on the questionnaire to branches and online, and an impromptu session at the AGM. The main message so far was that part of it should go as it was not suitable for everyone, but it did provide something for everyone to “rally round”. There was a need to consider how to make it more relevant to the southern hemisphere.</p>	BA	
7	<p>Appointed Posts Nothing to add.</p>		
8	<p>Branches Nothing to report.</p>		
9	<p>Affiliated Groups Nothing to report.</p>		
10	<p>Board member/Trustee Issues None raised</p>		
11	<p>Correspondence</p> <p>1) <i>OSCR correspondence</i> - EF noted at the last Board meeting, it had appeared that issues had been addressed and correspondence with OSCR was being concluded. A letter had gone to OSCR, but its phrasing had raised some questions in their minds about the Board’s intentions concerning JMMF. On her return from leave, EF spoke with the Society solicitor and confirmed we needed to clarify the Board’s position. As WW said subsequently at the AGM, there was an amount of money in the fund that OSCR regarded as restricted; if the fund was kept at £100K or above, OSCR was content. This was communicated to OSCR which had now closed the case..</p> <p>2) <i>Letter from Bournemouth Branch</i> – RB/EG to reply, explaining that the matter was under consideration and would be explained in the next edition of the magazine.</p> <p>3) <i>Letter from NW Craven Branch</i> – Although the Branch’s motion to the AGM had been withdrawn, they were now raising the same issues in this letter: it seemed they had not costed their classes efficiently. JP suggested that clarifying expectations regarding JMMF funding was an issue for MH to consider. MH felt criteria for funding training courses must include the number of teachers already in an area. PW felt NWC kept classes low-cost to allow people from other branches to travel to them; his perception was that most candidates were from outwith the branch. He also noted this was their third class in six years, and did not see how this could be sustained. MH suggested candidates’ own branches should perhaps pay something towards a course. <i>It was agreed that more detail should not be requested from the Branch.</i> EW felt criteria were required to deter branches holding courses for a</p>	RB/EG	Asap

	<p>sense of perceived “status”. RR felt that rather than try to tell branches what they could/ could not do, it would be more helpful to outline the JMMF rules and highlight the limited amount available each year, which the Board wants to spread widely, to support the promotion of SCD around the world. DR pointed out another aspect of branches running teacher training courses -in training examiners, they are required to have “experience of tutoring” - the only opportunity for control over this is Summer School. Agreed on HQ reply to this letter.</p> <p>4) Wednesday 1st December, BBC Scotland, “Scotland Dances” will be shown, in which Bill Clement was asked to be involved.</p> <p>5) A letter had been received from Ulla Stern, and would be passed to MS for reply.</p>	RB/EF	Asap
		BA	Asap
12	AOCB		
12.1	<p><i>Intra-SCD Community (from last MB meeting)</i></p> <p>1) There was discussion regarding views expressed on Strathspey and how, if at all, they should be responded to. It was recognised Strathspey represented a small but vociferous minority. EF felt it was important for the Board to maintain its high moral ground and not be drawn into protracted debates with individuals on Strathspey, leading to a “no win” scenario. <i>It was agreed, however, that correcting misconceptions was important and should be done speedily. It was agreed further that MB and JTH (if he agreed) would monitor Strathspey to advise of any such instances; any response to be submitted on behalf of the Board would require the Chairman’s approval.</i> The Board would always be advised as quickly as possible. There were occasional circumstances, however, which demanded an Executive decision.</p> <p>2) With regard to newsletters, including Dance On, <i>it was agreed that anything causing members concern should be brought to the attention of RB and EF, who would consider whether or not to respond.</i></p>	MB/JTH	Ongoing
		All	Ongoing
12.2	<p><i>Decisions made by MB</i></p> <p>RR had asked for this to be on the agenda after the post-meeting decision from the previous Board meeting to allow people to air their views. The background was explained for new members. The view was expressed that there was a need to separate operational from strategic decisions, and that while operational decisions could be made independently by the Chairman and Executive Officer, strategic decisions made by the Board should not be changed without reference to the Board. RB confirmed that she would always try to involve the Board in decisions or changes to decisions, but felt this was fairly minor. EF confirmed that Alastair Keatinge would address Chairman’s powers on the training day, when this could be discussed further within the context of the statutory and regulatory framework.</p>		
12.3	<p><i>Training day notes</i></p> <p>EW felt it was important that notes should be taken at the training day as many things would be discussed which all trustees need to understand. EF reported that Moira was checking with Alastair Keatinge whether he would have presentation notes, which could be copied for all. RB reported that Michael Nolan had offered to run an informal session relating to the publicity workshop he had run at the Conference Weekend. This was not possible during the day itself, but</p>		

	if anyone wished to join Michael for an informal chat at the end of the day he would be happy to do so. Anyone who was interested should let RB know. It was suggested that as the workshop has been such a success, it might be worth setting up a publicity working group.	All	Asap
13	Date of Next (Full) Meeting 19 February 2011 (training day 4 December)		

BA	Bill Austin	MH	Marjorie Hume	SC	Shona Coyle
RB	Ruth Beattie	LO	Lorna Ogilvie	MCH	Marilyn Healy
MB	Malcolm Brown	JP	Jack Pressley	HR	Helen Russell
LB	Lyn Bryce	DR	Di Rooney	WW	William Whyte
KE	Keith Evans	RR	Ross Robertson		
EF	Elizabeth Foster	KS	Keith Stacey		
LF	Liz Fraser	PW	Philip Whitley		
EG	Elsbeth Gray	EW	Elaine Wilde		
JTH	Jim Healy	JW	John Wilkinson		

**Notes of meeting of the Management Board
held on 2 October 2010 at 10.30am
at 12 Coates Crescent, Edinburgh.**

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

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

Apologies: Lindsey-Jane Rousseau.

	Decision/Action	Member/s responsible	Date to be completed
1	Alex welcomed everyone to what was his, and others' last meeting. He thanked all Board members for their co-operation, support and help during his term of office.		
2	<p>Notes of Meeting of 17 July 2010 and Matters Arising</p> <p>1) No queries had been raised concerning the minutes, and they were accepted as a true record.</p> <p>2) <i>Report on examinations system (2(6))</i> – This paper had been circulated to Board members.</p> <p>4) <i>Recognition of donations (2(9))</i> – RR suggested using the title “benefactors”. It was agreed in principle to publish a list of benefactors each year, and to give them a certificate of some kind. Qualification would be either by amount (over £500) or by frequency of donations. Agreed this should be done for Mrs Yasumuro; a letter to be sent to her in the meantime, to say that she will receive a benefactor’s certificate once it is designed.</p> <p>5) <i>Minutes of meetings (2(8))</i> – AS was concerned that this item may be lost, as there was no action against it. Agreed that MB Reports can be prepared only when the minutes are complete.</p> <p>6) <i>Budget (3.2 (1))</i> – AS asked which year’s budget would be presented to the AGM. WW said current year (Apr10-Mar11). Although this year was over half way through, the purpose is to update members on the current position against this budget</p> <p>7) <i>Development Fund (3.3 (5))</i> – Terms of reference had been prepared, but not circulated. WW proposed that decisions up to £10k should be made by a committee comprising Chairman, Chairman Elect, Treasurer and Executive Officer. It was not necessary to bring every decision on spending to a Board meeting. The proposal was agreed.</p> <p>8) <i>Question re tutor training from Australia (4.1(4))</i> – There was no action point in the minutes, but AG had followed through to resolution.</p>	EG	Immed.

	<p>9) <i>ISTD (4.2)</i> – Jim Healy was in discussion with ISTD and would inform and, if appropriate, bring a costed proposal to the Board.</p> <p>10) <i>AGM 2010, Glasgow motion (4.3(3))</i> – The motion had not yet been withdrawn; next Branch committee meeting was on 6 October.</p> <p>11) <i>Aberdeen yellow plaque (4.4)</i> – Aberdeen was considering the matter. Agreed it should be left to their discretion.</p> <p>12) <i>WG/Panels suggestions mailbox 6.2.1(1)</i> – This had been agreed, but not actioned. EG to liaise with EW and get the mailbox set up with the title as per the paper put to last meeting.</p> <p>13) <i>Music Director</i> – PG had spoken with George Meikle (GM), who was happy to use Ian Muir for music courses at Summer School. BA would talk further with GM re using Ian Muir as a tutor.</p> <p>14) <i>Kandahar Reel</i> – There had been discussion as to whether the conference call was quorate. AG felt the Board should accept that the Chairman and Chairman Elect occasionally had to take decisions outwith meetings. There would be email discussions where possible but, occasionally, advice available had to be taken and executive decisions made. Because of the timescale, it had been difficult to arrange a gift aid form as advice recommended. It was suggested that the Fundraising Panel consider putting something into every book sold to encourage people to make donations. WW was concerned that the issue of working in liaison with ABF had not been fully discussed. EF confirmed that a partnership agreement had been signed by both agencies, which MB members were welcome to view.</p>	<p>EF</p> <p>EG/EW</p> <p>BA</p> <p>Fundr'g Panel</p>	<p>29/10/10</p> <p>29/10/10</p> <p>Asap</p>
<p>3</p>	<p>Motions to AGM 2010</p> <p>1) There was discussion about how motions should be dealt with in future. It was suggested the Constitution Panel should have a Motions Sub-Committee responsible for vetting motions submitted, advising on their wording and amalgamating motions where necessary, and acting as an advisory committee to the Board. It was suggested that the Constitution Panel should consider the issue of seconding of motions for next year; WW felt it was critical seconds are identified at the outset. The Constitution Panel could consider using a form for submission of motions.</p> <p>2) <i>New York motion</i> – AG had discussed the Branch's concerns with Chris Ronald at TAC. Agreed a paper should go out with the final agenda conveying the Board's view that it was not opposed to this motion. A nominated member of the Board would be required to speak to it at the AGM.</p> <p>3) <i>Glasgow motion concerning expenditure</i> – It was felt this motion was unclear, inaccurate and impractical. RB had had a brief discussion with Glasgow branch chairman; the Branch committee would meet the following Wednesday, and there was a possibility the motion would be withdrawn. Wording for a briefing paper would have to be prepared, in case it was not withdrawn. Agreed AG would speak to the branch Chairman again. If the motion was not withdrawn, it was agreed WW would speak against it.</p> <p>4) <i>NW Craven motion</i> – The Branch had received JMMF funding several times and was refused two years ago. HR had done some research on figures; on a conservative estimate of 250 candidates</p>	<p>Const. Panel Convenor</p> <p>EG</p> <p>AG</p>	<p>05/10/10</p>

	<p>per year, the rough cost would be £210 per candidate, which the Society could not afford year on year. The motion was badly worded. EF reported that Jean Martin felt the motion was not constitutional, as it would require the Board to dictate to Branches. Jean had offered to speak against the motion. The briefing paper should say the Board opposes this on financial and constitutional grounds. HR to speak if required.</p> <p>5) <i>Glasgow motion on urgent business</i> – This was not a major point of principle. AS agreed to speak against if necessary, but to wait to see what happens on the day.</p>		
4	Finance		
	<p><i>Management Accounts to end June 2010</i></p> <p>1) <i>Porter Bequest</i> – With insufficient money in the fund for a scholarship next year, WW suggested accumulation over a few years; when it reached £2-300, AG suggested it could be supplemented, if necessary, by JMMF. WW proposed purchasing Newton CIF, with Porter identified separately in accounting transactions. Acceptable to the auditor, this was agreed.</p> <p>2) WW described the first quarter as not significant in terms of expenses/ revenue. Magazine costs were less than expected – impact of joint membership? Telephone costs were high and should be investigated. Bank/credit card charges were higher with increased online shop and PayPal transactions.</p> <p>3) WW requested a few points were minuted. Firstly, the MB had to remember there was always around £600k in investments. Each quarter, the accounts were affected by those investments, so net worth could fluctuate significantly from quarter to quarter. The MB should be aware of this, but it was no cause for anxiety. Last week the annual meeting with the investment managers, Newton, took place. WW believed there was now a stable situation and the investments were being competently managed. No significant additions to funds invested with Newton were expected. The proposed new structure included an investment panel, headed by the Treasurer, who would be responsible for organising the annual meeting. AG thanked WW for all his hard work.</p>	RR/EF	20/11/10
5	Management Board Strategic Plan		
5.1	<p><i>Executive Officer Report</i></p> <p>EF highlighted a few points from her report:</p> <p>1) Front office staffing had changed; 2 part-time had replaced 1 full-time post whilst remaining in budget. Volume of orders due to new products and the improved online shop means front office staff have struggled to meet demand: at the moment, stock and orders management can occupy up to 75-80% of their time, with knock on effects for other staff. A stock take is planned to obtain a clearer picture of current demand and likely sustainability.</p> <p>2) Some information on website shop pages was included in the EO report. LO queried if there was an easier way for Branches to work out their net prices with Branch discount. LO and BA to talk further outwith the meeting. Turnover comparison figures for 2009 and 2010 in the report had not yet been checked by Shona, but were looking good.</p> <p>3) <i>Annual review document</i> – The Annual Report & Accounts were</p>	LO/BA	20/11/10

	<p>very formal, and EF had felt there was a need for a different document both for members and to use in talking with external organisations; she and LF had worked on an Annual Review for that purpose, and a draft was shown to the Board. It was structured around the Strategic Plan. There was still time to feed in suggestions. The cost would be around £800 to print 2,000, and it would have a shelf-life of around 12 months. It was agreed that it was an excellent idea and a very professional production. It was agreed Branches should get one copy and could request more. It was agreed to give copies to AGM delegates at registration, but not routinely to new members - it could be made available online.</p> <p>4) <i>Strategic review of Summer School</i> – This review was led by HR; all aspects were considered including venue, structure, length etc. For 2011 it had been agreed that, in one week, there would be a class for 12-15 year olds; also that the taster session would be re-organised to focus more on reaching out to the “unconverted”. Branches and Affiliated Groups would be asked to pass on details of any non-RSCDS groups in their area, to whom a day of summer school experience could be advertised. EF noted that difficulties had been experienced by a number of people using the online booking system. This had been the result of systems changing part-way through, and the volume of bookings. The Summer School sub-committee had agreed that next year, paper forms would be available as an alternative for those who wished them. KS asked why the Summer School Director no longer took a class. HR pointed out that the Director now had many other responsibilities.</p> <p>5) <i>Development Officer report</i> – HR noted Susan’s reference to CPD in her objectives for next year if funding was found for her post: Susan should be brought into the CPD group for efficiency. EF reported that Creative Scotland (formerly Scottish Arts Council) was keen to support the project for another year, but their financial situation was unclear. The social networking aspect of the website would be activated soon as part of the project geared to teachers of classes for under-16s. In response to a question from AS, EF reported that already there were more groups registered from USA, Canada, Australia & France than the UK. The focus had to be Scotland, where the money came from, but the project outcomes would be available for all. Dances sent in by groups for the “dance exchange” would not be “adopted” by RSCDS: a disclaimer on the social networking part of the website would state that the dance exchange was by and for young people, for the exchange of information and knowledge.</p> <p>6) EF acknowledged her report was quite long and asked if MB members wished her to continue providing the same level of detail. Board members felt it was very valuable, particularly on what HQ staff were involved in, and the information should be disseminated more. Agreed EF to continue to provide her report.</p>		
5.2	<p><i>SP Review & Update</i></p> <p>1) EF had asked the committees to review the SP, which had been in place since April. She had drafted the MB/HQ section:</p>		

	<p>2) <i>Marketing</i> – was undertaking more event evaluation and producing more professional materials. A photo image library was slowly being established.</p> <p>3) <i>Download facility for Music</i> – This was under discussion although contentious, with a small but vocal group of supporters, and others against it. A group should be put together to conduct a cost/benefit analysis. AG to discuss with Anselm Lingnau.</p> <p>4) <i>Review of membership structure</i> – AG to address “focus groups” later in the agenda: this issue should be taken forward.</p> <p>5) <i>Communications</i> – We are moving forward on Ezines as a relatively cheap way to communicate directly with members. Twitter is also being considered.</p> <p>6) Items in red type flagged up areas which EF felt might benefit from further discussion: everything else was in place or progressing satisfactorily. As might be expected (6 months into year 1) more work was in progress than completed. EF felt sufficient had been achieved, however, to be satisfactory and would welcome any suggestions or feedback from MB members.</p> <p>7) <i>Perth 800 competition</i> – Promotional material went out to schools fairly late and there were only 2 dance submissions and no music entries. Both submissions were in the under 12 age group, one from the Branch class and one from an affiliated group. The Board approved the recognition of a competition “winner” and “runner up”. The Committee had involved Jim Stott in the decision as an external assessor. LO would write to the winner and runner-up on behalf of the Branch and the Society. The winning dance would be published along with Linda Gaul’s dance and two from Perth Australia in a commemorative booklet. The Scottish dances had music, but the Australian dances did not. LO would ask Jim Healy to assemble the booklet but was unsure of the position on finance. If possible, the booklet should be presented to the Provost and the winners at the AGM. Perth Branch might purchase and present the booklet to each branch member. Agreed to print 500 and place on the website for free download. With both Perth branches potentially purchasing “their” copies, the balance could be made up either from JMMF or the publicity budget- winners’ copies signed by the Chair.</p>	AG 20/11/10	
6	Panels & Working Groups		
6.1	Panels		
6.1.1	<p><i>Conferences – Scottish Branches and Regional</i></p> <p>1) <i>England, N Ireland and Wales</i> – The planned Conference had to be cancelled. A letter outlining the reasons for choice of venue and timing has been sent to Branches, with a feedback questionnaire. Responses would be reported at the next MB, when it would be discussed further.</p> <p>2) <i>Regional Conferences</i> – AG tabled the draft report from Australian Winter School and several issues were discussed:</p> <ul style="list-style-type: none"> • <i>Publishing a dance with a tune other than the “original”</i> – BA was preparing a response to this point, in discussion with Jim Healy. The original tune may be made available. The Music Committee did not like the original tune and felt it did not work well with phrasing. Agreed to refer back to MS for 	BA	

	<p>consideration for future similar issues. It was clearly a different issue when “tried and tested” dances were published, like this one, rather than new dances.</p> <ul style="list-style-type: none"> • <i>Musicians’ classes</i> – would be continuing. • <i>Tutor training</i> – HR and AG liaising on a response. • <i>Dance Scottish Week</i> – Francis Walduck had joined the WG. • <i>Development Fund</i> – was mentioned in WW’s piece in SCD. • <i>Attending Regional Conferences</i> - AG would produce a report on the expense of attending regional conferences. He felt they should be held alongside existing events; the next MB to decide. Board members felt it should not be a financial burden for the Chairman/Elect to attend such events. KS noted 15 years ago, £1k annually was to be set aside for Chairman’s expenses and felt this should now be substantially more. WW noted the regular budget for Chairman/Elect expenses already was substantially more than £1k! <p>3) <i>Scotland</i> – The group, a mixture of MB members and Branch representatives, were meeting the following Saturday. It was proposed to have the same overall structure for the day, but innovations would be considered. All to inform LO of any thoughts or suggestions.</p>	All	08/10/10
6.1.2	<p><i>Constitution</i></p> <ol style="list-style-type: none"> 1) Issues regarding the AGM had already been covered. 2) LB questioned the use of “traditional Scottish country dancing”; her Branch also referred to “...and modern dances in the traditional style”. AS thought “traditional” should be removed from the headline, but not from elsewhere in the constitution. 3) WW pointed out that two separate documents were presented. Whilst local constitution was largely up to a Branch, the Licence agreement was a formal legal document, which Branches were asked to sign when they came into existence. He did not believe Branches should be consulted on the Licence agreement. 4) In order to clarify what is meant by “associate members”, agreed “(see 4, 2(a))” to be added after clause 1(b) of model constitution. 5) It was agreed the Licence agreement was not for negotiation with Branches and, from now, would be applied to any new Branch. 6) It was agreed there was no need to send out the Model constitution for consultation and that branches should be informed it is available on the website. 7) LO suggested revising some language in the preamble. Agreed LO to do so, consult with AS, and bring back to next meeting. 8) It had been agreed previously this Panel would continue. Agreed to appoint KS as Convenor, as the only continuing member. 	AS EF/EG EG LO/AS	15/10/10 Ongoing 19/11/10 05/11/10
6.1.3	<p><i>Fundraising</i></p> <ol style="list-style-type: none"> 1) RR thought that future emphasis should be on donations, with gentle reminders to members about donations being welcome. With £600K in the bank, we were very unlikely to get money from funding bodies. 2) RB suggested the Panel should consider strategies for suggestion to Branches. EW felt Branches needed to be encouraged not to “sit on” money they may hold, but rather to spend it trying out 		

	<p>different types of events, etc.</p> <p>3) RR recommended that the Panel continue, on a low-key basis. EF believed a targeted approach also was needed. As RR was standing down, a new chair would be required.</p> <p>4) £25 had been paid for room hire for a ladies step workshop; HR felt this rate was rather low as there were a number of attendees. EW was still investigating DDA compliance with small organisations in London who hired out rooms. RR suggested different rates for members and external bodies. EF to check if SCVO have any information.</p>	EW	20/11/10
		EF	20/11/10
6.1.4	<i>HR</i> Staff issues will be considered alongside the Schools' review.		
6.1.5	<i>Magazine Editorial Board</i> The MB approved the appointment of Helen Beaney to the Editorial Board. Jean Martin would stand down.		
6.2	Working Groups		
6.2.1	<i>Engagement of overseas members</i> 1) The paper circulated was a draft letter to branches. AG noted that if someone was suggested for the Editorial Board, it should be in addition to the post approved at 6.1.5. 2) The group felt it was important to make communication as easy as possible. EG to liaise with EW and get the letter issued and mailbox set up.	EG/EW/ LB	03/12/10
6.2.2	<i>Handover GP&F to EO</i> The only unfinished issue concerned those GP&F members with terms of office remaining. EF had had expressions of interest from two members. RR asked whether, as matter of principle, he could approach two people, one for audit and one for investment. Agreed he should proceed and bring names and CVs to the next meeting for ratification.	RR	20/11/10
6.2.3	<i>Focus Groups on Membership Structure</i> AG believed this was no longer a key issue as neither NZ nor Boston had pursued and formed focus groups: the idea could be "let go". AG will comment at the AGM to enable closure but will keep this low-key.	AG	06/11/10
6.2.4	<i>New Working Groups Proposal, External Events</i> The remit and modus operandi were agreed . Also agreed that Liz Fraser should be involved, EF to build in.	EF	
7	Management Committees		
7.1	Education & Training Committee		
7.1.1	<i>Minutes of 11 September 2010</i> 1) Irene Bennett had agreed to write some specimen lesson plans, featuring Scottish music and dance, which would fit in with CforE, to offer as a resource to primary teachers. It was planned to make this downloadable from the website, but there may be problems with the music aspect and copyright protection. It had been suggested that Luke Brady be asked to record some tracks on piano, solely for this purpose, which could be downloaded through the website. 2) The last edition of the Manual was in 2005. It needed to be reviewed in depth, probably by E&T, who would like to put an electronic version of the current manual on the website, to be updated as each section is finished. Whether it should be free or chargeable is a policy area and HR sought the Board's views. If		

	<p>made available to download free, income from sales would be lost, but production costs would be reduced: it would be easier to update in electronic format, and this would go some way to answering recent criticisms. This was not a knee-jerk reaction to Strathspey, however, as E&T had been discussing it for a year but concluded only recently that this was the way forward. HR believed some teachers would still want a paper version; these could perhaps be run off on demand and a charge made. HR confirmed the proposal was for a properly indexed electronic version, not just a pdf. There were differing views as to whether it should be available to all, or only to members. RR suggested it could be made available to members initially, then to non-members at a later date. It was agreed it should be produced electronically. AG to write to Anselm regarding his suggestions for how it could/should be done.</p> <p>3) Strathspey poussette – HR was aware of a query at Summer School, and would put Q/A on the website: there had been no change and there were no plans to do so.</p> <p>4) WW noted from E&T minutes a desire to spend money on tutoring from the international teacher development fund. He had no problem with that as it had been decided to provide £2,100 for a tutor training course in NZ.</p> <p>5) It was confirmed that the CforE WG would continue. EF suggested that Susan Rhodes be invited to join the group.</p>	AG	12/11/10
7.2	<i>GP & Finance Committee</i>		
7.2.1	<p><i>Minutes of 25 September</i></p> <p>1) Travel Expenses - GP&F had agreed everything proposed on expenses by E&T. Regarding Shona's suggestion on travel insurance, this may be difficult for older members.</p> <p>2) General Fund dividends -RR asked if these were reinvested; WW confirmed this, as the money was not currently needed.</p> <p>3) The proposed investment policy had been shown and agreed with Newton, and was now agreed by the Board.</p> <p>4) The VAT exercise was now more or less finished, with a possibility of more in 2-4 years time from compound interest. Agreed to an annual contract with Saffery for its VAT telephone helpline, which can be used also by Alexander Sloan. A net benefit of £347k had been gained over the last 4 accounting years, and ongoing benefits were calculated at around £39k per annum.</p> <p>5) The last bill from the VAT consultant was too high. WW had struck a preliminary deal for Saffrey to revise its booklet on VAT for charities, adding information about Gift Aid and the benefits of being a charity. The resulting booklet could be given to all UK Branches registered as charities. This was agreed by the Board.</p> <p>6) JMMF – WW suggested the JMMF committee should have a MB member, a branch member with 2/3 years experience and limited delegated authority. EF suggested Marjorie Hume might be asked to be chair and this was agreed.</p> <p>7) WW was pleased to report that every item in the GP&F section of the SP had been dealt with.</p>	WW	05/11/10
7.3	<i>Membership Services Committee</i>		
7.3.1	<i>Minutes of 4 September 2010</i>		

	<ol style="list-style-type: none"> 1) BA confirmed he would be working closely on budgets this year. 2) The Robert Mackay project was “opportunistic”; the suggestion was he should be recorded while still in his prime, primarily for posterity’s sake, but also as a teaching aid and piece of Society history. This was being scoped, and BA would report back when he had preliminary figures; both DVD and CD were being considered. If it went ahead it would be in the next financial year. 3) Part of the SP was “a questionnaire”; likely to be on-line targeted questionnaires, about which BA would liaise with EF and LF. 4) Moira has been preparing a new information (new member) pack. 5) The volume of new publications/recordings had helped sales at S/S. BA felt that bringing non-RSCDS items into the shop might be beneficial, but the committee needed to consider different models for doing so. 6) The Collins Pocket Reference Book was hopefully going to print soon, a reprint of the second edition. 7) Planning for the Conference Weekend was well in hand. LO requested that her name be removed from the WG list. 8) Re AGM/Conference Weekend in Glasgow 2011, BA had seen costs, which were not unreasonable on “like with like” although there may be an increase of around £1 on tickets. As part of the overall planning and event management, a unified template for costs was needed. If Aberdeen had the hall booked for the following year, an Aberdeen rep. should overlap on the WG. 1) KS was not happy with the core dances. BA believed it was planned to review them with E&T. 		
8	Appointed Posts Nothing to report.		
9	Branches Nothing to report.		
10	Affiliated Groups The following applications for affiliation were approved: <ul style="list-style-type: none"> • Andover Scottish Dancing Club, Winchester (subject to confirmation of support from Branch) • Kamloops Scottish Country Dance Club, British Columbia • Salt Spring Island Scottish Country Dancers, British Columbia • Causeway Scottish Country Dance Club, Co Antrim 		
11	Board member/Trustee Issues None raised		
12	Correspondence <ol style="list-style-type: none"> 1) OSCR Correspondence - There was careful consideration and discussion of the various letters to and from OSCR. At this year’s AGM, it was agreed there should be a statement to inform members about this complaint, which had been investigated and clarified, and which should include an estimate of costs to the RSCDS in terms of time, effort and money. It was suggested the statement at the AGM might include the information that OSCR had said the trustees decide on the way forward, with no restrictions on this. In the meantime, EF should reply to OSCR, advising that the Board had discussed this matter and had identified the way forward. 2) JMMF Report – At this year’s AGM, AG felt it was important 	EF	15/10/10

	that members receive a summary of the JMMF WG findings and plans. OSCR had emphasised that fund management was a trustee responsibility. The JMMF WG report should be turned into a half page document for the website once everything had been finalised and should detail the outcome of the review on use of JMMF funds and application methods.		
13	AOCB		
13.1	<i>Trustee Training Day on 4 Dec 2010</i> 1) Agreed that rather than discuss now, RB and EF would consider WW's suggestions. WW wished to repeat that it was important for convenors to realise there would be subtle changes to management of money from now on. EF would have a stronger role in budgeting and work planning. 2) EF asked whether continuing members should attend the morning session, or just the afternoon. The feeling was that all should attend all day. Board members as trustees should be present as collective responsibility and issues about communications etc were important for everyone to understand. 3) EG to forewarn potential new MB/MC members about the training day, and to give them next year's meeting dates.	RB/EF	04/12/10
13.2	<i>Intra-SCD Community PR</i> WW felt the Board must identify a way to deal with the Strathspey forum, branch and other internet postings referring to the RSCDS. A way must be found to acknowledge comments/suggestions, or at least indicate things that might be done. Agreed this needed further consideration and discussion.	EG	15/10/10
13.3	<i>Complaint</i> AG had received a complaint from Pia Walker that some MB members had said she had no permission to print the Kandahar Reel. She had correspondence, however, granting permission.		
14	Close AG thanked all members who, like himself, were retiring, and wished those continuing all the best in the future. He asked everyone to remember that SCD is for enjoyment. RB thanked Alex for all he has done as Chairman - he had devoted many hours of work to the post - and she thanked him for his commitment.		
15	Date of Next Meeting 20 November 2010		

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

**Notes of meeting of the Management Board
held on 20 November 2010 at 10.30am
at 12 Coates Crescent, Edinburgh.**

Present: Ruth Beattie (Chairman and Convenor of meeting)
John Wilkinson (Chairman Elect)
Di Rooney (Convenor, Education & Training Committee)
Bill Austin (Convenor, Membership Services Committee)
Ross Robertson (Treasurer)
Malcolm Brown, Lyn Bryce, Keith Evans, Marjorie Hume, Lorna Ogilvie, Jack Pressley,
Keith Stacey, Philip Whitley, Elaine Wilde.

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

Apologies: Jim Healy.

	Decision/Action	Member/s responsible	Date to be completed
1	RB welcomed everyone to the first meeting of the new session, especially those joining for first time, who she thanked for the commitment they were making to the Society. RB informed members that Jimmie Hill had withdrawn his nomination to the Board.		
2	<p>Notes of Meeting of 2 October 2010 and Matters Arising</p> <p>1) 2 Oct 2010, item 6.1.1 (2) – the statement from KS regarding £1k set aside for chairman’s expenses, should be “annually”.</p> <p>2) 2 Oct 2010, 6.1.3 (4) – EW was not just reviewing rental rates in London, but chiefly reviewing the position regarding DDA (Disability Discrimination Act) compliance.</p> <p>3) With the above amendments, the notes were accepted as a true record.</p> <p><i>Matters Arising not listed elsewhere:</i></p> <p>4) Item 2(13) regarding Ian Muir (Ayr) tutoring on music course – BA reported that George had understood Ian Muir was to be asked about playing for classes, so Ian had yet to be asked about tutoring on a music course.</p> <p>5) Item 5.2.3 regarding download facilities – RB confirmed AG had discussed placing the manual on line for download with Anselm, who was happy to be involved and hoped to prepare a paper with suggestions in December. JP queried the copyright position on downloads: George Meikle to be involved in any such discussion.</p> <p>6) <i>Dance Scottish for Pudsey</i> – RB reported that the Pudsey event in Dumfries had raised £3k and would have some publicity on the Children in Need programme on 19 November. Iain Hale and Sue Petyt were keen to see this continue: they did not wish to organise it again, but would support any other branches who wished to. RB had asked Deb Lees and DR to consider it as a possible future project, perhaps every other year. DR noted that Deb was supportive but concerned about funding, and it needed</p>	BA	Asap.

	<p>to be discussed in greater detail. Deb to be asked to produce a plan for February MB meeting, with DR's assistance.</p> <p>7) <i>Convenors' Group</i> – RB had reconstituted a convenors group, which she felt would be useful in improving cross-committee communication. The first meeting had been the previous day, and she proposed they would meet prior to each Board meeting. MB asked if these meetings would be minuted and if Board members would see the notes. RB reported that only informal notes had been taken and Board members could have sight of them</p> <p>8) <i>Skills/interests review</i> – RB thanked members for completing this document. She was keen also to involve people from outside the Board and committees. Allocations to Panels/groups would be made, individuals would have options and if they were unhappy these could be adjusted.</p> <p>9) <i>MB Reports</i> – JW had agreed to prepare Management Board reports for circulation from now on. MB questioned why reports were produced, rather than making the minutes available. RB replied that what was said during meetings was confidential, and it was appropriate that a summary was prepared for circulation. Confidentiality among trustees was essential.</p> <p>10) <i>Development Fund</i> – The outline of the Development Fund was approved at the previous Board meeting. RR noted that JTH was concerned about setting up a fund in addition to JMMF. RR believed there had been such trouble with JMMF in previous years that it seemed less emotive and more prudent to avoid further complications with JMMF by adding more money from the VAT refund and not donations. The concept was to fund specific projects that the Society could not otherwise do. EF noted that terms of reference would be completed and made available to members, so they knew on what the fund could be spent and how to apply. The first FGAG meeting would develop guidelines.</p> <p>11) <i>ISTD and SNDC</i> – RB clarified that these were the Imperial Society of Teachers of Dance, and the Scottish National Dance Company, respectively. JTH had been given permission to spend up to £500 to seek copyright for dances held by ISTD. SNDC was a company formed by Colin Robertson and Lewis Innes. The latter had now died and it had been reported that the company would close. The company held the patent for Slipstop and had a library of dances. As AG knew Colin Robertson quite well, they would discuss the patent and copyright and hope to reach an agreement. Discussions had not yet advanced very far.</p> <p>12) <i>Manual on website</i> – At the previous meeting, it was agreed to proceed with this project, but it was not decided whether the manual would be available only to members or to everyone. Opinions for both options were expressed. There was lengthy discussion. <i>A vote was held on whether the revised electronic manual should be made available only to members: 12 votes for and 2 against.</i></p>	DR/DLees	04/02/11
		RB	04/12/10
		AG/RB	
3	Finance		
	<i>Management Accounts to end September 2010</i>		
	1) RR and EF would respond jointly to any questions on accounts to end September. The supplementary breakdown WW used to provide would no longer be prepared: the MB would receive an		

	<p>extract from the management accounts as prepared by the accountant, to include accounts for specific events when available. In principle, the accounts were healthy. RR hoped the emphasis of MB meetings could move away from money – not that spending should not be scrutinised - but the main issue should be how finances were monitored and controlled. Summer School had been very successful and should make the difference between a plus and a small minus at year end.</p> <p>2) In view of criticism on what members get for their subscription, KS queried how it would affect finances if the Society reverted to free issue of dance books to members. EF noted that, as Book 46 was continuing to sell well on its third reprint and had contributed to the healthy six month financial position, it would make quite a difference. EW felt members needed reminding on why the decision was originally made. Her impression was that most members would prefer the magazine rather than a book of dances, which generally was more for teachers. BA reported that it cost roughly £17k to produce a book. Decisions on reprinting were now being taken at HQ, employing smaller, cheaper print runs as appropriate. LB felt that, when it was decided to have another dance book, there was no clear message that members would be expected to pay. With 3 print runs of 1,000, and 2,500 sold it seemed there was genuine demand, but at much less than one per member. BA confirmed that, with reversion to a book, it was felt dances should not be included with the magazine due to the amount of effort and length of time required to produce dances. LO suggested a short article in the magazine to summarise the position, to be included also as a brief discussion in the MB report. Whatever decision was made, it should be reviewed periodically. <i>A vote was held on whether to stay with the current position, with the magazine provided as part of the subscription and charging for books: 11 voted for, 2 against, and 1 abstention.</i></p> <p>3) RR agreed to make quarterly reports from investment managers available to the Board.</p> <p>4) Work had begun on next year's budget and convenors had been asked to submit their plans. It was important that all planned expenditure be included in the budget. As a general principle, RR proposed that the General Fund budget for the coming financial year should show at least no loss. Ideas should be presented and, if it was decided that funding from the JMMF or the Development Fund would be more appropriate, that would be clarified. RB stated firmly that she did not wish to be in a situation of overspend. <i>Agreed to work on the basis of a break-even, or small profit budget outturn.</i></p> <p>5) JW and RR required to be added as new bank account signatories; <i>this was agreed and approved to extend to electronic authorisation.</i> A signing ceiling existed for EF and EG. EW requested, however, that ceilings for trustees also be identified for the next meeting. Regarding electronic authorisation, a paper trail conveying authorisation of payment was necessary.</p> <p>6) The Investment panel had not met, but a policy was approved at the last meeting for dividends to be reinvested in the General</p>	<p>JW</p> <p>RR</p> <p>RR/EF</p> <p>EF/SC/RR</p>	<p>Ongoing</p> <p>19/02/11</p>
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	Fund. As funds were building up, RR suggested this should stop for now, whilst the Investment panel considered alternatives. Following a suggestion from KS, <i>the Board agreed the investment panel should go ahead and reinvest as they felt appropriate without coming back to MB for approval.</i>	RR	Ongoing
4	Management Board Strategic Plan		
4.1	<i>Executive Officer Report</i> 1) EF normally submitted a detailed report, bringing Board members up to date with ongoing activity and planned development at HQ. As this meeting followed so closely on the AGM, however, she had circulated her AGM report. There were no questions and DR congratulated EF on the Annual Review document, which she suggested might be included in new member packs; <i>this was agreed.</i>	EF/EG	17/12/10
4.2	<i>SP Review & Update</i> 1) The SP for GP&F had been achieved, with the exception of continuing concerns such as the Investment Panel. 2) The part of the SP pertaining to MB/HQ had been circulated: there were separate sections for MS and E&T, which they would discuss at the training day, for continued goodness of fit and any additions. Points in red on the HQ/MB SP identify areas for further discussion or new additions. 3) The SP is normally placed before the MB twice a year. For now, MB members should consider/ review content, raise queries or make suggestions. The SP provides the framework for resource allocation. 5) <i>The MB agreed the inclusion of status/current position on the template, with EF to implement as she felt would work best.</i> 6) LB asked about Branch mailings; some members still seemed to be unaware of what was sent to Branch secretaries. EG to put piece in magazine to remind members they all can access branch mailings and, when mailings are added to the website, to post a news item to this effect. BA suggested branches should be encouraged to work on how they cascade information, perhaps having multiple points of contact. As a Branch secretary, LO understood the problems, particularly as many members have no email. <i>Agreed this was an item for discussion on a future MB agenda.</i> If a group was formed, LO would like to be involved.	EF EG EG RB/EF	19/02/11 01/03/11 Ongoing
5	Panels & Working Groups		
5.1	Panels		
5.1.1	<i>Conferences – Scottish Branches and Regional</i> 1) <i>England, N Ireland and Wales</i> – LO had received 3 further feedback responses and updated members. 20 responses were received: reasons for not attending were now as follows: Location-11; expense-12; time of year-12; agenda-6; too little notice-8. 8 suggested Midlands/Birmingham, only 3 London. 15 thought members should contribute. 9 thought a future conference should be held in Feb/March. 13 believed it should be every 2 years. LO suggested leaving it for a year then trying again. EW felt it should not be too long. Forms had been sent through EG to every Branch. PW suggested direct contact by phone or email from MB		

	<p>members to Branches allocated to them might produce more response. KE recommended providing a skeleton agenda: Branches should be encouraged to make suggestions. RB noted the timing would have to be discussed further.</p> <p>2) <i>Regional Conferences</i> – A report from AG was tabled, giving a brief outline of what the previous Board had tried to achieve in regional conferences. At the last MB, the feeling was they should continue, although there was a financial implication. Linking to an established event was important, and should be the principle for future conferences wherever possible. RB and AG had attended classes and dances and communicated with as many people as possible in an informal way, as well as the formal input. RB sought approval to proceed, taking due account of expenditure: she and AG had paid the school fees themselves. The matter had been discussed with convenors the previous day, who had suggested a 5-year plan. RR believed school fees should be paid for as part of expenditure and DR agreed. With few SCD members, examiner visits every 4 years to South Africa were difficult to justify. While it was important for the Chairman/ Chairman Elect to lead, some MB members may be attending relevant events in a personal capacity and could be a support. <i>It was agreed that regional conferences should continue. It was agreed that a flexible cycle would be prepared and presented to the Board. It was agreed in principle that expenses should be paid for these trips.</i></p> <p>3) <i>Scotland</i> – A letter and programme had been sent branches and posted on the website: responses were awaited. If follow-up was needed after the deadline, <i>it was agreed that LO would ask MB members to contact Branches allocated to them.</i></p>			LO	
5.1.2	<p><i>Constitution</i></p> <p>1) KS had just taken over this group and had nothing to report as yet. There were a few things to carry forward. He would follow up with Lindsey Jane Rousseau where the panel had got to on comparison with other organisations. Amendments approved at the AGM would be made. <i>(Post-meeting note: Amendments to Constitution already made)</i></p> <p>2) There was a need for a group to review motions submitted for the AGM, for clarity and validity, before inclusion on the Draft Agenda. RB been considering forming a Past Chairman group, and wondered if such a group could deal with this. <i>(Post-meeting note: responsibility originally discussed as lying with a Constitution sub-group)</i></p>			KS	
5.1.3	<p><i>Fundraising/Diversification of Income</i></p> <p>1) A certificate for benefactors had still to be produced. In the meantime, Mrs Yasumuro had been thanked in writing. Significant donations were acknowledged in the last magazine.</p> <p>2) It was noted that some people were giving more than the cost price for <i>Kandahar Reel</i>. There was a gift aid form, which could be inserted in the book. RR and EF to take forward.</p> <p>3) The MB had been discussing the possible generation of income from hiring out rooms at Coates Crescent. EF had investigated costs, but shared concerns about letting the premises to other than members, people or Groups known to us as offices cannot be</p>			RR/ RR/EF	Asap Immed.

	<p>isolated. The Board Room had been let on two occasions for ladies step dance sessions. RR suggested leaving it to EF's discretion as to whom and when to let. EW's informal investigations in London primarily concerned DDA compliance, which was about, "reasonableness", as long as turnover was small, organisations were open about their facilities and any hire was on the understanding the Act would not be contravened. Insurance was a further consideration. <i>Agreed to leave with EF to come up with proposals on costs, and agreed to restrict lets to members and people known to the organisation.</i></p>	EF	04/02/11
5.1.4	<p><i>HR</i> This Panel will comprise RB, JW, Craig Houston, and EF, to meet as required.</p>		
5.1.5	<p><i>Investment</i> There had been no meeting. <i>Agreed Nigel Fairhead be co-opted to the Panel.</i> RR estimated it would meet twice a year, perhaps once by conference call, and contact between meetings would be by email. RR further suggested <i>co-opting WW to the Panel, which was agreed.</i></p>	RR RR	Immed. Immed.
5.1.6	<p><i>JMMF</i> RB explained that MH had not completed her term of office on GP&F and had agreed to join MB, with a specific remit on JMMF. MH noted that there was an issue about whether there should be two separate panels, one for scholarships – which would be E&T – and one for other awards. She suggested the Convenor of MS should be on the latter, but currently no decisions had been made about panel composition. Consideration was still being given to the skills required to manage it.</p>		
5.1.7	<p><i>Magazine Editorial Board</i> There had been no direct recent communication.</p>		
5.2	Working Groups		
5.2.1	<p><i>Engagement of overseas members</i> LB reported that this group was now at the point of sending a letter to branches/members asking them to indicate interest in joining selected groups. Francis Walduck had already indicated interest in the DSW group. The second suggested group was the Engagement of Overseas Members group itself. The third was the Editorial Board; LB was talking to Andrew Kellett. Skills for each group would be included in the letter. <i>It was agreed that the trial should be for a period of one year from the time that people joined the groups.</i></p>	LB	
5.2.2	<p><i>External Events</i> There was insufficient time to discuss the chairmanship of this group, but RB felt probably it should not be the RSCDS Chairman. It was intended to provide an additional resource to help the Society to hear about opportunities at an early point. All to consider who would be a good, suitable chair – deadline for comments/suggestions is 31.12.10.</p>	All	31/12/10
5.3	Other		
5.3.1	<p><i>Finance and Governance Advisory Group</i> <i>Agreed that Richard Austin be co-opted to this group.</i> RR thought the group would meet twice yearly, possibly in February and July.</p>		
6	Management Committees		
6.1	Education & Training Committee		
6.1.1	<p><i>No meeting since last MB</i> 1) DR would chair her first meeting as Convenor on 4 December.</p>		

	<p>2) The most important presenting issue was review of the Manual. HR had agreed to help with that, and to chair the C for E (Curriculum for Excellence) working group.</p> <p>3) DR explained the background to the CPD event: about providing training for teachers in schools to teach SCD, to get dancing back into schools. JW noted that C for E provided a huge opportunity for this in Scotland. The last meeting requested spending approval to create a professional presentational document for head teachers; DR to consider. Also requested were guide prices for running courses for teachers (either per person or per course) and this was remitted to E&T for consideration, to bring proposals back to MB for approval. There were issues about whether courses should be charged and paid through HQ or through Branches. The final point was a suggestion that schools should be given discounts on CDs and books, to encourage purchase; this was remitted to MS, to bring a proposal back to MB for approval.</p> <p>4) KS advised out that the Branch application form still included the words "special education", which he believed it should not. EF to ask SC to amend. <i>(Post-meeting note: this was incorrect: the Constitution still mentions "special education".)</i></p> <p>5) The beginner's framework, developed by HR, was now on the website, giving basic advice on the suggested sequence of formations. The WG that developed the framework produced a huge supplementary document for the website, in 2 different formats. DR to forward both to all for review, including HQ.</p> <p>6) KS commented the Summer School application information on the website had said that phone bookings were available only on specific dates, and thought this should be any time. EF noted that S/S administration was under review and DR confirmed that paper applications would be available for next year.</p>	DR	04/12/10
		DR	04/12/10
		BA	04/12/10
		DR	
6.2	GP & Finance Committee		
6.2.1	<i>Outstanding item from last GP&F meeting</i> It was reported at the previous Board meeting that GP&F approved proposals from E&T regarding expenses, and revised forms were now in place.		
6.3	Membership Services Committee		
6.3.1	<i>No meeting since last MB</i> 1) The Conference Weekend had run very smoothly, due largely to the amount of work by Marilyn Healy. There had been last minute outlay on hiring a sound system for the bands which would impact on contribution to budget. BA did not yet have final figures but expected the event to break even rather than generate income. There would be a review meeting in December. Next year's weekend would be at Kelvin Hall Glasgow and plans were already under way; Ian Muir (Ayr) would play for the Ball and George Meikle for the dance. Some hotels had offered conference rates, these would be publicised on the website when full details were available. The WG was being led by Sheila West, and MH would continue. Also on the group were Alan Munro from Glasgow, and BA hoped Lynn Wood from Aberdeen would		

	<p>also join for continuity.</p> <p>2) MCH had indicated an interest in purchasing some items from the SNDC closing down sale. BA would like to set a policy on archive purchase, with an upper limit on opportunistic spend.</p> <p>3) BA saw the way forward for MS as consolidating where they were and getting more transparency into committee activities. A new book was planned for 90th anniversary. BA would like to expand the committee remit to include support for recruitment of members, to find out from branches where they could help.</p> <p>4) DSW would be reviewed, based on the questionnaire to branches and online, and an impromptu session at the AGM. The main message so far was that part of it should go as it was not suitable for everyone, but it did provide something for everyone to “rally round”. There was a need to consider how to make it more relevant to the southern hemisphere.</p>	BA	
7	<p>Appointed Posts Nothing to add.</p>		
8	<p>Branches Nothing to report.</p>		
9	<p>Affiliated Groups Nothing to report.</p>		
10	<p>Board member/Trustee Issues None raised</p>		
11	<p>Correspondence</p> <p>1) <i>OSCR correspondence</i> - EF noted at the last Board meeting, it had appeared that issues had been addressed and correspondence with OSCR was being concluded. A letter had gone to OSCR, but its phrasing had raised some questions in their minds about the Board’s intentions concerning JMMF. On her return from leave, EF spoke with the Society solicitor and confirmed we needed to clarify the Board’s position. As WW said subsequently at the AGM, there was an amount of money in the fund that OSCR regarded as restricted; if the fund was kept at £100K or above, OSCR was content. This was communicated to OSCR which had now closed the case..</p> <p>2) <i>Letter from Bournemouth Branch</i> – RB/EG to reply, explaining that the matter was under consideration and would be explained in the next edition of the magazine.</p> <p>3) <i>Letter from NW Craven Branch</i> – Although the Branch’s motion to the AGM had been withdrawn, they were now raising the same issues in this letter: it seemed they had not costed their classes efficiently. JP suggested that clarifying expectations regarding JMMF funding was an issue for MH to consider. MH felt criteria for funding training courses must include the number of teachers already in an area. PW felt NWC kept classes low-cost to allow people from other branches to travel to them; his perception was that most candidates were from outwith the branch. He also noted this was their third class in six years, and did not see how this could be sustained. MH suggested candidates’ own branches should perhaps pay something towards a course. <i>It was agreed that more detail should not be requested from the Branch.</i> EW felt criteria were required to deter branches holding courses for a</p>	RB/EG	Asap

	<p>sense of perceived “status”. RR felt that rather than try to tell branches what they could/ could not do, it would be more helpful to outline the JMMF rules and highlight the limited amount available each year, which the Board wants to spread widely, to support the promotion of SCD around the world. DR pointed out another aspect of branches running teacher training courses -in training examiners, they are required to have “experience of tutoring” - the only opportunity for control over this is Summer School. Agreed on HQ reply to this letter.</p> <p>4) Wednesday 1st December, BBC Scotland, “Scotland Dances” will be shown, in which Bill Clement was asked to be involved.</p> <p>5) A letter had been received from Ulla Stern, and would be passed to MS for reply.</p>	RB/EF	Asap
		BA	Asap
12	AOCB		
12.1	<p><i>Intra-SCD Community (from last MB meeting)</i></p> <p>1) There was discussion regarding views expressed on Strathspey and how, if at all, they should be responded to. It was recognised Strathspey represented a small but vociferous minority. EF felt it was important for the Board to maintain its high moral ground and not be drawn into protracted debates with individuals on Strathspey, leading to a “no win” scenario. <i>It was agreed, however, that correcting misconceptions was important and should be done speedily. It was agreed further that MB and JTH (if he agreed) would monitor Strathspey to advise of any such instances; any response to be submitted on behalf of the Board would require the Chairman’s approval.</i> The Board would always be advised as quickly as possible. There were occasional circumstances, however, which demanded an Executive decision.</p> <p>2) With regard to newsletters, including Dance On, <i>it was agreed that anything causing members concern should be brought to the attention of RB and EF, who would consider whether or not to respond.</i></p>	MB/JTH	Ongoing
		All	Ongoing
12.2	<p><i>Decisions made by MB</i></p> <p>RR had asked for this to be on the agenda after the post-meeting decision from the previous Board meeting to allow people to air their views. The background was explained for new members. The view was expressed that there was a need to separate operational from strategic decisions, and that while operational decisions could be made independently by the Chairman and Executive Officer, strategic decisions made by the Board should not be changed without reference to the Board. RB confirmed that she would always try to involve the Board in decisions or changes to decisions, but felt this was fairly minor. EF confirmed that Alastair Keatinge would address Chairman’s powers on the training day, when this could be discussed further within the context of the statutory and regulatory framework.</p>		
12.3	<p><i>Training day notes</i></p> <p>EW felt it was important that notes should be taken at the training day as many things would be discussed which all trustees need to understand. EF reported that Moira was checking with Alastair Keatinge whether he would have presentation notes, which could be copied for all. RB reported that Michael Nolan had offered to run an informal session relating to the publicity workshop he had run at the Conference Weekend. This was not possible during the day itself, but</p>		

	if anyone wished to join Michael for an informal chat at the end of the day he would be happy to do so. Anyone who was interested should let RB know. It was suggested that as the workshop has been such a success, it might be worth setting up a publicity working group.	All	Asap
13	Date of Next (Full) Meeting 19 February 2011 (training day 4 December)		

BA	Bill Austin	MH	Marjorie Hume	SC	Shona Coyle
RB	Ruth Beattie	LO	Lorna Ogilvie	MCH	Marilyn Healy
MB	Malcolm Brown	JP	Jack Pressley	HR	Helen Russell
LB	Lyn Bryce	DR	Di Rooney	WW	William Whyte
KE	Keith Evans	RR	Ross Robertson		
EF	Elizabeth Foster	KS	Keith Stacey		
LF	Liz Fraser	PW	Philip Whitley		
EG	Elsbeth Gray	EW	Elaine Wilde		
JTH	Jim Healy	JW	John Wilkinson		