

ROYAL SCOTTISH COUNTRY DANCE SOCIETY

MINUTES AND PAPERS OF THE

MANAGEMENT BOARD

2014

MANAGEMENT BOARD MEETING

Saturday 15 February 2014
RSCDS Headquarters, 12 Coates Crescent, Edinburgh at 10.30am

AGENDA (Final)

Enclosures/Papers

- 1 **Apologies**
- 2 **Notes of Meetings of 12 October 2013 and 07 December 2013**
- 3 **Matters arising from Notes not listed elsewhere**
 - 3.1 **Chairman's Remarks**
 - 3.1.1 Training Day on 7 December 2013
 - 3.1.2 IT Update
 - 3.1.3 Acceptable Use and Privacy Policies (for Approval)
 - 3.1.4 RSCDS President
 - 3.1.5 TV documentary
 - 3.1.6 Working Groups Update
4. **Finance**
 - 4.1 **Quarterly Accounts to end of December 2013**
 - 4.1.1 Outlook to end of March 2014
 - 4.2 **Budget 2014-15**
 - 4.3 **Treasurer Report**
 - 4.3.1 FGAG
 - 4.3.2 Investments
 - 4.3.3 Affiliation Fee (incl. Youth Group Discount)
 - 4.3.4 Employee Pension Arrangements
 - 4.3.5 RSCDS Financial Strategy 2014 - 20
 - 4.4 **Funds Policies (JTH)**
 - 4.5 **Age Brackets (JTH)**
- 5 **Management Board Strategic Plan**
 - 5.1 **Executive Officer**
 - 5.1.1 Report (incl. RMP and SP 2013-16)
6. **Management Board Panels & Working Groups 2013**
 - 6.1 **Panels**
 - 6.1.1 **Conferences (Philip)**
 1. AGM/Conference Weekend 2014
 2. Scottish and NI Branches Conference 2014
 3. Regional Conferences 2014
 - 6.1.2 **Constitution/Articles of Association (William)**
 1. Company limited by guarantee
 2. MAA
 3. OSRP

- 6.2 Working Groups
 - 6.2.1 External Events (John)
 - 6.2.2 Children and Young People (CYP) in Education (Helen)
 - 6.2.3 Retail, Advertising and Sponsorship (John)

7 Management Committees

- 7.1 Education and Training Committee
 - 7.1.1 Forward Plan/Activities Update
- 7.2 Membership Services Committee
 - 7.2.1 Forward Plan/Activities Update
 - 7.2.2 MS Proposal
 - 7.2.3 Book 48 and Third Graded Booklist
- 7.3 Youth Services Committee
 - 7.3.1 Forward Plan/Activities Update

8 Appointed Posts

- 8.1 Archivist Report

9 Branches

- 9.1

10 Affiliated Group Applications

- 10.1

11 Board Member/Trustee Issues

- 11.1

12 Correspondence

- 12.1

13 Any Other Competent Business

- 13.1

14 Date of Next MB Meeting

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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 15th February 2014
at RSCDS Headquarters, 12 Coates Crescent, Edinburgh at 10.30am**

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

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

Apologies: Luke Brady, Craig Houston

	Decision/Action	Member/s responsible	Date to be completed
1	Notes of 12 October 2013 1) <i>Minute 3.1 (5) and elsewhere – “CLG” not “CLBG” sufficient.</i> 2) <i>Minute 9.2 (6) – Should be Pat Harrower not Pat Houghton.</i> 3) <i>Minute 9.3 (5) – Remove entire paragraph.</i> 4) <i>With these amendments, notes were approved as an accurate record.</i>	EG EG EG	Immed. “ “
2	Matters arising from Notes of 12 October 2013 not listed elsewhere 1) <i>Minute 2 (1) – JW had circulated the figures, but not all MB members had received them. To be re-circulated.</i> 2) <i>Minute 6.3.1 – It was confirmed that the April magazine would include a reference to the motion to this year’s AGM regarding CLG.</i> 3) <i>Minute 6.3.2 – WLW had polled MB members re: opening an account with Triodos Bank - with no objections, now proceeding.</i>	EF WLW/EG	<i>Done</i> 19/02/14
3	Notes of 7 December 2013 Notes approved as an accurate record, with no matters arising.		
4 4.1	Matters arising <i>Training Day, 7 December 2013</i> 1) <i>JW felt the day had been useful. Consideration should be given to future formats, but a MB meeting around that time was necessary.</i> 2) <i>Discussion on the day re: size of MB had not been completed; to be dealt with later on the agenda, with the Chairman’s term of office.</i> 3) <i>EF would ask MT to circulate the evaluation summary.</i>	EF	<i>Done</i>
4.2	<i>IT update</i> There had been a number of teething issues, many of which were not clear until the website went live. This was due primarily to major difficulties in extracting data from the Joomla site, and problems were not known until data had been transferred. Several issues were being dealt with, and it was hoped most would be complete within two weeks. Anything not working properly should be reported to EG. There was also complimentary feedback on the new site.	ALL	Ongoing

4.3	<i>Acceptable Use and Privacy Policies</i> It was acknowledged that the Acceptable Use policy was self-regulating. Both policies were approved .		
4.4	<i>RSCDS President</i> 1) The position had not changed. Any necessary changes to the CLG or MAA documents would be discussed under item 6.1.2. 2) <i>Vice Presidents (VPs)</i> – The Earl of Elgin had suggested one of his sons replace him; his letter had been acknowledged, and he was told the MB would discuss the matter at the earliest opportunity. There was discussion around whether VPs should be retained and, if so, what should be expected of them. 3) For the intermediate future, while change to CLG was implemented, WLW proposed dispensing with the current VP incumbents. 4) NC proposed that current VPS should not be invited to continue for another year, and HR seconded. On a vote, there were 0 votes against and 1 abstention, so the proposal was agreed . 5) It was noted that in future VPs could be reinstated if MB so wished.	JW/EF	31/05/14
4.5	<i>TV documentary</i> 1) JW noted that dancers found a lot of shortcomings in the film and did not think it was very good, but non-dancers loved it. To his knowledge, it had generated 24 new members, mainly in Scotland. Given RSCDS had no editorial control, and Hopscotch's approach was to focus on a handful of people and tell their story, it had done the Society no harm. A Gaelic version was being produced for BBC Alba. 2) There had been discussions about production of programme DVDs, which RSCDS could buy and resell, but nothing finalised as yet. 3) A short film, made in Duns, had been shown on Border TV the previous week, linking with a report from the University of Cumbria on health and ageing, and one new member had come from that.		
4.6	<i>Working Groups update</i> Mostly covered elsewhere; retail group had not met but soon would.		
5	Finance		
5.1	<i>Future presentation of quarterly accounts</i> 1) JW proposed that, following discussions at FGAG and the previous day's Convenors' meeting, in future the amount of time spent on finance at MB meetings would be reduced. It would not be treated with any less importance, but would stick to the strategic arm of finance, with shorter presentations, one page of figures and a page of accompanying text. The Chairman should sign this off. Two Board meetings in the year would be different, for year end and the budget. 2) JM asked whether that meant FGAG would scrutinise the accounts; JW responded that, because the timing of MB meetings did not always fit with production of accounts, it had been suggested the summary and text of quarterly accounts should be sent out as soon as they were available, rather than wait until the next MB meeting. 3) JTH would like to see MB receive a quarterly accounts "package", when queries could be submitted and discussion in meetings reduced. 4) The Board agreed to the proposal.	JW	Ongoing
5.2	<i>Quarterly Accounts to end December 2013</i> 1) The legacy from Derek Wilson was included; the final figure was approximately £240,000 and was sitting in the General Fund. 2) Results for the third quarter were extremely good. Key factors were events, particularly Summer School, and shop sales, with nothing untoward in expenditure.		

5.3	<p><i>General Fund outlook to end March 2014</i></p> <ol style="list-style-type: none"> 1) The budget for the year posited a large negative (-£72K), but the outlook was for a near break-even outcome. 2) Some areas were significantly underspent versus budget, eg youth, exams, legal. 3) Final results would depend on the provision for slow-moving stock and membership subscription revenue, neither of which was known until the end of the financial year. 4) WLW believed the G/F deficit would be in the order of plus/minus £10K. 		
5.4	<p><i>Budget 2014-15</i></p> <ol style="list-style-type: none"> 1) The provisional budget had been prepared by EF, with input from convenors, JW and JTH. A 2015/16 budget had been extrapolated. 2) JW believed there should be longer term budgets; convenors the day before had agreed to extend the period of their workplans. 3) EF noted some implications of such forward planning: it would place different expectations on convenors; they would be planning beyond their term of office, increasing continuity. New convenors would not be starting from a clean sheet. 4) WLW focussed on some major items in the budget: <ol style="list-style-type: none"> (i) The expected increase in subscription income was due to the fee increase. (ii) The 2014 Summer School budget was for a contribution of £89K, compared with the known 2013 Summer School result of £130K. The latter was extraordinary, but the university invoice was less than expected. 2014 budget was based on 2012 experience, not 2013. EF noted that advance notice had been sent to everyone who had attended previously, and it was producing positive results. WLW noted that there had also been major expenditure on the website & database, and it was expected that this should produce improvements in event management and attendance. It was anticipated that the 2014 contribution should be much better than the proposed budget, but not as good as 2013. (iii) A £35K contribution was budgeted for shop sales, less than the present year outlook of £48K. PW confirmed that with 3-4 new products this year, the shop should do well. It was known that new books and accompanying CDs sold well, but other items were harder to predict. (iv) WLW had put in a more challenging figure for investment income. The investment panel had met to discuss how best to use present excess cash, bearing in mind plans regarding the donation. (v) With regard to expenditure on central costs, there was a significant increase between the outlook for the current year and the budget for staff costs due to additional expenses anticipated with staff changeover. Recruitment fees were included, and a 3-month overlap assumed on both vacancies created through retirement. (vi) Depreciation of £4K was for IT equipment, as it was an appropriate time for it to be replaced. There was no depreciation in the budget for the website; that would be discussed elsewhere. (vii) There would be legal and professional expenses in connection with CLG. 5) Projected outcome of the 2014-15 G/F was a deficit of £85K, which WLW believed was overly pessimistic. 		

	<p>6) NC noted that the issue regarding pensions had been included neither in the outlook nor the budget for next year; once discussion had taken place, both would need to be adjusted appropriately.</p> <p>7) There was discussion re: “payback” from the investment in DC’s work. EF noted that the December meeting had changed the nature of his contract to a 6 month time-limited contract to 30th June to manage the Commonwealth Ceilidh and tidy up outstanding work. There was cross-over with the website development. WLW suggested there should be a review of DC’s work as a whole, to identify the effectiveness of the investment. EF agreed, but felt it was important not to underestimate the complexity; last year, DC had been used to work on products, rather than undertake development work.</p> <p>8) There was discussion re: whether the budget needed more work, or was for approval today. WLW felt the total budget was too negative and this reduced its validity. JW proposed that the Board approve it as presented, with suitable reviews in due course; NC seconded. There was 1 abstention and the remainder of the Board voted in favour. The proposal, therefore, was approved.</p>		
5.5	<p><i>Financial Strategy</i></p> <p>1) There had been considerable discussion of financial strategy at FGAG and with convenors.</p> <p>2) The Society was likely to continue to run with deficits, even if the General Fund was balanced, as other funds were being spent. The Development Fund in particular had no income. In the paper circulated, WLW was trying to show that over the past 5-year term, the situation was not as bad as many thought and, over six years, was largely in balance.</p> <p>3) He had included JMMF. Since the last major spend on recordings, however, there had been little draw-down, with an apparent dearth of projects.</p> <p>4) At the moment, there was £350K in cash on deposit, and there was still around £100K in the bank. There was the VAT windfall from a few years previously, less than half of which had been put into the Development Fund, and that could be done again if needed.</p> <p>5) There was a need to have funds to support continuing deficits; it had not been made clear how that process would be managed. Cash could be used up, shares could be carefully sold off – there were a number of measures that could be used to fund deficits. FGAG was looking for the Board to set policy.</p> <p>6) PW felt that 4-5 years was medium term, not long term. JW believed the document was useful, but did not suggest the way forward. JTH believed that the first thing to decide was the essential level of reserves, so the critical point would be clear.</p> <p>7) PW suggested a starting point of reserves to pay for events for a number of years. JTH disagreed; events could simply not run, but staff and the infrastructure were critical.</p> <p>8) There had been no joined-up approach with branches in terms of recruitment. The problem was not the smallest branches, nor the active ones but the medium ones happy with the way things were. There was little feedback on the impact of recent posters, leaflets etc, and there was a need to develop expectations of branches.</p> <p>9) JTH suggested a session at the Conference Weekend might be useful; PW suggested a “wake-up call” to complacent branches.</p> <p>10) EF noted that 5/6 years ago, MB members had carried out a structured survey with “their” branches to discuss membership issues at the</p>		

	<p>branch level, targeting successful and not so successful branches. A similar exercise could provide the backdrop for a session at the Conference Weekend. It was agreed to take this suggestion forward. EF to provide background information on the branches, and construct a semi-structured instrument to ensure consistency and validity across the information elicited.</p> <p>11) It was agreed that a paper on financial strategy should be prepared for the next MB meeting, as a starting point for discussion. WLW and EF to liaise, and involve others as required.</p>	<p>EF</p> <p>WLW/EF</p>	<p><i>Done</i></p> <p>14/04/14</p>
<p>5.6</p> <p>5.6.1</p>	<p><i>Treasurer Report</i></p> <p><i>FGAG</i></p> <p>1) FGAG had met on 6th February, a year since the previous meeting. Board members were reminded that it was an advisory group, not a replacement of GP & Finance Committee. FGAG was not decision-making, but made recommendations. There was normally a meeting early in the year to consider first budget drafts, then later in the year to review year end accounts.</p> <p>2) The group had concluded that two meetings were insufficient, and there should be a third, shortly before or after the AGM, to focus less on finance, more on governance issues. Next meeting to be in May.</p> <p>3) It had been suggested that it would be helpful for the external FGAG members, currently Richard Austin and Colin McEwen, to have a greater understanding of the Board's views and rationale. WLW requested permission to provide them with notes of MB meetings. NC noted that the current remit specified that all group members would have access to all relevant documentation.</p> <p>4) It was agreed that Board notes be passed to FGAG external members, after the Chairman's approval of the notes for circulation to the Board.</p> <p>5) Following a query regarding the group's remit, EF to re-circulate the remit for information.</p> <p>6) Richard Austin was keen to help with providing an external view; it was agreed to invite him to attend one Board meeting, in May, as an observer. His possible attendance at future meetings could be considered subsequently.</p> <p>7) FGAG had concluded that the VAT formula/process should be reviewed again in the near future, as it was almost three years since the last review. JTH suggested that someone else should shadow WLW in that process, given his demission from office in November; this was an operational matter, for discussion outwith the Board.</p> <p>8) There was some discussion as to whether the website should be depreciated in one "go", and whether it should come from the General Fund or the Development Fund. WLW to prepare a paper explaining the options and implications for the next Board meeting.</p> <p>9) FGAG had considered the budget; they did not review the numbers so much as whether what was proposed was reasonable and sensible. They had also discussed financial strategy and long-term planning.</p> <p>10) There was discussion of the funds policy paper prepared by JTH, also now presented to the Board. MB was asked to approve the paper, specifically the recommendation that non-specific donations be put into the Development Fund rather than the General Fund. It was confirmed there were no limits to the kind of projects for which the Development Fund could be used, other than the Society's objects. The Fund was intended for substantive development, however, rather than housekeeping. Branches should be reminded they have access to the Development Fund in a branch mailing. Information about, and</p>	<p>EF/EG</p> <p>EF</p> <p>EF</p> <p>JW/EF</p> <p>WLW</p> <p>EG</p>	<p>Ongoing</p> <p><i>Done</i></p> <p><i>Done</i></p> <p>Asap</p> <p>14/04/14</p> <p>April</p>

<p>5.6.2</p> <p>5.6.3</p> <p>5.6.4</p> <p>5.6.5</p>	<p>application forms for, both it and JMMF were on the website.</p> <p>11) A typo in the paper was noted in the second-last line of the section on JMMF; the level of accumulated funds can be reduced to approx. £100K but not below. On the basis of that correction, and a suggestion that donations under £1K be excluded, it was agreed, on a vote, to approve the paper and recommendation (1 abstention, rest in favour).</p> <p><i>Employee pension arrangements</i></p> <p>1) A scheme with The Pensions Trust had been available for a number of years, and several ex-employees were drawing pensions from it. It was voluntary; up to 5% employee contributions were matched by an equal (additional to salary) employer contribution.</p> <p>2) Pension regulations had changed considerably in recent years. The Society was in the second year of paying additional contributions, as the fund's current value was less than needed to meet the current actuarial estimate of its liabilities. In addition, if we exit from the fund, or when the last employee left, there was employer liability to ensure sufficient funds to satisfy employee pension commitments; a position reached when EG retires.</p> <p>3) Debt was estimated on a regular basis, with the next estimate due in September 2014. It was very difficult to forecast what the amount would be; the current broad estimate was £48K minus approx. 20%. Around 3 years ago, when the matter was discussed, FGAG and MB believed the RSCDS should withdraw from the scheme.</p> <p>4) New employees were interested in a pension, and new regulations require that a scheme is in place for the RSCDS by July 2016. EF had approached Pensions advice at Alexander Sloan, to prepare a report and recommendations on RSCDS Pension provision, which could be completed within a month. It was agreed to defer a decision.</p> <p><i>Investments</i></p> <p>Up to the end of December, investments showed £30K gain, approx 3.5/4%. The Investment Panel awaited guidance from MB re: the surplus cash.</p> <p><i>Affiliation Fee</i></p> <p>Agreed to increase Affiliation fee by the same proportion as Subscription.</p> <p><i>Age brackets</i></p> <p>The proposals contained in JTH's circulated paper were approved.</p>	<p>AH/EG</p> <p>All as reqd</p>	<p>Ongoing</p> <p>Ongoing</p>
<p>6</p>	<p>Derek Wilson legacy</p> <p>1) An email had been received from N America, suggesting that at least half of the legacy should be devoted to promoting SCD in N America, eg to help tutoring candidates or, in effect, creating a ring-fenced fund to be administered in conjunction with TAC.</p> <p>2) JW felt that whilst Mr Wilson had left some monies in his legacy to local interests, he had left money to the RSCDS as a whole. JW believed, therefore that it was for MB to decide whether to do anything in N America; there was no entitlement as such.</p> <p>3) Suggested uses for the money could equally well be sought from JMMF. Each application to JMMF is decided on its own merits; many requests to JMMF could be addressed by transferring monies e.g. from the Development Fund.</p> <p>4) International Branch had also made suggestions concerning the legacy. JW to circulate their suggestions to the Board for responses.</p> <p>5) It was agreed that "territorial", ring-fenced funds would not be set up from the legacy money.</p> <p>6) JW to draft a response to the N America letter, strongly encouraging them to use JMMF and circulate the draft to the Board.</p> <p>7) The legacy should be mentioned in the magazine, noting that it has</p>	<p>JW</p> <p>JW</p> <p>EG</p>	<p>asap</p> <p>asap</p> <p>asap</p>

	been put into the Development Fund.		
7	<p>Management Board appointments</p> <ol style="list-style-type: none"> 1) JW informed MB that WLW did not wish to serve as Treasurer for a further 3 years; the post would become vacant in November. 2) It was unclear if George Meikle wished to continue a further year. 3) A Schools Director Designate required to be appointed in the autumn, if Ruby Wilkinson did not wish to serve beyond 2015. 4) The Board agreed that if post-holders did not wish to extend, posts should be advertised asap. 	PW/SP/EG	asap
8	Management Board Strategic Plan		
8.1	<i>Executive Officer report</i>		
8.1.1	<p><i>SP 2013-16 and RMP</i></p> <ol style="list-style-type: none"> 1) For the benefit of new members, EF explained that the Strategic Plan (SP) was normally completed in May, but was earlier this year, and incorporated changes discussed at the December training day. It was added to as the year went on, and was reported on in the Annual Review in November. The Risk Management Plan (RMP) came to the Board twice yearly, and was also seen by FGAG. Again, comments from December had been incorporated. She was happy to take any comments or suggestions. 2) RMP – item B; it was noted that the mention of an “Events Manager” was perhaps misleading, as it had not yet been decided whether or not to have an events group and co-ordinator. Apart from that, all other items agreed at the December meeting had been incorporated. 3) NC suggested that risk for B(c) should change from medium/high to high, given that WLW was stepping down in November. 4) MB might wish to discuss particular points of the RMP, especially those rated as high, at another time. JW would discuss this with convenors – a Risk Workshop might be useful, tied in with the HR Panel in April – and would feed back to the May MB meeting. WLW requested that a date for the HR meeting be set asap. 	JW EF	Asap Done
8.1.2	<p><i>Report</i></p> <ol style="list-style-type: none"> 1) The 2 new members of staff were settling in very well. It had been very busy since December with all the changes, but there was a good attitude across the team. 2) The IT system hardware was due an update after 4.5 years, and a broadband update was also needed, both were in the budget. 3) The Creative Scotland grant would be spent largely by end/Mar 2014. 4) A grant application has been submitted to the “Celebrate” Lottery Fund to obtain finance to support branches running Commonwealth Ceilidhs. EF would inform MB members asap if successful. 5) DC was taking forward arrangements for the Commonwealth Ceilidh, and LF was linked in to their promotional team. 6) With funds from Heritage Lottery Fund, the archive project would include a “living memory” project, requesting branches to engage with older dancers to capture their reminiscences and, at the same time, help them to stay in touch. “SCD Trails” would also be encouraged. It was anticipated that 50% of the grant would be received before the end of this financial year and 50% next year, when the project should run until end/Mar 2015. 7) EF had requested a meeting with Margaret Scanlon following her piece in <i>Scotland on Sunday</i> on dancing in schools. Edinburgh Branch has invited her to their day of dance in March. 8) PW noted that with a new copier, and Sara’s input, there was much more scope for producing short-run books inhouse. 	EF	Done

	<p>9) JM asked if staff numbers were still at 6.5 FTE (excluding contractors); EF would have to check, but said it was roughly the same.</p> <p>10) At November MB meeting, DC had expressed concern that, having set up the YouTube Channel and Facebook page, it was not his job to manage them. He had asked for volunteers for a small management group, but had heard from only 2 MB members. He urged others interested to contact him but, if necessary, would proceed with 2. EH then volunteered and, it being clarified that MB membership was not essential, JTH suggested Rachel Shankland.</p> <p>11) The request from Glasgow Culture 2014 for participants to be involved in the opening and closing ceremonies had been picked up and circulated by several branches and the young dancers “network”.</p>	EF	6.2 FTE
9	Management Board Panels & Working Groups 2013		
9.1	Panels		
9.1.1	<p><i>Conferences</i></p> <p>1) <i>AGM & Conference Weekend 2014</i> Lorna Ogilvie had agreed to co-ordinate, nominally reporting to the Schools Director. She and her small group would liaise with MT and JW. She was also prepared to do 2015, again in Perth. EF asked how information would come to the Board, as it would no longer be via PW; JW to discuss and confirm.</p> <p>2) <i>SNIBC</i> There would be no conference 2014, but Belfast Branch had offered to host one in 2015. If the Board approved, PW would ask Lucy Mulholland and Aileen Patterson to take it on and liaise regarding the agenda, with support from EG and MT. PW also requested that Helen McGinley be asked to be involved. The Board agreed.</p> <p>3) <i>Regional 2014</i> JTH was going to Spring Fling/Lyon weekend, with no space for a formal conference, but plenty of opportunity for informal discussions.</p>	JW PW	Asap Asap
9.1.2	<p><i>Constitution/Articles of Association</i></p> <p>1) The next stage was to send the MAA to OSCR for approval, which WLW planned to do the following week. He proposed to put on the website what would be presented at the AGM. The MAA was as close to the old constitution as legally possible. He sought the Board’s approval to go ahead. JM confirmed that ‘member’ now meant exactly that, albeit with the qualifier ‘subscribing’.</p> <p>2) The Board agreed. WLW reported that Morag Radcliffe believed she would be able to get it to the person in OSCR who had dealt with it before, so she would submit the document.</p> <p>3) WLW proposed that the MAA and the OSRP (now renamed the RP) should be presented to the AGM as replacements for the existing Constitution and Rules, with no change other than required for legal purposes. MB should then seek agreement for any other non-CLG related changes separately and after the CLG proposal was debated.</p> <p>4) There were 3 potential changes to be made: (i) <i>President</i> – it was proposed that appointment of a President become optional rather than obligatory. The Board agreed. Constitution Panel to draft the motion. (ii) <i>Size of Board</i> – There was discussion about whether to remove a vote from the Treasurer, who was appointed not elected. WLW felt that there were times when it was better for the Treasurer to not have a vote. As the Treasurer would remain a trustee, however, it was agreed that s/he should continue to have a vote.</p>	WLW Const Panl	Asap 13/06/14

	<p>Following discussion and expression of differing views, including those not present, there were four options re: the number of elected members to the Board: status quo; 6; 7; or 9. It was agreed that no-one wished to retain the status quo, so that was removed as an option. Votes were then taken for each option:</p> <p>6 members – 3 votes 7 members – 3 votes 9 members – 7 votes</p> <p>It was agreed, therefore, that the number of elected members should be 9. Constitution Panel to draft the motion.</p> <p>(iii) <i>Length of tenure for Chairman</i> – it had been suggested that this could be changed from 2+2 years to 1+3. JTH withdrew from the meeting at this point.</p> <p>JM believed that 2+2 was best, particularly from the point of view of support to the Chairman, fulfilling invitations to represent the Society. Various views were expressed. After further discussion, there was a vote:</p> <p>In favour of change to 1+3 – 6 votes Against – 6 votes Abstain – 1 vote</p> <p>With the casting vote, the chairman voted in favour of status quo.</p> <p>5) WLW proposed that material from the Constitution Panel should be placed on the website in April; as it required to be agreed by the Board before being made available, it was agreed that it would be circulated with a deadline for comments.</p>	Const Panl	13/06/14
		WLW	Asap
9.2	Working Groups		
9.2.1	<i>External Events</i> The Commonwealth Games and Ceilidh had already been discussed.		
9.2.2	<i>CYP in Education</i> 1) A brief report had been circulated. HR had asked DC for costings but he had been too busy. She proposed asking Red Barn to quote to produce a multimedia pack, <i>Dance Trad</i> , the follow-on to <i>Jigs & Reels</i> . 2) CPD connected with <i>Jigs & Reels</i> and continued to do great work. 3) Pat Harrower met with the dance lecturer (Moray House); they may request something on <i>Jigs & Reels</i> for teachers at an Open day. 4) The Schools accreditation scheme continued. It had been agreed to charge for badges; they should not be given out for less than their production cost of 78p per badge. Schools would pay, rather than the children themselves. In some areas, branches may pay for their schools, as Banffshire Branch does.		
9.2.3	<i>Retail, advertising and sponsorship</i> Meeting to be arranged asap.	JW	asap
10	Management Committees		
10.1	<i>Education & Training</i> 1) All exam documents had been updated and would be on the website shortly. Anyone sitting exams as from 1st July should check they have the up to date versions. 2) Medal tests were expanding worldwide, with Edmonton and Toronto in the next two weekends. JTH was concerned about overseas administration of medal tests, but HR pointed out that was already done for examinations. The only problem at the moment was finding an assessor who was close; to that end, there would be medal test assessor training at TAC.		

	<p>3) JTH had met with SP, HR and Angela Young to discuss possible filming of the Manual. They had concluded that it could not be done; however, an “introduction to SCD” was feasible, including some history, music, steps, the main formations, and what should be expected at a dance. AY would prepare a more detailed spec and get costings for the next E&T meeting. JTH estimated at this point that the cost would be in the region of £50K, including VAT. JW noted that the Board had discussed this topic twice, and had confirmed that they wanted a film of the Manual, in its widest sense. They would look forward to receiving a proposal.</p> <p>4) JW supported the change of meeting date as mentioned in SP’s paper. JTH, JW and EF to produce revised meetings schedule for next year.</p>	JTH/JW/EF	31/03/14
10.2	<i>Membership Services</i>		
10.2.1	<p>1) All publications for this year were on track, there had been few issues with the exception of the CD for new Graded Book. D.u.K would not now be used for that, but a commitment had been given to use them for another recording.</p> <p>2) For both Book 48 and the new Graded Book, it was intended to include Pillings-style diagrams. There was agreement in principle with the Pillings Committee, but they were not responding quickly.</p> <p>3) Book 49 was going well, with 74 submissions, and over 100 branches willing to participate in evaluation, which would all be done online.</p>		
10.2.2	<i>MS Proposal</i>		
	<p>1) PW apologised for the length of the document, but there was a lot of essential background.</p> <p>2) He asked the Board to consider Section 6, the recommendations. There was agreement that the remit was too broad as it stood and only as effective as the skills that members brought to the committee. What they did really well was publications, and PW felt the focus should be on that. Several suggestions in Section 6 were already in place.</p> <p>3) JTH had been tasked with redefining “Research”; there was a lack of clarity as to whether it was archive-type research, or research into member views etc.</p> <p>4) JW queried how the changes would be dealt with constitutionally, if the Board accept the recommendations. JM suggested they would be part of Rules & Procedures. JTH suggested making the change and simply informing members; alternatively, the new RP could be put forward, and a subsequent motion on the MS remit. JM pointed out that if the motion for CLG fell, and the change to MS remit was desired this year, there would have to be an emergency motion ready to make the change to the original constitution. NC suggested it was more transparent to have a motion on the agenda, with wording to the effect “in the event of the motion for CLG failing...”. Agreed that the reformed committee would be renamed “Publications Committee”.</p> <p>5) EF noted that it was still important to consider where responsibility for the remaining activities would lie, and how they would be carried out, especially research.</p>		
10.3	<i>Youth Services Committee</i>		
	<p>1) There were now almost 1,000 names on the teachers’ register.</p> <p>2) The Cambridge workshop was very successful, with 30 attendees.</p> <p>3) RB had talked to the teacher of a new club at Essex University. There were possible new classes starting at Glasgow Caledonian University and at Gloucestershire University.</p> <p>4) Spring Fling in Lyon; now just over 70 registrants, from 9 countries.</p> <p>5) RB felt there was a need to improve contact with overseas branches’</p>		

	<p>youth groups; he had asked some teachers who travelled abroad to feed back information.</p> <p>6) RB would like to improve exposure at Society events. There was a presence at the AGM & Conference Weekend. He had spoken to Ruby Wilkinson about space for a drop-in session on the Thursday of each week at Summer School.</p> <p>7) RB felt there was a need to improve communication; he was disappointed that in the last and forthcoming issues of the magazine, young dancers had less space than requested. There had been brief discussions about the possibility of Twitter.</p> <p>8) The committee would like a detailed handbook of rules & regulations re: what was entailed in being on the committee, including information on expenses, etc.</p> <p>9) There had been a proposal at the Youth Forum to have a "Youth Branch". The committee had discussed the suggestion and would discuss further before there was any possibility of a proposal being put to the Board. EF thought a Youth division or similar, rather than a Branch, could be a more useful concept.</p> <p>10) In connection with Spring Fling 2015, in London, the committee was thinking of holding a dance devising competition. YSC members would take the competition the whole way through, involving young people at every stage, but with MS "supervision".</p> <p>11) It had been suggested at the convenors' meeting that any new branch or group should be given a welcome pack, to include a book and a CD. The Board agreed to take forward.</p>		
8	Appointed Posts	PW	ongoing
8.1	<i>Archivist Report</i> The report was noted.		
9	Branches There was nothing to report.		
10	Affiliated Group applications There were no applications for affiliation.		
11	Board member/Trustee issues No issues had been raised.		
12	Correspondence There had been an email from Rosemary Coupe proposing Jimmie Hill for the Editorial Board. JW understood that MB approval was not required. <i>Post-meeting note: According to the Editorial Board's remit, Board approval of appointments is required. Email approval of Ruth Beattie's and Jimmie Hill's appointments has been acquired.</i>		
13	Any Other Competent Business EF had the latest copies of the budget with projections to 2015-16 for anyone to take if they wished.		
14	Date of next meeting Saturday 10th May 2014		

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

MANAGEMENT BOARD MEETING

Saturday 10 May 2014

Pre-meeting for MB Members at 10.00am

RSCDS Headquarters, 12 Coates Crescent, Edinburgh at 10.30am

AGENDA (v3)

Introduction and Welcome of Richard Austin to the Management Board Meeting

Enclosures/Papers

- 1 **Apologies**
- 2 **Notes of Meeting of 15 February 2014**
- 3 **Matters arising from Notes not listed elsewhere**
 - 3.1 Chairman's Remarks
 - 3.1.1 IT Update
 - 3.1.2 Scrolls
 - 3.1.3 Draft Meeting Schedule for 2015/16
4. **Finance**
 - 4.1 Management Accounts – Fourth Quarter
 - 4.2 Treasurer Report
 - 4.2.1 RSCDS Investments
 - 4.2.2 Membership Fee 2015/16
 - 4.2.3 RSCDS Financial Strategy 2014 - 20
 - 4.3 JMMF Report (Marjorie Hume)
- 5 **Management Board Strategic Plan**
 - 5.1 Executive Officer
 - 5.1.1 Report
 - 5.1.2 Membership Survey
6. **Management Board Panels & Working Groups 2013**
 - 6.1 Panels
 - 6.1.1 Conferences (John)
 1. AGM/Conference Weekend 2014
 2. Scottish & NI Branches (SNIB) Conference 2015
 3. Regional Conferences 2014
 - 6.1.2 Constitution/Articles of Association (William)
Position of Chairman (Comments from R. Austin)
 - 6.1.2 A CLG progress update – for info
 - 6.1.2 B RP document – for approval
 - 6.1.2 C Incorporation RSCDS – for approval
 - 6.1.2 D New deed of conditions – for approval
 - 6.1.2 E Constitutional Changes – for discussion and decisions
 - 6.1.2.1 Letter from Andrew Smith re: move to MAA

- 6.2 Working Groups
 - 6.2.1 Children and Young People (CYP) in Education (Helen)
 - 6.2.3 Retail, Advertising and Sponsorship (John)

- 7 **Management Committees**
 - 7.1 Youth Services Committee
 - 7.1.1 Forward Plan/Activities Update

 - 7.2 Membership Services Committee
 - 7.2.1 Forward Plan/Activities Update

 - 7.3 Education & Training Committee
 - 7.3.1 Forward Plan/Activities Update

- 8 **Appointed Posts**
 - 8.1 Archivist Report and Development Fund Application
 - 8.2 Update on Music Director and Treasurer posts

- 9 **Branches**
 - 9.1

- 10 **Affiliated Group Applications**
 - 10.1

- 11 **Board Member/Trustee Issues**
 - 11.1

- 12 **Correspondence**
 - 12.1

- 13 **Any Other Competent Business**
 - 13.1

- 14 **Date of Next MB Meeting**
 - 28 June 2014

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 10 May 2014
at RSCDS Headquarters, 12 Coates Crescent, Edinburgh at 10.30am**

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

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

Apologies: Jim Stott

	Decision/Action	Member/s responsible	Date to be completed
	Richard Austin (RA) was welcomed to the meeting as an observer.		
1	Notes of 15 February 2014 The notes were accepted as an accurate record.		
2	Matters arising & Chairman's Remarks		
2.1	<i>IT Update</i> 1) Most of the teething problems had been caused by data extracted from the old system; EG and others had spent a lot of time matching up and sorting out data and it was now in a healthier state, although maintenance of the membership CRM was a constant job. There had been very positive feedback on the website. 2) eCom has spent 38 days on the project at no additional charge. 3) Developments in the shop were continuing; with event bookings going through the shop as well as products, transactions were now over £250K. It was essential to continue to invest in the shop. 4) There had been issues between Kashflow and Sage, which were now resolved. Examples of the kind of information that could now be provided via Kashflow are included in the EO report. 5) The specification for the website was for what was known at the time and was to be replicated. Staff members, however, are already proposing suggestions for change, which is very positive. 6) Developments would continue for the foreseeable future; it is a constant process of change. Board members must be prepared to face the costs of that development. 7) JW was looking at a 3-year development plan for the website. JTH had already spoken to JW about continuing his involvement.		
2.2	<i>RSCDS Scroll of Honour 2014</i> Board members approved the recommendation of the Panel to award Scrolls to 3 of the 7 nominations (2 of which were for the same person): Jerry Reinstein, Jack Rennie and Helen Russell (<i>names in strict confidence</i>).	EG	Asap

2.3	<i>Draft meeting schedule 2015/16</i> 1) JTH had prepared a draft schedule. FGAG meetings would take place in the weeks shown. The initial fixed point was the June Board meeting for the annual accounts. The Feb. Board meeting would approve the budget for the coming year. The reference to CLG (Feb. meeting) was because a meeting was required before 31st March for “outgoing” Board members to resign and “incoming” Board members to accept appointment. 2) Summer School was a little later in 2015 due to the Open Golf. 3) All to consider, and send any comments to JTH; final schedule to be approved at the next meeting. 4) In response to a suggestion that Committee meetings be held before the Board meeting following the AGM, JTH replied that Nov. Board meeting would review Panels and Working Groups, and inform Committees immediately. Elsewhere, Committee meetings preceded Board meetings so minutes would be available. 5) Schedule to go on the website as soon as possible after approval. 6) YSC Feb date unlikely to be suitable as clashes with youth festival.	ALL EG	Asap 01/06/14
2.4	<i>Policy on donations</i> In yesterday’s Convenors’ meeting, most items were operational committee matters. One exceptional item was a policy for handling donations; with another large legacy of £20K, from a John Dumbreck of Manchester. It was agreed that donations over a certain amount should be reported in the Annual Review, as they used to be in the Bulletin, and that the Treasurer should acknowledge donations in his column in the magazine.	EF WLW	June 2014 01/09/14
3 3.1	Finance <i>Management Accounts – Fourth Quarter</i> 1) With the focus on statutory accounts, WLW noted some things in the management accounts for change and would reference if significant. 2) Overall results were splendid. William was disappointed that subscription income was slightly less than last year despite subscription increase. This was due partly due to the non-payment of a fairly large branch. Income was less than WLW had expected. EF felt the late payment would increase subscriptions to a level similar to last year. She believed the fee had been set at a level that kept things stable, offsetting natural attrition and, as such, was a positive result. 3) Unrestricted donations/legacies would be moved into the Development Fund; even then there would still be a surplus of around £20-30K, which was an excellent result. 4) Figures for Summer and Winter Schools and the Conference Weekend were very good. EF noted that not only was income higher, but also operations were more efficient, with the proportionate cost of delivery less than for the previous year. 5) Sales were very good. Provision for obsolescent stock had a positive effect this year, because of higher sales of the “right” products. EF noted that staff had worked hard to clear an accumulated backlog of orders, and cost of sales also was proportionately less than previously. 6) Irrecoverable VAT had increased from the £12K shown in the management accounts to £15K in the statutory accounts, caused by much more VAT than usual (heavy expense on the website project). 7) With more revenue going through the website via credit cards, it was time to look at renegotiating the merchant service contract, as there should be increased leverage due to the higher financial volumes. 8) Legal & Professional costs at £9K contained the USA legal costs relating to the Derek Wilson legacy; £6K to be moved to the Dev.Fund.		

	<p>9) Results were excellent not just because the General Fund position was very good, but also due to donations/legacies received. Investments had unrealised gains of over £30K.</p> <p>10) In total, WLW noted that the Society now had a total net worth of more than £1 million.</p> <p>11) He confirmed the Derek Wilson legacy was £245K net. There was also grant income, which would be spent through the current year, although some were registered in 2013-14.</p> <p>12) EF noted the slight increase in staffing costs was due to recruitment.</p>		
3.2	<i>Treasurer's Report</i>		
3.2.1	<p><i>Investments</i></p> <p>WLW was planning to hold a meeting of the Investment Panel prior to the June meeting, and would produce a full report with recommendations.</p>	WLW	13/06/14
3.2.2	<p><i>Membership fee 2015-16</i></p> <p>1) WLW had circulated a note suggesting no change in the fee for 2015-16</p> <p>2) JW informed Board members that a motion to the AGM from NZ Branch was anticipated, proposing that teachers be supplied with free copies of books. If accepted, the proposal would mean a loss of around £12K income, and additional costs.</p> <p>3) WLW suggested that if the motion was submitted, the Board should give its response, outlining the effect and informing members that the likely outcome would be a subscription increase the following year. It was noted that the Board, or another Branch, could submit an amendment to the motion.</p> <p>4) RA suggested that FGAG could look at member benefit issues, and whether the proposal threatened charitable status.</p> <p>5) WLW proposed no change to the subscription fee for 2015-16, LB seconded, all but one voted for. It was agreed, therefore, that no increase would be proposed; a "fallow" year might be useful, to see if there was the same level of attrition.</p>	FGAG	20 May
		EF / AGM agenda	15/08/14
3.2.3	<p><i>Financial Strategy 2014-20</i></p> <p>1) WLW had circulated a paper proposing a basic traffic light system, with £270K being the critical figure. JTH noted that this was basically one year's operating costs, and he believed if that figure was reached, the organisation had already hit danger.</p> <p>2) JW suggested there were two elements here: a principle set out in WLW's paper, and the figures that applied to that principle. He suggested the Board approve the principle or not, and that FGAG be asked to review and recommend the figures.</p> <p>3) Board members agreed the principle, and agreed that FGAG should consider the figures and come back with a proposal.</p> <p>4) EF suggested that an essential part of long-term financial strategy was to consider income strategy. It was suggested that views be sought from the WG looking at income generation.</p> <p><i>Post meeting Note: This "WG" is not operational as such</i></p>	FGAG	20 May
3.3	<p><i>JMMF Report</i></p> <p>1) JW reported that Marjorie Hume (MH) would stand down as Chair of the JMMF Panel in May, but was happy to review and revise the policies for JMMF and the Development Fund.</p> <p>2) Expenditure for 2014-15 was agreed as proposed, at a minimum of no less than the agreed expenditure for 2013-14, £12,500.</p> <p>3) JW would like JMMF to have a higher profile on the website. A number of applications had not met the criteria, and that was one of the reasons for MH carrying out a review. Some applications had been</p>		

	<p>turned down because awards had been made to the same applicant for the same purpose before, but the main issue was lack of applications.</p> <p>4) There was some confusion regarding the International Teacher Development Fund (ITDF), which sat within JMME, but was not controlled by the Panel. MH would address this issue in her review.</p> <p>5) WLW confirmed that the value of the fund stood at £175K; it was very healthy. The policy was to not let it drop below £100K.</p>		
4	Management Board Strategic Plan		
4.1	<i>Executive Officer</i>		
4.1.1	<p><i>EO Report</i></p> <ol style="list-style-type: none"> 1) David Cunningham's update was tabled, not having been available when the EO report was circulated. 2) It was a fairly lengthy report this time, reflecting how busy things had been since the start of the year. 3) There had been a lot of work on the HR side; JW noted that all proposals had been approved at the morning's pre-meeting. 4) There had been 14 good applications for the Project Archivist; 5 were shortlisted for interview, 2 of whom secured other posts prior to interview date, so 3 were interviewed. The unanimous choice of the panel seemed very good, with excellent references, and it was hoped that she would start on 16th June. 5) Liz Fraser had been unexpectedly very ill, requiring surgery and a hospital stay. She was now home and keen to continue, albeit at a steadier pace than usual. She expected to manage production of the Annual Review. In her absence, EF had had to undertake a lot of the work in relation to the Commonwealth Ceilidh (CC), with support from staff and also Susan Rhodes. 6) The situation with transition to the new website had been very difficult, and staff had been working very hard on it. It had been a very hectic time. 7) EF had asked the Heritage Lottery Fund to push back timescales slightly, and understood that this would be acceptable. 8) Celebrate Lottery funding had been secured to financially support branches and groups in Scotland to run a ceilidh. 9) EF suggested formally agreeing an annual amount of money for building upkeep and development; this existed informally at present. RB reminded members that around 6 years previously, the Board had agreed a sum of around £10K a year for building maintenance. JW asked that this be included in the budget from now on. 10) There had been an interesting approach from Melbourne Branch on the health strategy, mentioned in the Report. There would be a meeting with a member of the Branch on 22 May. 11) EF regretted late distributed of some papers. She, however, did not have control over third party papers and had believed that Board members preferred a "batch" approach to distribution. 12) LB expressed concerns about the CC recordings. He had received a fee, but there had been no contract. He was particularly concerned there was no transfer of copyright. EF advised that David Cunningham believed verbal agreements were reached, which were no different to the usual written agreements. EF gathered that there may have been issues with LB's piece, which was required to be original composition for the Commonwealth Ceilidh but had already been heard on the Hopscotch film. JW believed from DC that this was a unique occurrence due to the nature of the project funding. It would not recur; RSCDS did not have copyright of the CC recordings. 		

	<p>13) JW informed the Board that Rosemary Coupe had agreed to edit the magazine for a further two editions.</p> <p>14) JW reported that St Andrews University had agreed to let the Younger Hall for the Thursday night dances at the same reduced rate so, although ticket prices had been reduced slightly, the contribution from Summer School might increase.</p> <p>15) In response to a query regarding SlipStop, EF explained that the manufacturer had supplied the product including a substance which had not been ordered; citric acid had made the powder grainy. The original batch had now been replaced with the product to the correct formula free of charge. There had been a product recall; fewer than 30 bottles had been sold. The originator of the SlipStop formula had had concerns that the original formula was no longer being used but, after discussion with EF, an amicable solution had been reached.</p> <p>16) JW and JTH would meet with DC before his contract ran out at the end of June to summarise where things stood.</p>	JW/JTH	End June
	<i>Discussion of the next item on the agenda, 5.1.2 Membership Survey, was postponed until the return of PW to the meeting.</i>		
5	Management Board Panels & Working Groups 2013		
5.1	Panels		
5.1.1	<p><i>Conferences</i></p> <p>1) <i>AGM & Conference Weekend 2014</i> Online booking had gone live the previous day. Bell's Sports Centre had been booked for 2015, at the same price as 2014, and all bands and musicians had been booked for 2015. The practice of providing branches that were producing programmes with copies of the previous few years' programmes should be reinstated to avoid the same dances being selected.</p> <p>2) <i>SNIBC</i> Further discussion with Belfast Branch needed to finalise event.</p> <p>3) <i>Regional Conferences 2014</i> No conferences as such but JTH had visited Lyon; an excellent weekend. There was little anti-RSCDS comment, but he felt young people were not sure what RSCDS did for them. Of the 85 attendees, some 20 were from UK. Organisers were a little concerned that if a Spring Fling was held in Europe biennially, Lyon Branch would always have to organise. If it were held somewhere without branch back-up, registration and payment would need to be re-thought.</p>	AGM WG	ongoing
5.1.2	<p><i>Constitution/Articles of Association</i></p> <p>1) JW invited RA to comment on a specific aspect of the proposals. Having been involved in discussions within FGAG, RA was slightly disappointed that the proposal to change the Chairman's period of tenure had not been accepted. He felt that two years gave the Chairman time to do nothing other than hold the reins very briefly. In future, he believed the challenge would be where the Board sat in relation to membership. Under charity law, Board members were trustees, and it was up to them to make decisions, set strategy and drive the organisation forward.</p> <p>2) <i>CLG progress update</i> Progress was on schedule, depending on the Board's decisions that day. The revised Articles had been submitted to OSCR by the lawyer; where she was discussing minor changes to what had already been approved or more radical change. If the former, approval was likely to be quicker. If not, it was impossible to predict when a response would</p>		

	<p>be received. The person at OSCR who dealt with the first proposal was known to the lawyer, and as many of the changes were “legalistic”, it was felt that she would have more success dealing direct with OSCR than HQ would. This would incur costs, but WLW had no reason to believe that the £15-18K envelope would be breached.</p> <p>3) <i>Rules & Procedures document (RP)</i></p> <p>(i) The RP was effectively an operational manual. If it was complete and met peoples’ needs, then there was no need for them to look at the Articles, which were more legalistic and harder to interpret. The Objects, Activities and Powers of the Society were exactly as they were in the Articles.</p> <p>(ii) HR noted that the Objects on p5 did not tally with the latest edition of the Manual. It was concluded this was not critical, as candidates would be expected to refer to the Manual version.</p> <p>(iii) SP noted that on p10, the remit of YS included “CPD training and activities”, and questioned if this meant CPD of schoolteachers, rather than RSCDS teachers. JM to review wording and circulate suggested amendment to SP, HR and RB.</p> <p>(iv) The Music Director sat on MS but music was not specifically mentioned. It was acknowledged that the Music Director could sit on either/both MS and E&T; agreed to leave as is for now.</p> <p>(v) The group were asked to implement version control immediately.</p> <p>(vi) There was discussion concerning when the RP and Articles should be made available on the website. WLW favoured as early as possible, while JW felt strongly that approval should be awaited from OSCR. It was agreed that the documents should be sent as proposals in a branch mailing for information not comment; and that an explanatory document and statement of where we are should be put on the website.</p> <p>(vii) RA suggested that pressure be put on the lawyer and on OSCR; firm dates were required, and there were certain situations where if OSCR had not replied within a stated period they were deemed to have approved.</p> <p>(viii) The Board agreed to approve the RP, subject to minor changes.</p> <p>4) <i>Incorporation RSCDS</i></p> <p>(i) For this project, the Board were asked to agree that a company will be set up and the first three directors will be JW, JTH and WLW. This company will then take actions which will cost money, and will initiate procedures in order to be ready for what followed on 1st April 2015. The lawyer suggested naming the company “RSCDS” in the first instance, then changing to “The Royal Scottish Country Dance Society” later; name changes were straightforward.</p> <p>(ii) There was no need for a separate bank account and preliminary expenses. Expenses could be paid from this organisation on behalf of the new organisation.</p> <p>(iii) Board members would resign in March, and be appointed to the new company. Any trustee choosing not to be so appointed would be treated as any other resignation. The AGM will be told names will be transferred, and a motion should be included that the Board has the right to do whatever necessary to ensure a smooth transition.</p> <p>(iv) The Board unanimously approved the incorporation document.</p>	<p>JM</p> <p>Const Grp</p> <p>Const Grp & EG WLW/EG</p>	<p>Asap</p> <p>Immed</p> <p>06/06/14 Asap</p>
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	<p>5) <i>New deed of conditions</i> The existing deeds were difficult to understand, and it was felt that they required a clearer definition of the ownership of the various cellars and basement areas. WLW was particularly keen to define the split liabilities (60.5/39.5) between the co-owner (and any future co-owner) and the RSCDS for the common areas. This seemed an opportune time, and the lawyer advised doing it now. The fee would be around £500. The Board unanimously approved the document. <i>Post-meeting note: fee now fixed at £500 + VAT & registration fees.</i></p> <p>6) <i>Constitutional changes</i></p> <p>(i) The plan was to present the Articles and RP to the AGM with the assurance that any changes from the current Constitution were for legal reasons. Optional changes would be presented to the AGM under a separate series of motions.</p> <p>(ii) WLW's suggestion to revisit the number of elected Board members was rejected.</p> <p>(iii) PW to produce approx 3 lines on the remit of the new Publications Committee.</p> <p>(iv) There was some discussion regarding the reporting line of the Archivist. It was agreed that JW, JTH would discuss with EF, PW and Alan Macpherson what the reporting line should be, and would inform WLW and JM.</p> <p>(v) Two sets of motions would have to be drafted, depending whether or not the CLG was approved.</p> <p>(vi) There was discussion regarding how the RP should be managed in future, in particular whether or not changes should be voted on at the AGM. It was agreed in principle that the Board would request authority to make changes to the RP, and the Board would then subsequently inform the next AGM. Working Group to clarify the wording.</p> <p>7) <i>Letter from Andrew Smith</i> JW had made clear that the Licence Agreement said that matters had to be dealt with through the branch, and that was the end of it.</p>	<p>PW</p> <p>JW/ JTH</p> <p>Const Grp</p>	<p>Asap</p> <p>Asap</p> <p>Asap</p>
5.2	Working Groups		
5.2.1	<i>CYP in Education</i>		
	<p>1) The group was trying to establish a reasonable fee for CPD trainers.</p> <p>2) Sara was designing publicity materials for <i>Jigs & Reels</i> and <i>Dance Trad</i> to be produced in-house.</p> <p>3) An evaluation of the Schools' Accreditation Scheme would be produced at the end of the academic year.</p> <p>4) Work on <i>Dance Trad</i> was ongoing. Costings from DC were higher than anticipated so Red Barn had also been approached. If filming was not possible this month, it would have to wait until autumn.</p> <p>5) Guides in Aberdeen were doing the Challenge badge.</p> <p>6) There had been enquiries about the Duke of Edinburgh award, which HR believed was more for YS.</p>		
5.2.2	<i>Retail, advertising and sponsorship</i>		
	<p>1) Ads for Summer School were placed early in some publications this year, and JW understood there had been no direct responses. Alternative publications/sources may be investigated.</p> <p>2) There had been some success regarding local sponsorship in St Andrews; 3 retailers were offering discounts, and 2 retailers were interested in sponsoring the booklets.</p> <p>3) St Andrews Shoemakers wished to continue to use the crown logo, and discussions were now progressing on a commercial licence</p>		

	<p>agreement. If it was successful, it could be applied to other commercial organisations. Further discussions were required with Liz Fraser, which had not been possible due to her illness.</p> <p>4) The masseuse at Summer School was being charged more than just the cost of room hire this year. The two shoe companies would again be there on alternate days.</p>		
6	<p>Membership survey</p> <p>1) 155 branches were surveyed, divided into 2 groups: those with a stable or increasing membership, and those with decreasing membership. 112 branches responded, and PW carried out the analysis, which had been circulated.</p> <p>2) Before asking for others' views, PW noted that his biggest disappointment was that so many branches felt that declining numbers were inevitable. EF had spoken to a few branches, and found it interesting that, even though some were keen to get involved with the CC, there often was a lack of motivation.</p> <p>3) PW recognised that some branches were doing very good things, but a lot of branches did not know what to do and were looking for guidance. JW believed the help and guidance they wanted might be different from what was being offered.</p> <p>4) EF wondered if some kind of regional structure would help, or someone who could influence in the regions. There had been a lot of collaboration on the CC in Australia, for example.</p> <p>5) JW believed the results of the survey had to be taken into account in future plans. The Saturday morning forum at the AGM & Conference Weekend would have one topic only: increasing membership.</p> <p>6) EF felt it was important to realise that the Society has a vastly improved profile; there were now a lot more people and organisations who wanted to talk to and work with the RSCDS.</p> <p>7) It would be helpful to split the survey results by region ahead of the discussion at the AGM.</p>	PW	???
7	Management Committees		
7.1	<p><i>Youth Services Committee</i></p> <p>1) RB had some contact from the Games organisers that he hoped would be useful. He was awaiting information from BBC Scotland re: dancing at their HQ. An application had been submitted to dance at the Spiegeltent as part of the Commonwealth Games.</p> <p>2) EH asked what provision was in place for supervision of 12-18 year olds. It was confirmed that each individual was accompanied by a responsible adult at Summer School and suitable policies on working with vulnerable adults and young people were in place.</p> <p>3) Two young RSCDS dancers to participate in Games closing ceremony.</p>		
7.2	<p><i>Membership Services</i></p> <p>1) PW finally had contact with DuK; there had been discussions regarding the contract, which were not yet finalised. It was planned that they would record Miscellanies + other material.</p> <p>2) The Foss book would be printed in-house and would soon be available.</p> <p>3) Book 48 CD was being recorded the following day.</p> <p>4) PW had informed Pillings that he would not be using them to produce Pillings-style diagrams in the forthcoming books. Keith Rose was doing them, and may stand for election to the Committee.</p> <p>5) PW was trying to encourage someone to stand as Music Director.</p>		

7.3	<p><i>Education & Training</i></p> <ol style="list-style-type: none"> 1) FAQs had still to go up on the website. 2) 5 people undertaking medal test assessor training at TAC this year. 3) Angela Young had been asked to put forward an outline proposal for filming the Manual, now tabled. The objective was to create something to enthuse new dancers, which could be used as a marketing tool. It may be possible to involve branches in filming variations of formations, but some control of standard would be necessary, with a right of veto. Angela estimated the cost at approximately £50K. The Board approved the definition and agreed a more detailed spec with costings should be prepared. It should no longer be referred to as a video of the Manual, but as an "introduction to SCD". 	SP/AY	Asap
8	<p>Appointed Posts</p> <p>8.1 <i>Archivist Report</i></p> <ol style="list-style-type: none"> 1) The Development Fund application followed on from the Heritage Lottery grant, to maximise its benefit. 2) Grant Bulloch had drafted options to open up the cupboard space, and EF was seeking the Board's approval before acquiring actual quotes. FGAG supported the proposed work; with RA supported the £20K (+VAT) requested, while Colin McEwen suggested a £30K ceiling 3) EF confirmed that the grant covered the Project Archivist's salary for a year, plus money for the digitisation process. 4) The Board approved, with one abstention, the proposal to get an estimate for the full conversion, to open the area up completely. <p>8.2 <i>Music Director & Treasurer</i></p> <p>Invitations for expressions of interest in both posts, with job descriptions, were on the website.</p>		
9	<p>Branches</p> <p>9.1 <i>Disbandment</i></p> <p>EG informed the Board that Lanark Branch had disbanded.</p> <p>9.2 <i>Teachers' Associations (TA)</i></p> <ol style="list-style-type: none"> 1) TAC being a branch created a number of issues. JW proposed writing to inform them they would no longer be a branch, but that being a Teachers' Association would be no less favourable. 2) The main concerns were discount structures. IH suggested TAs could perhaps be given 1/ 2% more discount than branches. Another suggestion was to take volume purchases over a period of time and price accordingly. Discounts were already complicated! 3) If TAC had signed a Licence Agreement, ceasing to recognise it as a branch would mean withdrawal of that licence. The Board agreed no action should be taken until that had been investigated further. 4) IH reported that TAC was concerned it would not receive stock orders in time for its Summer School. They were still interested in getting publication pdfs for local printing. The Board felt publications were timed to RSCDS events, and it was simply unfortunate if that did not align with TAC. There was no support for local printing of pdfs. 	EG	Asap
10	<p>Affiliated Group applications</p> <p>There were no applications for affiliation.</p>		
11	<p>Board member/Trustee issues</p> <p>No issues had been raised.</p>		
12	<p>Correspondence</p> <p>There was no correspondence to address.</p>		
13	<p>Any Other Competent Business</p> <p>JW proposed to begin future meetings by asking if there were any items</p>		

	that members wished to add to AOCB.		
14	Date of next meeting Saturday 28 th June 2014.		

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

MANAGEMENT BOARD MEETING

Saturday 28 June 2014

RSCDS Headquarters, 12 Coates Crescent, Edinburgh at 10.30am

AGENDA (v3)

Enclosures/Papers

- 1 Apologies
- 2 Notes of Meeting of 10 May 2014
- 3 **Matters arising from Notes not listed elsewhere**
 - 3.1 Chairman's Remarks
 - 3.1.1 Draft AGM Agenda 2014
 - 3.2 Treasurer
 - 3.2.1 CLG Motion (assuming CLG proposal agreed)
 - 3.2.2 CLG Motion (assuming CLG proposal not agreed)
- 4 **Finance**
 - 4.1 Trustee Report & Annual Accounts to end of March 2014
(Alan Cunningham, Auditor, to be in attendance)
 - 4.2 Treasurer
 - 4.2.1 Trustee Report & Annual Accounts to end of March 2014
 - 4.2.2 FGAG Meeting of 20 May 2014
 - 4.2.3 RSCDS Investments (Treasurer)
 - 4.3 Jim Healy
 - 4.3.1 Account Appendices
- 5 **Management Board Strategic Plan**
 - 5.1 Executive Officer
 - 5.1.1 Report
- 6 **Management Board Panels & Working Groups 2013**
 - 6.1 Panels
 - 6.1.1 Conferences
 1. AGM/Conference Weekend 2014 (John)
 2. Scottish & NI Branches (SNIB) Conference 2015 (John)
 - 6.1.2 Constitution/Articles of Association – CLG Update (William)
 - 6.2 Working Groups
 - 6.2.1 Children and Young People (CYP) in Education (Helen)
 - 6.2.2 DVD – Intro to SCD – Cost Estimate (Jim)
- 7 **Management Committees**
 - 7.1 Education & Training Committee
 - 7.1.1 Forward Plan/Activities Update
 - 7.1.2 – 7.2.4 Summer School Director Designate
 - 7.5 Scholarship proposals

- 7.2 Membership Services Committee
 - 7.2.1 Forward Plan/Activities Update
- 7.3 Youth Services Committee
 - 7.3.1 Forward Plan/Activities Update
- 8 **Appointed Posts**
 - 8.1 JMMF Chair
 - 8.2 Update on Music Director and Treasurer positions
- 9 **Branches**
 - 9.1
- 10 **Affiliated Group Applications**
 - 10.1 The Ochil Scottish Country Dance Club
- 11 **Board Member/Trustee Issues**
 - 11.1
- 12 **Correspondence**
 - 12.1
- 13 **Any Other Competent Business**
 - 13.1
- 14 **Date of Next MB Meeting**
 - 11 October 2014

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 28 June 2014
at RSCDS Headquarters, 12 Coates Crescent, Edinburgh at 10.30am**

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

In attendance: Elizabeth Foster (Secretary/EO), Elspeth Gray (Notes), Alan Cunningham (Auditor) - part

Apologies: Roy Bain, Luke Brady, Neil Copland, Iain Hutchison.

	Decision/Action	Member/s responsible	Date to be completed
1	Meetings Schedule There had been discussion regarding the timing of this meeting, given the number of apologies this year and last. It was tight to produce the final annual accounts in time, but it had been managed. More advance notice of meeting dates would help, as many individuals took up teaching and other commitments well in advance. The revised meetings schedule for 2014-15, v4, had been circulated and could be made available on the website with a caveat that dates may be subject to change. Those standing for election should be strongly encouraged to consider the dates. JTH to prepare a draft schedule for 2015-16 for the next meeting.	EG JTH	Asap 26/09/14
2	Notes of 10 May 2014 The Notes were accepted as an accurate record.		
3	Matters arising not listed elsewhere & Chairman's Remarks		
3.1	<i>Matters arising & Chairman's remarks</i> 1) <i>Minute 3.1 (2)</i> – Following a telephone call, the outstanding subscriptions had been paid. 2) <i>Minute 3.3 (1)</i> – As reported, Marjorie Hume was standing down, and was producing a report on JMMF and Development Fund for the next Board meeting. Rachel Wilton will take over as Chair, JMMF Panel. 3) <i>Minute 4.1.1 (16)</i> – The meeting with DC had taken place; his written report, due 30 th June, was yet to be received. 4) <i>Minute 5.1.2 (6) (iv)</i> – The discussion with Alan Macpherson had not yet taken place. JW, JTH and EF to discuss further on Tuesday 1 st July; a decision was needed before finalising the motions for the AGM. 5) <i>Minute 5.2.2 (3)</i> – Discussions on a commercial licence had continued with St Andrews Shoemakers; their solicitors/accountants had asked some questions and more discussion was required. 6) <i>Minute 7.1 (1)</i> – There had been requests for sponsorship of the individuals taking part in Commonwealth Games opening/closing ceremonies, but this had been refused as the benefit to those participating was personal. Branches were of course free to sponsor any of their members who were participating.	JW, JTH, EF	01/07/14

	<p>7) <i>Minute 8.1 (3)</i> – The Archive Project Archivist, Orla O’Brien, had started work on 16th June.</p> <p>8) <i>Minute 9</i> – JW had met with the new Chairman of New York Branch, Ken Donnelly, who had a lot of ideas and was very enthusiastic.</p> <p>9) <i>Minute 9.2</i> - JW felt strongly it was not the right time to change TAC’s branch status; there had been positive discussions re: discounts. EG had found no evidence of TAC having signed a licence agreement.</p> <p>10) There had been discussions re: shop discounting. The conclusion was that anyone buying over a certain amount in monetary terms in one (financial) year would receive a retrospective discount in respect of future purchases. JW had mentioned the principle to the TAC Chairman and it had been well received.</p> <p>11) There had been a brief meeting with John Archer of Hopscotch about obtaining a master copy of the <i>SCD: Controlled Abandon</i> programme; he was investigating further. It had been produced in Gaelic and would appear soon on BBC Alba. He had also been very interested in the global concept of the Commonwealth Ceilidh.</p> <p>12) PW requested an item of AOCB.</p>		
3.2	<p><i>Draft AGM Agenda</i></p> <p>1) The Board should decide how it wished the business of the meeting to be handled; the Draft Agenda would be prepared on that basis, the order of Agenda items being particularly important.</p> <p>2) Agreed that the motion regarding the annual subscription should use the words “remain unchanged”.</p> <p>3) The motion on CLG, plus constitutional amendments, had to be added. For discussion on Tuesday 1st July.</p> <p>4) Time taken on Scrolls would be short, as there were fewer this year.</p> <p>5) While it was important for Convenors to be seen and to say a few words, speeches should be very short – 4 minutes was suggested.</p> <p>6) The Saturday morning forum would have one topic only; how to increase membership.</p>	<p>EG</p> <p>JW, JTH, WLW, EF</p> <p>PW, SP, RB</p>	<p>Immed.</p> <p>01/07/14</p> <p>AGM</p>
3.3	<p><i>AGM Constitutional change motions (following CLG motion)</i></p> <p>1) The purpose of the papers circulated was not to agree specific wording, but to ensure Board members agreed the content in general.</p> <p>2) Agreed that items C and D should be switched.</p> <p>3) WLW suggested that the bulk of the text should be in appendices. JTH suggested that if CLG were not accepted, the second set of options should be presented as an emergency motion. EH suggested that both sets of options be shown on one sheet of paper, side by side.</p> <p>4) Agreed to be further discussed on Tuesday 1st July, and the Board informed of the outcome.</p> <p>5) In response to a question as to why the CLG option referred to 15 directors, and the Constitution 12, WLW explained that Convenors were not named in the Articles but were included in the Rules & Procedures (RP); the document therefore had to say “3 office-bearers and other elected members.”</p>	<p>WLW/EG</p> <p>JW, JTH, WLW, EF</p>	<p>Immed</p> <p>01/07/14</p>
3.4	<p><i>CLG</i></p> <p>1) CLG was discussed at this point, rather than later in the agenda.</p> <p>2) The letter of consent from OSCR was excellent. OSCR would have to be informed of the AGM’s approval, if given, and then again of the implementation on 1st April 2015.</p> <p>3) The Articles and RP were now on the website, with an explanatory document from WLW.</p> <p>4) The company called “RSCDS” had been set up, with three directors, JW, JTH and WLW.</p>		

	<p>5) The next step was the “sensitive names” procedure, which WLW was working on with the solicitor; this was agreement for use of the words “Royal”, “Scottish”, etc.</p> <p>6) Discussions with Buckingham Palace regarding The Queen’s patronage were a separate issue from the use of “Royal” in the name.</p> <p>7) There were legal matters re: the transfer of assets to be included in the motion to the AGM, about which the solicitor was advising.</p> <p>8) Our portion of the total 12 Coates Crescent and 2 Walker Street building was now “owned” by the Chairman, Chairman Elect, Treasurer and Secretary. There would be a new deed of conditions, more clearly defining the relationship and division of responsibilities with the co-owners. That had been delayed by matters relating to a mortgage in existence at the time of purchase.</p> <p><i>Post-meeting note: The mortgage/bank issue was proven not to be of concern; consequently the deeds were signed by the 4 RSCDS officers on 1st July.</i></p>		
4	Management Board Panels & Working Groups		
4.1	Panels		
4.1.1	<p><i>Conferences</i></p> <p>1) <i>AGM & Conference Weekend 2014</i> All was in hand; as mentioned above, increasing membership would be the sole topic for the Saturday morning open forum.</p> <p>2) <i>SNIBC</i> Proposal from Belfast Branch was to hold the conference on the first May holiday weekend in 2015, when a big dance event was planned and would hopefully encourage participants to attend.</p>		
4.2	Working Groups		
4.2.1	<p><i>CYP in Education</i></p> <p>1) The group had met the previous week.</p> <p>2) CPD delivery was spreading out; HR mentioned a number of forthcoming deliveries and planned meetings to take things forward.</p> <p>3) The group wished to negotiate having ‘sale or return’ copies of <i>Jigs & Reels</i> to take to events.</p> <p>4) HR was negotiating an afternoon course at Summer School to offer more CPD, and possibly something for the Teachers’ Associations’ Conference – either <i>Jigs & Reels</i> or <i>Dance Trad</i>.</p> <p>5) The schools’ accreditation scheme was almost ready to roll out. HR would like to have information on the website, and perhaps an email inbox for enquiries that would direct to JS and Anne McArthur.</p> <p>6) Banners would be used at training events; these had been made in-house, using footage from the Banffshire schools’ day of dance.</p> <p>7) With regard to work being done in Edinburgh schools, EH noted the importance of identifying the right person within the local authority with the ability to make things happen.</p> <p>8) <i>Dance Trad</i> was the multi-media companion pack to <i>Jigs & Reels</i>, aimed at secondary schools. It required recording of music, and filming of children doing the dances on the list. HR explained quotes that she had received from DC and from Red Barn, and there was discussion of the merits of each. There was a strong argument for choosing DC, on the basis of continuity of style, and “comfort” with the people involved. It was agreed that HR should prepare an application to the Development Fund on that basis. She hoped filming could be done in early autumn. EF pointed out that good quality film could also be used in other ways (eg clips on website, Facebook, Twitter), to maximise the investment.</p>	HR	Asap

4.2.2	<p><i>DVD – Introduction to SCD</i></p> <ol style="list-style-type: none"> 1) JTH had circulated a “broad brush” estimate, produced by Angela Young (AY), of what would be required to produce a DVD as discussed at the previous Board meeting. 2) Noted that AY would not expect to be paid, nor would volunteer dancers, other than travel & subsistence expenses. Musicians would have to be paid at union rates. Stock hire was for specialist disks used in the cameras, which were hired rather than bought. 3) It was suggested that 2% contingency was low. JTH suggested that the Board should be prepared to accept a final cost of +/- 5% in any case. 4) These figures were an average, and estimates would be sought from companies. 5) The end product would be a DVD which would be sold, and would have two uses: to show basic formations done well, for teachers; but also a little history, steps, what happens at a dance, something that branches might lend to encourage new dancers. 6) JTH was seeking the Board’s agreement in principle that £50K was acceptable. <p><i>The discussion stopped at this point to deal with the Accounts, but for ease of reading is continued here.</i></p> <ol style="list-style-type: none"> 7) The document should be considered as equivalent to a quote, although AY was unable to formally quote, due to the terms of her professional contract. 8) Agreed JTH and AY to discuss further. 	JTH, AY	26/09/14
5 5.1	<p>Finance</p> <p><i>Trustee Report & Annual Accounts to end March 2014</i></p> <ol style="list-style-type: none"> 1) Alan Cunningham (AC), Auditor, joined the meeting. 2) He circulated a one-page document giving a summary review of financial results for 2010-14. 3) The bottom line for 2014 was a surplus of £234K, the first reported overall surplus since 2011. 4) The positive inflow of £267K included investment gains (paper profits) of £33K. 5) Total funds owned by the Society (total net worth) were £1,043K. 6) Funds were held in 3 categories: general, designated and restricted funds. JMMF had been fairly stable over the past 5 years. 7) The Development Fund (D/F), established in 2011, had increased substantially in 2014 largely due to the legacy received. It had been used in previous years for new media and music development, legal funds and website costs; £10K of the website expenditure had been identified as revenue and absorbed by the General Fund (G/F). 8) It was deemed good practice to separately identify fixed assets; this year had seemed an opportune time to do so, as there had been website capital expenditure, and to date the building had been reflected in the G/F. By removing these assets from the G/F and showing them in the Designated Assets Fund (DA/F), it left the G/F much clearer. The £85K in the DA/F comprised £42K website and £43K building. 9) The Balance Sheet (B/S) mix had changed, with the injection of the legacy into the D/F. Restricted funds were very stable. 10) Highlights of the last year were an increase in income of £429K, including legacies totalling £273K, and an encouraging increase in the sales of CDs etc. Income from Summer and Winter Schools increased by £94K. 		

	<p>11) Expenditure increased by £115K in total, a major element being £40K provision for anticipated withdrawal from the existing pension plan.</p> <p>12) Whilst Summer and Winter Schools' income had increased, there had also been a £31K increase in expenditure.</p> <p>13) There had been small reductions in depreciation, media & music consultancy, publicity and cost of CD sales.</p> <p>14) Note 26 of the accounts featured disclosure of post-balance sheet events, in this case the planned process of incorporation. The note reported that a 'shell' company had been created for that purpose.</p> <p>15) 'Ownership' of reserves was shown on p6 of the Management Letter.</p> <p>16) P7 of the Management Letter was a reflection of income and financial results over approximately the last 9 years. Income was fairly stable, with the legacy of the last year pushing it over £1M. The pattern of reserves almost exactly mirrored the pattern of surplus.</p> <p>17) With regard to the audit itself, a couple of small matters had been reported to WLW and EF, and AC was satisfied that they had been dealt with for the future. He thanked WLW, EF and the staff for their help throughout the audit.</p> <p>18) There were no questions. AC was thanked for attending and giving his very clear report.</p>		
5.2 5.2.1	<p><i>Treasurer</i></p> <p><i>Trustee Report & Annual Accounts to end March 2014</i></p> <p>1) WLW wished to make some points on the broader situation.</p> <p>2) Board members were asked today to approve not only the accounts but also the Trustees' Report.</p> <p>3) The Reserves Policy on p11 of the accounts was the result of discussion at the last FGAG meeting. It was important to have a policy that was more specific than it had been previously.</p> <p>4) The policy followed a "traffic light" concept. When reserves were above a level equivalent to the Summer School deposit to St Andrews University + 1.5 times one year's central costs, the position would be GREEN. It would become AMBER if reserves fell below that level but were still higher than the deposit + 1 year's central costs. At that stage remedial actions should be planned. A RED stage would be definitively entered when reserves fell below the equivalent of the deposit + one year's central costs.</p> <p>5) There was some concern that showing reserves more than twice the level described as the minimum necessary would raise questions. AC was asked to comment and he noted it was largely a question of wording. It should be made clear that the unrestricted funds comprised the G/F and the D/F, from which expenditure was anticipated in the near future.</p> <p>6) Agreed AC and WLW to rework that paragraph. Other minor errors on p5 and p6 would be corrected at the same time. AC would action the changes by Tuesday 1st July, when WLW and JW would both be available to sign the final document.</p> <p>7) WLW proposed approval for the Trustees Report and Accounts, EH seconded, all were agreed.</p> <p>8) Following sign-off by JW and WLW, AC would sign as soon as possible and pass the final document to EF.</p> <p><i>Post-meeting note: Fully signed-off accounts were received from AC on 2nd July.</i></p>	WLW, AC	Asap
5.2.2	<p><i>FGAG meeting of 20 May 2014</i></p> <p>1) The Group had met in May and was moving to a 3x/year cycle, the 3rd meeting to be held just before or after the October Board meeting.</p>		

	<ol style="list-style-type: none"> 2) A number of points discussed had been covered already. 3) The Group reviewed the first draft of the statutory accounts; there had been subsequent changes, including pension liability, reserves policy. 4) A D/F application from Kirkcudbright had been approved, for assistance with an event planned around the Queen's Baton Relay. The application was for a moveable, collapsible base for dancing, to be shared with other branches in the area, which was being planned in conjunction with the local council. As discussions on storage and insurance were ongoing, nothing had yet been paid out. 5) A VAT review would be carried out in the autumn, with the same consultant as previously. 6) Financial strategy was discussed. It was hoped to show members, via appendices to the annual accounts or elsewhere, a more comprehensible display of figures to aid understanding. WLW had presented a paper that was not well accepted, being too complex. JTH had produced an alternative, to be discussed elsewhere on the agenda. 7) There had been an update on the website and on CLG, and a discussion regarding the presence of Richard Austin at the previous Board meeting and provision of Management Board notes to FGAG. 		
5.2.3	<p><i>Investments</i></p> <ol style="list-style-type: none"> 1) The main investment had performed well; it had been quite consistent over the last 3-4 years. 2) The investment with Personal Asset Trust (PAT), which had a defensive policy, was disappointing, and the Investment Panel would have to decide whether or not to recommend it be retained. 3) A lot of cash was sitting in deposit. There had been suggestions that the amount held in cash should be reduced; WLW was awaiting other Panel members' views. 		
5.3	<p><i>Account appendices - JTH</i></p> <ol style="list-style-type: none"> 1) JTH was disappointed that the proposed amended appendices were not included in this year's accounts. It had arisen from discussions on the training day, when concerns had been expressed that the accounts were not as clear as they might be, and people did not understand the term 'contribution'. 2) In Appendix 3, he had tried to identify income-generating activities and what percentage of staff time was directly taken up with them. He stressed that these were his estimates. He then applied the percentages to the G/F costs. For example, Summer School made a contribution of approx £114K to fixed costs, but after the staff allocation, showed a surplus of £15K. 3) WLW noted that while some members were concerned that Summer School made too much money, others (mostly overseas, who had difficulty in attending) believed that it was subsidised; there was a risk of upsetting more than would be satisfied. 4) It was known that examinations "cost" a lot to run, but this gave an indication of how much. 5) More work was required on the percentages, but JTH felt it was a more meaningful presentation. 6) Appendix 1 showed expenditure on all funds, a 1-page overall picture. 7) JTH had discussed the proposed presentation of figures with AC. Although the appendices would be in place of the current unaudited pages, and did not form part of the formal accounts, the auditor would have to be assured that they did not cause any problems; AC was satisfied with them. 8) The main objective was to provide the Board with information they 		

	<p>needed to manage the organisation. These figures could be used as a tool for the quarterly accounts, and then feed into the annual accounts.</p> <p>9) There were concerns with the percentages, and it was recognised that work on them would be required.</p> <p>10) EF thought it was helpful, but did not include budgets or income against expenditure, and asked if this information would accompany the usual documents. JTH believed that if it was included in the accounts process, it would be a mechanical process.</p> <p>11) EF suggested testing comprehension of the presentation on members outside the Board. EH felt it would not necessarily help members; clear diagrams/illustrations on slides at the AGM would be more helpful.</p> <p>12) JW suggested they be adopted for the next 2 or 3 reports to the Board; JTH would be happy to set it up. JW also suggested more graphic displays at the AGM be adopted. WLW noted it was also important at the AGM to illustrate expenditure from the JMMF and D/F.</p>	JTH, WLW	26/09/14
6	Management Board Strategic Plan		
6.1	<p><i>Executive Officer Report</i></p> <p>1) The new, government-initiated, NEST pension scheme had been set up and would be available to staff.</p> <p>2) Project Archivist Orla O'Brien started work on 16th June. Formal agreement to change the 12-month grant period to coincide with Orla's period of employment had been obtained from the HLF.</p> <p>3) Jim Cowan had been employed on a short-term basis, with money from the Commonwealth Ceilidh (CC) grant, to exploit social media. His work had had a major impact.</p> <p>4) Cecile Hascoet was now on a permanent contract.</p> <p>5) DC had carried out much work relating to the CC, and would leave a report with recommendations for taking forward work on music and media. He was completing music soundbite recordings for the shop.</p> <p>6) Liz Fraser had been very ill in April, but was now working as normal. Her contract was renewable in October 2014, so there was time to consider it further. Given other major changes, EF suggested it might be worth considering a 6-month contract over the period of change. She worked alongside EF on a number of projects.</p> <p>7) Much work had been done in terms of clearing the premises and AH/EF were creating an annual schedule for building maintenance.</p> <p>8) The main building project was conversion of the archive space to create two workspaces and a more useable environment. Grant Bulloch had been engaged to manage the project. New IT equipment had been purchased, and the project was moving forward.</p> <p>9) Re: the CC, EF had circulated reports the previous day, on receipt from LF and Jim Cowan. The results in Jim's report spoke for themselves, and EF felt the Board had to seriously consider how to take this work forward. In the longer term, with EG's retirement, a new post would be created with a social media slant and some of EG's activities. There was, however, a 4-month gap before that would happen and, if nothing was done in the meantime, goodwill, momentum and credibility would be lost. As EF had suggested last December, the Board might consider placing an external contract for 4 months at around £4-5K (for around 10 hrs/wk.) EF could approach Jim, or the media specialist employed by eCom. JW sought the Board's approval to spend around £5K to employ someone on this basis until the end of September: Agreed, subject to role description and expected output.</p> <p>10) The CC had been very successful, as reflected in Liz Fraser's report.</p>	EF	Asap

	<p>Only positive feedback had been received. Despite weekly reminders, not all of the Celebrate grant money had been disbursed. The deadline for applications had been extended to 4th July, after which any money remaining would have to be handed back.</p> <p>11) Work was continuing on the website/CRM. Wifi had been boosted in the basement and broadband options were being explored. The Archive development might benefit from a separate line.</p> <p>12) Summer School 2014 booking figures, at 642, were now holding up well; the 4th week in particular was very busy, as anticipated.</p> <p>13) EF would welcome feedback as to whether the level of detail provided in Cecile's report was useful.</p> <p>14) JTH commented that the issue in Alison's report re: stock control was easy to fix but time-consuming, involving putting suppliers into Kashflow. This had reporting benefits but meant another setup.</p> <p>15) JW commented that the CC had been a huge success and thought should be given as to how to follow it up.</p>		
7	Management Committees		
7.1	<p><i>Education & Training</i></p> <p>SP had nothing to add to the circulated report. There were no questions.</p>		
7.1.1	<p><i>Summer School Director Designate</i></p> <p>Revised documents regarding Schools Director Designate had been circulated to the Board, and some comments received.</p>		
7.1.2	<p><i>Scholarship Proposals</i></p> <p>1) There was discussion on the range of proposals regarding scholarships for Summer School.</p> <p>2) Residential costs were already complex, and further complexity would make administration even more difficult. EF suggested that any support should be up front and not via residential costs.</p> <p>3) Branch scholarships, payment by instalment, and increasing the number of scholarships were all mentioned.</p> <p>4) The Board voted on the proposals in turn:</p> <p>(i) Proposal 1 (1), increase Teaching Certificate (TC) scholarships to 4 – unan. agreement</p> <p>(ii) Proposal 1 (2), standard reduction in residential costs – unan. rejection. SP was asked to review with E&T other ways of supporting TC candidates financially.</p> <p>(iii) Proposal 2, general scholarships – JW proposed increasing these to 2 for dancers and 2 for musicians and, if musicians' scholarships were not taken up, they could be allocated to dancers. It was also proposed to name one of the musician scholarships after Kitty McLauchlan. Both proposals unan. agreement.</p> <p>(iv) Proposal 3 (a), youth scholarships, redefine age range as 16-25 – unan. agreement.</p> <p>(v) Proposal 3 (b), introduce one scholarship for 12-15 year olds – rejected. A counter-proposal from EH, to fund 12-15 year olds to a max. of £100 per person, seconded by JS – unan. agreement</p> <p>(vi) Proposal 4, leave John Duckett scholarship as is – agreement.</p>	<p>SP</p> <p>SP</p> <p>SP</p> <p>SP</p> <p>SP</p> <p>SP</p>	<p>Asap</p> <p>06/09/14</p> <p>Asap</p> <p>Asap</p> <p>Asap</p>
7.2	<p><i>Membership Services</i></p> <p>1) Book 48 and Third Graded Book were slightly delayed, but should be delivered w/c 30th June. The cover of the Imperial book was being finalised, following which it would go to print.</p> <p>2) CDs were slightly behind schedule. George Meikle had confirmed that</p>		

	<p>disks were now with all bands for final approval.</p> <p>3) PW thanked JTH for inputting corrections to the electronic Manual, and Anselm Lingnau for the searchable table of contents. The text was now with HR for a final check, and should be with HQ staff in the following week. Investigation was needed into how it would be put onto the online shop for sale.</p> <p>4) The Imperial book price had changed slightly, and would be £10 list price, £9 to members.</p> <p>5) Discussions with D.u.K regarding the recording contract were still ongoing. Given the timescale, it was unlikely that anything would be available for the AGM weekend.</p> <p>6) The databases that Anselm had created were extremely useful tools, with considerable time savings for volunteers and HQ staff. That Anselm was currently the only administrator posed a slight risk. Volunteers had been sought with no success to date. External support of some kind might be needed to mitigate the risk; eCom should be contacted as they may have the relevant expertise in-house.</p> <p>7) The committee's recommendation of Ian Muir for the Music Director appointment was included in PW's report. It was felt that score sheets should not have been circulated. A vote produced one abstention, the remainder in favour. The recommendation, therefore, was agreed.</p> <p>8) It was unclear who w/should provide feedback, if requested. It was agreed both candidates should receive written notification of the decision by the Board. PW to provide draft letter to EF. Any announcement should make clear that the appointee is Ian Muir of London, not Prestwick.</p> <p>9) CH felt strongly that, as Trustees, Board members should not propose, second, or support any nominations for elected or appointed posts, as it would be a conflict of interest.</p>	EF/PW	Asap
		PW/EF	Asap
7.3	<p><i>Youth Services Committee</i></p> <p>The Editorial Board would discuss the request for more space in the magazine at a meeting on 2nd July; a decision would be at least partly dependent on the quality of material being submitted. EH felt it was not a good idea to allocate a percentage of the magazine for any particular group. Agreed to leave to the Editorial Board to discuss.</p>	Ed Board	02/07/14
8	<p>Appointed Posts</p>		
8.1	<p><i>JMMF Chair</i></p> <p>As earlier reported, RW had agreed to chair the JMMF Panel.</p>		
8.2	<p><i>Music Director & Treasurer update</i></p> <p>1) <i>Music Director</i> – dealt with under 7.2 above.</p> <p>2) <i>Treasurer</i> – There were currently no candidates, and it would have to be re-advertised. If advertised externally, an honorarium of some kind would have to be offered. Waiting until the end of Summer School would be too late to advertise externally. JW asked the Board to leave the matter with him, JTH and WLW for the time being; they would keep the Board up to date by email if necessary.</p>	JW, JTH, WLW, EF	Asap
9	<p>Branches</p> <p>1) JW had met with the new Chairman of New York Branch (3.1 above).</p> <p>2) EG reported that there had been an offer from a member to help set up and facilitate an online discussion group for branch secretaries.</p>		
10	<p>Affiliated Group applications</p> <p>The following application for affiliation was approved:</p> <ul style="list-style-type: none"> Ochil Scottish Country Dance Club, Stirling 	AH	Asap

11	Board member/Trustee issues None were raised.		
12	Correspondence Nothing to address.		
13	Any Other Competent Business None (PW withdrew his earlier request).		
14	Date of next meeting Saturday 11 th October 2014.		

RB	Roy Bain	SP	Sue Porter	DC	David Cunningham
LB	Luke Brady	HR	Helen Russell	LF	Liz Fraser
NC	Neil Copland	JS	Jim Stott	RA	Richard Austin
EH	Elizabeth Harry	PW	Philip Whitley		
JTH	Jim Healy	JW	John Wilkinson	EF	Elizabeth Foster
CH	Craig Houston	RW	Rachel Wilton	EG	Elspeth Gray
IH	Iain Hutchison	WLW	William Whyte	AH	Alison Horsley
JM	Jean Martin	AC	Alan Cunningham, Auditor	MT	Moira Thomson

MANAGEMENT BOARD MEETING

Saturday 11 October 2014

RSCDS Headquarters, 12 Coates Crescent, Edinburgh at 10.30am

AGENDA (Draft 2)

Enclosures/Papers

- 1 **Apologies**
- 2 **Notes of Meeting of 28 June 2014** *Circulated 15 July 2014*
- 3 **Matters arising from Notes not listed elsewhere**
 - 3.1 Chairman's Remarks
 - 3.2 Draft Meeting Schedule 2015-16 (Jim) *Attached*
- 4 **Finance**
 - 4.1 Quarterly Accounts to 30 June 2014
 - 4.1.1 Commentary and Outlook to end of March 2015 (Treasurer)
 - 4.2 Update on Budget development for 2015/16 (Executive Officer)
 - 4.3 Update on Investments (Treasurer)
 - 4.4 Authority to sue HMRC re: previous VAT Claim (Treasurer)
- 5 **Management Board Strategic Plan**
 - 5.1 Executive Officer
 - 5.1.1 Report
 - 5.1.2 Personnel/HR Matters
- 6 **Management Board**
 - 6.1 AGM
 - 6.1.1 Motions – Proposers and Seconders
 - 6.1.2 New Zealand Motion
 - 6.1.3 Saturday Morning Forum (Membership Numbers)
 - 6.1.4 Any other Matters
 - 6.2 Panels
 - 6.2.1 Conferences
 1. AGM/Conference Weekend 2014 (John)
 2. Scottish & NI Branches (SNIB) Conference 2015 (John)
 - 6.2.2 RSCDS Scholarships and Other Funding Opportunities *Attached*
 - Procedural Review – Marjorie Hume (John)
 - 6.2.3 Constitution/CLG/Articles of Association (William)
 - 6.3 Working Groups
 - 6.3.1 Children and Young People (CYP) in Education (Helen) *Attached*

Break for Lunch

**RSCDS Youth Branch Proposal
(Presentation by Rachel Shankland)**

7 Management Committees

- 7.1 Membership Services Committee
 - 7.1.1 Meeting 20 Sept. 2014
 - 7.1.2 Forward Plan/Activities Update

- 7.2 Youth Services Committee
 - 7.2.1 Meeting of 13/14 September 2014
 - 7.2.2 Forward Plan/Activities Update

- 7.3 Education & Training Committee
 - 7.3.1 Meeting of 6 Sept. 2014
 - 7.3.2 Forward Plan/Activities Update

8 Appointed Posts

- 8.1 Update on Treasurer
- 8.2 Archivist Report

Attached

9 Branches

- 9.1

10 Affiliated Group Applications

- 10.1 Canterbury St Andrews Scottish Dance Group
- 10.2 Aberystwyth Scottish Reeling Dance Society

Attached

Attached

11 Board Member/Trustee Issues

- 11.1 RSCDS Meetings and Costs (Jim)
- 11.2 Policy on Shop Discounts (Jim)

12 Correspondence

- 12.1

13 Any Other Competent Business

- 13.1

14 Date of Next MB Meeting and Training Day

- 22 November 2014

*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 11 October 2014
at RSCDS Headquarters, 12 Coates Crescent, Edinburgh at 10.30am**

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

In attendance: Elizabeth Foster (Secretary/EO), Elspeth Gray (Notes), Rachel Shankland (for Youth Branch proposal only)

Apologies: Helen Russell

	Decision/Action	Member/s responsible	Date to be completed
1	<p>Notes of Meeting of 28 June 2014</p> <p>1) <i>Minute 4.2.2, (7) to (9)</i> – JTH did not believe that the minute reflected the discussion. An answer was given to the benchmark question but was not minuted. There was no agreement that JTH and AY would produce a full project specification. Agreed to amend minutes as follows:</p> <p>“4.2.2 – DVD – Introduction to SCD</p> <p>7) The document should be considered as equivalent to a quote, although AY was unable to formally quote, due to the terms of her professional contract.</p> <p>8) Agreed JTH and AY to discuss further.”</p> <p>2) <i>Minute 5.1 (2)</i> – Amend year reference to 2013-14.</p> <p>3) With the above amendments, the Notes were accepted as an accurate record.</p>	EG	Immed.
2	<p>Matters arising not listed elsewhere & Chairman’s Remarks</p> <p>1) <i>Minute 4.2.2 – DVD</i>. Two papers were tabled; agreed that it would be dealt with further under AOCB if time allowed.</p> <p>2) <i>Minute 7.2 (6)</i> – It was hoped that, following the elections, new members may have computer skills and be able to help. If not, alternative action would be required to mitigate the risk.</p> <p>3) <i>Minute 7.2.9</i> – It was noted that no advice had been issued on this point. JM believed what had been meant was that trustees should not nominate candidates to a position that would be decided by the Board, ie appointed, not elected, posts. CH noted that trustees made appointments but the recommendations came from committees; if trustees were appointing, they should be part of the appointment process, but the actuality was that they “approved”</p>		

	<p>rather than “appointed”. Agreed that it should be clarified in future whether the Board appointed or approved a post, as both applied at different times.</p> <p>4) As this was the last meeting for some Board members, including himself, JW thanked all members for their support and wished JTH well for the future.</p> <p>5) Last year, an allocation from the General Fund appeared under Schools. JW had discussed this with JTH and others, and had asked Ian Muir to get quotes for keyboards to replace pianos and for a Bose sound system, to be funded from that allocation. Funding of <i>Dance Trad</i> would also come from that source. PW asked JW to ensure George Meikle was informed and consulted, as he remained Music Director until the AGM. Figures were roughly £1K for two keyboards and £5.5K for the Bose system. <i>Post-meeting note: actioned and ongoing.</i></p> <p>6) <i>Draft meeting schedule 2014-15</i> – The schedule was clearly labelled draft. All to inform JTH asap of any queries or comments, otherwise it would be posted on the website. WLW noted that the Auditor would have to be informed re the meeting on 27th June.</p>	EF	Ongoing
		JW	Asap
		JW/GM/IM	Ongoing
		ALL	Asap
3	Finance		
3.1	<p><i>Quarterly Accounts to 30 June 2014</i></p> <p>1) JTH had circulated draft papers; it was a work in progress, and was open to discussion offline.</p> <p>2) WLW noted that first quarter figures were not very informative, but he had seen nothing of concern at this point.</p>		
3.2	<p>Update on budget development for 2015/16</p> <p>EF had draft budgets from the Convenors and, hopefully, there would be a first draft for the November MB meeting.</p>		
3.3	<p>Update on investments</p> <p>There was nothing particular to report, investments were at around the same level as at end of March.</p>		
3.4	<p>Authority to sue HMRC</p> <p>1) There had been copious correspondence on this matter. The Exchequer could not afford compound interest on the multitude of VAT refunds that existed; if it lost the case, parliament would react with retroactive legislation if necessary. As it would cost nothing, trustees had agreed to proceed on a ‘no win, no fee’ basis.</p> <p>2) It had highlighted one of the issues of being an Association; the Society could not sue anyone, so the action had to be taken in the name of officers, ie JW, JTH and WLW.</p>		
4	Management Board Strategic Plan		
4.1	<p><i>Executive Officer Report</i></p> <p>1) The Annual Review was now available.</p> <p>2) Julia had returned to work. There had been an excellent temp during her absence, which had helped greatly. JTH suggested keeping her until after the AGM, to let Julia catch up; there would also be a lot of work to be done if CLG was approved at AGM.</p> <p>3) The Board were required to take a view on the annual contract with Liz Fraser. There had been a period of change and development. EF’s view was that it would be helpful for continuity to retain Liz Fraser in post for at least six months. It was agreed to extend her contract for one year, but to ensure she realised that her role may</p>	EF	Immed

	<p>change in that period.</p> <p>4) Building work had begun in the archive area. Grant Bulloch was managing the conversion, at a charitable rate.</p> <p>5) IT equipment had been due for renewal and had been in the budget for the last 18 months; broadband had to be considered, and that had led to consideration of the phone system. Additionally, with reference to risk management/disaster recovery, safeguarding data and files pointed towards a cloud-based system. The decision had been made to go with Virgin for broadband, and they were now moving forward to implement that. Neil Stark of Microsys had suggested a phone system, which was in the process of being installed. He would also co-ordinate cabling of all these different functions, at a charitable rate. EF confirmed the approximate capital costs of all the work, including the archive, was around £30K; around £10K net of the archive, and running costs were already budgeted.</p> <p>6) NC had been surprised to see the Digital Marketing Communications Officer post advertised on the website, when nothing had come to the Board, and there was no proposed structure going forward. The post had been included in EF's paper in March, but JTH agreed the whole structure needed to be discussed. JTH thought the starting point was to look at what was needed in order to work efficiently, and to sell that to members. He planned to have a draft paper for the next Board meeting, to go to the strategy meeting in January.</p> <p>7) There was discussion regarding Cecile's comment on orders awaiting payment. EH had some comments from a branch perspective, particularly that there was no option to order and collect goods. JW suggested discussion take place outwith the meeting, to try to devise a suitable means of controlling this process, EH to be involved in the discussion. EF noted that making goods available on a sale or return basis created problems in terms of stock control; EH felt branches would not be upset if that facility was removed. JTH thought it would be helpful for some goods to be available on that basis, eg <i>Jigs & Reels</i>. The production schedule for CDs was being addressed, to ensure they were ready in good time for Summer School.</p>		
5	Management Board		
5.1	AGM		
5.1.1	<p>1) JW would seek help to script various points for him as chairman of the meeting.</p> <p>2) It was agreed that JW should made some lead-in remarks to the Toronto amendment. If it was seen as a motion of no confidence, Board members could theoretically resign. It was felt that resigning at the AGM would not be helpful; there was a duty of care to keep things going; a decision could be taken after the AGM if necessary.</p> <p>3) JM noted that EG had done sterling work on the AGM papers.</p>	JW/WLW	Asap
5.1.2	<p><i>Motions – proposers & seconders</i></p> <p>1) 8, Trustees Annual Report & Accounts: WLW propose, NC second</p> <p>2) 9, Appt of Auditor: WLW propose, JS second</p> <p>3) 10.1, Membership subscription: WLW propose, EH second</p> <p>4) 10.2, CLG: WLW propose, JM second</p>		

	<p>5) 10.3.1, President: HR propose, WLW second</p> <p>6) 10.3.2, No. of trustees: LB propose, SP second</p> <p>7) 10.3.3, Archivist: JTH propose, CH second</p> <p>8) 10.3.4, MS to Publications Cttee: PW propose, EH second</p> <p>9) 10.3.5, Changes to RP/Rules: WLW propose, PW second</p> <p>10) 10.4, MB response to NZ motion: JTH</p>		
5.1.3	<p><i>New Zealand motion</i></p> <p>It was noted that many delegates would be teachers, and there could potentially be a conflict of interest. It had been recommended that a legal opinion should be available at the AGM. JW and JTH to discuss on Tuesday; a legal opinion could be circulated quickly if necessary.</p> <p><i>Post-meeting note: legal advice received and circulated to MB & branches</i></p>	JW/JTH	14/10/14
5.1.4	<p><i>Saturday morning forum</i></p> <p>1) JTH believed that membership numbers (circulated) were slightly more encouraging than regularly reported. There had been a slight increase over the last 2/3 years. The big reduction in 2007/08 coincided with the financial crash. He was encouraged that several branches said at the last AGM that membership recruitment was their responsibility. He also wanted to discuss the concern, particularly in Scotland, that members were recruited to classes or groups but did not go to social dances.</p> <p>2) It was suggested that it may be useful to include HQ members on the chart, and JTH would do that in future.</p> <p>3) JTH would give a short opening presentation to the forum, based on the figures circulated.</p> <p>4) EF noted that there was also a lot of information available from the two previous surveys, which showed what branches felt worked for them. She believed it was about changing the culture and attitude and making it seem possible. Branches had already said what they thought they could do, there was no point asking them again. JW acknowledged that, but felt that some of the information received may be biased; the person who returned the form may not have consulted branch members or even their committee.</p> <p>5) JTH believed the main purpose of the forum was to talk about strategy and growth.</p> <p>6) WLW suggested that some individuals could be invited to contribute to a strategy, eg Christiane Orgeret in Lyon.</p> <p>7) LB thought the focus was too much on branches; he believed teachers were the recruiting sergeants. SP disagreed; it was teachers that made new recruits stay or go, but it was the branch committee's responsibility to recruit them in the first place.</p> <p>8) JS knew of several branches where new teachers were not allowed to teach, so they left the Society, and older teachers held on seemingly forever. Young teachers would draw young people.</p> <p>9) EF noted that it was easier to encourage people to take up SCD than to persuade them to take out membership of RSCDS.</p>		
6	<p>Youth Branch Proposal</p> <p>1) Rachel Shankland (RS) joined the meeting.</p> <p>2) The idea of a Youth branch had come from the Youth Forum at AGM 2013; it was felt that it would encourage more young people to join RSCDS. Young people moved around a lot, and it was hard at the moment to track them down and keep them as members.</p>		

	<p>The proposed branch would not be location based; it would help connect with other young members and keep them in touch with activities.</p> <ol style="list-style-type: none"> 3) At the moment, there was a communication issue between RSCDS and young members. Information was circulated via branch secretaries, and did not always filter through. A Youth branch would allow young dancers to keep in touch with RSCDS without necessarily going through a local branch. 4) There used to be a mailing list, originally derived from people who attended youth events, and people 'in the know' – others were not included. It quickly became out of date. 5) A Youth branch would give strong representation of youth views within the Society. In branches, young dancers tended to be in a small minority; a Youth branch would give them a place with voting rights within a branch, which would have a vote at the AGM and help to shape the future of the Society. 6) Aims and objectives were laid out in the proposal. It would hopefully bring out more young people who were interested in what was going on. 7) It was envisaged that most people would join as secondary members; primary members would come from those who were not already members, so there should be no loss to branches. 8) Committee size would depend on member numbers, and could be evaluated on an ongoing basis. 9) The branch AGM could be held using the same system as the International Branch. 10) Background research revealed that this age group formed around 16% of the Scottish population; within the Society, it was only 1.57%. A Youth Branch would help to address the issue of getting members from university groups, and would increase 'crossover'. The majority of young dancers spoken to in preparing the proposal were very much in favour. 11) Young dancers were the future of the RSCDS, and needed to be encouraged. This proposal came from youth themselves. 12) WLW asked if they had considered doing something under the umbrella of the International Branch; they had not, as such an arrangement would not address specific youth issues. They had discussed with IB how they operated as a virtual branch. 13) JM asked if young members would want members who were over 35. That had been discussed at YSC and would be considered further if and when they got to the stage of a written constitution. It might be that over 35s would not be members but could be kept informed – perhaps 'associate' members. 14) EH noted that the communication issue between dancers and RSCDS was not restricted to young dancers, many other members would say the same. Some branches did not filter information through. She asked if this was something YSC should be doing directly, rather than creating another branch. RS felt the proposal was also about encouraging young people to become members. 15) SP was concerned about communicating with under-18s. RB confirmed they were aware that this was an area that would need further consideration; an idea was to get parental permission at 		
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	<p>sign-up, or to use parental email.</p> <p>16) EF pointed out that 12-18s did not move about, and asked how they would be serviced. A mailing list of teachers of young dancer groups had been effective, although it lapsed with the end of Susan Rhodes's contract. Special consideration needed to be given to this younger group.</p> <p>17) JW questioned why a branch, not just a section or group; EH agreed, such a branch would be another potential anomaly. LB pointed out that while a group could co-ordinate people and activities, a branch would also have the purpose of increasing membership. JW and EH felt that a lot of what was described should be the work of YSC.</p> <p>18) EF believed that clarification was needed about the difference between YSC and this proposed branch. What was important was that young people were engaged and communicating in ways acceptable to them. She believed it was important for young people to be in charge, but believed that could be through the committee. JTH understood that YSC was about communicating with organisations, whereas the branch would be about individuals; YSC was strategic, and a branch operational.</p> <p>19) JW asked what was being sought from the Board. JTH said that they wanted to know if they took it to the next level it would not be rejected, ie approval in principle. Several people felt it was important to encourage young dancers.</p> <p>20) JW asked for a vote on the principle of forming a Youth Branch, subject to further work being done; there was one vote against, one abstention, and the remainder voted in favour.</p> <p>21) It was noted that it would be January before anything further was brought to the Board. If Board members wished any specific issues to be addressed, they should notify YSC in advance, for their next meeting (6th December 2014).</p>	ALL	30/11/14
7	Management Board (cont)		
7.1	Panels		
7.1.1	<p>Conferences</p> <p>1) <i>AGM & Conference Weekend 2014</i> Nothing further to discuss.</p> <p>2) <i>SNIBC 2015</i> There had been a proposal from Belfast Branch, but some questions remained to be answered. JW would discuss things further with MT. The provisional date was the holiday weekend at the beginning of May, coinciding with the Branch weekend.</p>	JW/MT	Asap
7.1.2	<p>RSCDS scholarships & other funding opportunities</p> <p>1) There was discussion on the proposal to make a sum available to overseas schools. There was general agreement that such funding was appropriate, but further work was needed to define a 'school'.</p> <p>2) Clearer definition of 'Youth schools' was also needed.</p> <p>3) It was confirmed that money to support these proposals would be transferred from the Development Fund to JMMF.</p> <p>4) If the issue was about recurring expense, that criterion could perhaps be removed from JMMF.</p> <p>5) Clarification of definitions of schools and youth schools, and also of how the funding for both would operate, was needed before</p>		

	<p>approval could be given.</p> <p>6) With regard to recommendation (c), it seemed that an expenditure plan for JMMF was proposed.</p> <p>7) JW to ask MH to clarify the above points and re-circulate the recommendations.</p>	JW/MH	13/02/15
7.1.3	Constitution/CLG/Articles of Association Nothing further to discuss.		
7.2	Working Groups		
7.2.1	<i>CYP in Education</i> A report had been circulated. Any queries to be directed to HR.	ALL	Asap
8	Management Committees		
8.1	<p><i>Membership Services Committee</i></p> <p>1) PW expressed thanks to all committee members, especially Maureen, Linda, Anselm and Helen, who had worked hard to have books ready for the AGM weekend.</p> <p>2) Concern remained regarding the dance database, and the reliance on Anselm to deal with problems (<i>see minute 2 (2) above</i>).</p> <p>3) Negotiations were still taking place with DuK. They had been offered the standard recording contract that was offered to all bands; doing anything different was out of the question. It was important to draw a line; it was agreed that they should be given a deadline of one month to respond positively, and if they did not, that would be the end of it.</p> <p>4) The ebooks proposal was ongoing and looked promising. The issue was much more difficult than people realised.</p>	PW	30/11/14?
8.2	<p><i>Youth Services Committee</i></p> <p>1) There had been two Spring fling dance submissions so far, but more were expected.</p> <p>2) There would be a meeting the following week between Margo Priestley and the twinning association (Dunfermline) to develop plans for a team to visit Trondheim.</p> <p>3) While not criticising Margo's contribution, LB was concerned that more young people should get the opportunity to organise events or demonstrations.</p>		
8.3	<p><i>Education & Training Committee</i></p> <p>1) SP expressed her thanks to MT for her support in taking care of essential matters while Julia had been off.</p> <p>2) Various items on the website remained to be done, and SP hoped that Julia would begin them in the next week.</p> <p>3) <i>Schools Director Designate</i>: Jim Stott left the room at this point. There were two 2 applicants; after a long discussion, the committee decided unanimously to recommend JS for the post. The Board voted to ratify that recommendation; one abstention, the remainder in favour. JS rejoined the meeting and was congratulated on his appointment. Once he became Director, he would not be able to remain as a Board member. EF to formally write to both candidates.</p> <p>4) SP confirmed that the Depute Directors for Summer School 2015 would be Anne Taylor and Pat Houghton..</p> <p>5) At present, there were 49 bookings for the Teachers' Associations Conference.</p> <p>6) Winter School 2015 was full, with 121 attendees, including 4 on the</p>	EF	Asap

	<p>musicians' course. The ceiling on Winter School numbers was due to the halls used, and the number that could comfortably dance at Blair Castle.</p> <p>7) PW noted that the piano stool was missing, and asked if it had come back from the last Winter School. MT to investigate.</p>	MT	Asap
9	<p>Appointed Posts</p> <p>9.1 <i>Update on Treasurer</i></p> <ol style="list-style-type: none"> 1) There was nothing to report. JW had been speaking to someone, it did not look likely but discussions were continuing. 2) There had been a meeting with David Jeffcoat, now our accountant at Alexander Sloan, with a view to reducing the Treasurer's involvement in preparation of the accounts. All acknowledged the massive input that WLW had made, although part of his legacy was that it was now seen as a very demanding job. 3) There had to be a Treasurer, but it could be a professional in the interim. JW would announce that there had been no nomination for the post but that interim steps were being taken. 4) EF pointed out that the Society's accounts were quite complex; even someone who had been treasurer of a small charity would find them daunting. 5) All were requested to put forward names to consider, or to make contact with individuals who may be prepared to take it on. <p>9.2 <i>Archivist Report</i></p> <ol style="list-style-type: none"> 1) Any questions should be directed to EF or to Alan Macpherson. 2) Many people did not know the archive exhibition at Summer School was there, or understand what it was. 3) Social media feedback suggested that posts containing photos were most popular, and those most 'liked' were archive photos. 4) JM suggested that some slightly more recent photos would be good in future exhibitions. 	ALL	Asap
10	<p>Branches</p> <p>IH had received a letter of concern about the operation of the database and website, which he would pass on to EG. The letter had however also mentioned how helpful office staff, especially EG, had been.</p>	IH/EG	Immed
11	<p>Affiliated Group applications</p> <p>The following applications for affiliation were approved:</p> <ul style="list-style-type: none"> • <i>Canterbury St Andrews Scottish Dance Group</i> – Agreed to approve the application, and to suggest they may want to consider forming a branch. If they did not wish to do so, their reasons would be informative. • <i>Aberystwyth Scottish Reeling Dance Society</i> – This group had arisen from a university group. Agreed to approve the affiliation, and to find out more about the group. 		
12	<p>Board member/Trustee issues</p> <p>12.1 <i>RSCDS meetings and costs</i></p> <ol style="list-style-type: none"> 1) Some overseas members had stood for election, and had asked about the policy on expenses and attending meetings. JTH had related the policy as he understood it, which was that, if elected, members were expected to attend any meeting, and the limit was £150 for airfares except in exceptional circumstances, when the Secretary should be asked. JTH did not believe the Secretary should have to make such a decision. He would expect members to 		

	<p>attend at least two meetings in a year, and he expected everyone to make one of those the strategy session. If that meant meeting the cost of the fare from wherever a member was located, it had to be done.</p> <ol style="list-style-type: none"> 2) The issue had led JW and JTH to think more about meetings and costs, and it was proposed to look further at professional audiovisual teleconferencing facilities, so that people could join meetings from anywhere. It was still important to have occasional face to face contact. 3) There had been one presentation, so far, which would allow 4/5 people to dial in, 55" screen, etc., costing around £8K (capital) and £1-2K a year for maintenance and operation. Annual costs would be around £3.5/4K, which he believed could be comfortably saved by not paying fares for every meeting. It would have to be compatible across different systems. 4) It was confirmed that travel costs would continue to be met provided every effort was made to obtain the minimum fare. 5) If a teleconferencing system was acquired and began to be heavily used, it was possible that dedicated broadband for it may be required, at around £3K a year. 6) LB was not sure that the cost would be covered by a reduction in travel expenses; providing the facility may encourage more overseas members to stand for election. 7) PW confirmed that for MS, remote meetings had worked well. 8) SP asked if members would be 'limited' to attending a certain number of meetings in person; JTH replied that would not be the case, but that he would expect Convenors and others to encourage use of this kind of system. 9) It was confirmed that travel expenditure still had to be approved in advance if it was more than the amount on the form. <p>12.2 <i>Policy on shop discounts</i></p> <ol style="list-style-type: none"> 1) There had been discussion about how something 'more' could be offered in terms of discounts to TAC, New Zealand and Australia. JTH examined figures for the year ending March 2013, and showed that they could be offered maximum discount, in arrears. 2) However, he had discovered from AH that the policy had changed, as a result of changing the systems. In the old system, the starting point was the member's price, what was called the retail price less 10%. The new system took the full price and discounted it for members by 10%. Branches got 15% off the list price and then the total invoice took 10% off; they were therefore now getting 4-4.5% discount more than before. He proposed no further action. 		
13	<p>Correspondence</p> <ol style="list-style-type: none"> 1) There had been further letters from Andrew Smith. It was noted that he had also sent a donation to JMMEF. 2) Sue Duckett had written to express disappointment that Pilling notation had been used in Book 48. PW noted that the committee were asked for permission repeatedly, but never received a reply. The notation used in the book was not Pilling, it was Keith Rose's own notation. JTH recalled a similar situation with Dunedin a number of years before; Pilling had tried to sue Dunedin, who received legal advice that a notation system could not be 		

	copyrighted. 3) A meeting would be arranged with the lawyer to discuss this and other issues.		
14 14.1	<p>Any Other Competent Business</p> <p><i>DVD – Introduction to SCD</i></p> <ol style="list-style-type: none"> 1) JTH tabled two additional papers from Angela Young (AY), clarifying the DVD proposal and budget that had already been put to the Board, and a first draft of what the content might look like. 2) Due to the terms of her professional contract, AY was unable to say that she was bidding. She was de facto offering her services free of charge to a registered charity. She would project manage, but not necessarily actually do the job. JW saw her role as being producer, but not project manager. 3) Although AY clearly had the skills and experience, there were some concerns about whether she would have the necessary time and resources. 4) There had been debate at the last meeting about whether she was quoting for the work, or had provided the information as a benchmark for quotes to be sought. 5) PW thought AY should be asked for a project plan with dates, responsibilities etc, but others disagreed. 6) JTH wished to discuss matters further with AY, to let her know the Board’s concerns and make sure he was comfortable that she understood what was required and would be able to meet deadlines. He confirmed that this was with a view to AY acting as producer, and being responsible to him. He would then email the Board to let them know the outcome. 7) The proposal was for this to be a marketing tool to engage new dancers. Once it was in place, it was hoped that branches could be involved in, for example, filming a particular formation, which could be put on the web. Ultimately there would be a range of such films on the web. It was not viewed as a DVD that the public would buy, rather as a resource. 8) In principle, subject to discussion, it was agreed that £50K, exc VAT, would be made available for the project. 		
	<p>Date of next meeting</p> <p>Saturday 22nd November 2014</p>		

RB	Roy Bain	SP	Sue Porter	LF	Liz Fraser
LB	Luke Brady	HR	Helen Russell	MH	Marjorie Hume
NC	Neil Copland	JS	Jim Stott		
EH	Elizabeth Harry	PW	Philip Whitley		
JTH	Jim Healy	JW	John Wilkinson	EF	Elizabeth Foster
CH	Craig Houston	RW	Rachel Wilton	EG	Elspeth Gray
IH	Iain Hutchison	WLW	William Whyte	AH	Alison Horsley
JM	Jean Martin			MT	Moirra Thomson

MANAGEMENT BOARD MEETING

Saturday 22 November 2014

RSCDS Headquarters, 12 Coates Crescent, Edinburgh at 10.30am

AGENDA

Enclosures/Papers

- 1 **Apologies**
- 2 **Notes of Meetings**
 - 2.1 11 October 2014 ATTACHED
 - 2.2 09 NOVEMBER 2014 (AD HOC) ATTACHED
- 3 **Matters arising from Notes not listed elsewhere**
 - 3.1 Chairman's Remarks
 - 3.2 Correction to the Minute of 11 October 2014
 - 3.2.1 Item 8.3 (4) should read
SP confirmed that the Depute Directors for Summer School 2015 would be Anne Taylor and Pat Houghton,....
 - 3.3 Matters Arising from the Minute of 11 October 2014
 - 3.3.1 Item 2 (2) Security – to be remitted to MS for a proposal
 - 3.3.2 Item 2 (5) Keyboards (Bose) – continuing to be progressed
 - 3.3.3 Item 7.1.2 (1) "School" definition – to be remitted to E&T for a proposal
 - 3.3.4 Item 14.1 DVD Project – continuing to be progressed
- 4 **Finance**
 - 4.1 Half year Accounts to 30 September 2014
 - 4.1.1 Commentary and Outlook to end of March 2015 (JTH)
 - 4.2 Update on Budget development for 2015/16
 - 4.3 Update on Investments (JTH)
- 5 **Management Board Strategic Plan**
 - 5.1 Executive Officer
 - 5.1.1 Report
 - 5.1.2 Personnel/HR Matters
- 6 **Management Board**
 - 6.1 AGM/Conference Weekend Review
 - 6.1.1 AGM (incl. CLG follow up WLW)
 - 6.1.2 Open Forum
 - 6.1.3 Classes
 - 6.1.4 Dance & Ball
 - 6.2 Panels
 - 6.2.1 Conferences
 1. AGM/Conference Weekend 2015
 2. Scottish & NI Branches (SNIB) Conference 2015)

- 6.2.2 RSCDS Scholarships and Other Funding Opportunities
Procedural Review – Marjorie Hume
- 6.3 Working Groups
 - 6.3.1 Children and Young People (CYP) in Education (Helen)
 - 6.3.2 Others under consideration
- 7 **Management Committees**
 - 7.1 Education & Training Committee
 - 7.1.1 Matters Arising from Meetings
 - 7.1.2 Forward Plan/Activities Update
 - 7.2 Membership Services Committee
 - 7.2.1 Matters Arising from Meetings
 - 7.2.2 Forward Plan/Activities Update
 - 7.3 Youth Services Committee
 - 7.3.1 Matters Arising from Meetings
 - 7.3.2 Forward Plan/Activities Update
- 8 **Appointed Posts**
 - 8.1 Update on Treasurer (JTH)
 - 8.2 Archivist Report
- 9 **Branches**
- 10 **Affiliated Group Applications**
- 11 **Board Member/Trustee Issues**
- 12 **Correspondence**
- 13 **Any Other Competent Business**
- 14 **Date of Next Meeting (Strategy Session)**
10 January 2015

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 Ad Hoc meeting of the Management Board
held on 9 November 2014
at Bell's Sports Centre, Perth, at 10.10am**

Present: Jim Healy (Chairman and Convenor of meeting)
Helen Russell (Chairman Elect)
Roy Bain (Convenor, Youth Services Committee)
Sue Porter (Convenor, Education & Training Committee)
Philip Whitley (Convenor, Membership Services Committee)
Elizabeth Harry, Bernie Hewitt, Craig Houston, Isobel McMillan, Jim Stott, Rachel Wilton.

In attendance: Elizabeth Foster (Secretary/EO)

	Decision/Action	Member/s responsible	Date to be completed
1	Waiver of Notice Those present constituted a quorum and agreed unanimously to waive normal notice of the meeting.		
2	Co-option JTH briefly summarised the CV of Richard Austin and proposed that he be co-opted to fill one of the existing vacancies on the Board. This was seconded by Helen Russell and agreed unanimously without discussion.		
3	Meeting Lengths In response to a query, JTH confirmed that he would look to complete normal Saturday Management Board meetings by 4.00pm.		
4	Date of next meeting 10.30am Saturday 22 nd November 2014, at Coates Crescent, Edinburgh.		

**Notes of meeting of the Management Board
held on 22 November 2014
at RSCDS Headquarters, 12 Coates Crescent, Edinburgh at 10.30am**

Present: Jim Healy (Chairman and Convenor of meeting)
Helen Russell (Chairman Elect)
Roy Bain (Convenor, Youth Services Committee)
Philip Whitley (Convenor, Membership Services Committee)
Richard Austin, Tom Halpenny (via Skype), Elizabeth Harry, Bernie Hewitt, Craig Houston, Isobel McMillan, Jim Stott, Rachel Wilton.

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

Apologies: Luke Brady, Sue Porter

	Decision/Action	Member/s responsible	Date to be completed
1	Welcome New members were welcomed: Tom Halpenny, joining the meeting via Skype, Bernie Hewitt and Isobel McMillan.		
2	Notes of Meetings:		
2.1	11 October 2014 1) Date to be corrected to 11 th October 2014. 2) <i>Minute 8.3 (4)</i> to be amended to read: "SP confirmed that the Depute Directors for Summer School 2015 would be Anne Taylor and Pat Houghton." 3) With the above amendments, the Notes were accepted as an accurate record.	EG EG	Immed Immed
2.2	Ad Hoc meeting of 9 November 2014 The Notes were accepted as an accurate record.		
3	Matters arising & Chairman's Remarks		
	1) There were no Matters Arising not already listed on the agenda. 2) <i>Minute 2 (2) re security of data, for dance submissions etc, currently housed on Anselm's server</i> – Agreed to remit to MS for a proposal. 3) <i>Minute 2 (5) re purchase of keyboards and Bose sound system</i> – This had arisen primarily because St Andrews University would no longer deliver pianos to upstairs venues. It was being progressed. It was confirmed that the piano stool had not been found; PW was authorised to ask Robert MacKay to purchase a replacement, and to liaise with EF re payment. 4) <i>Minute 7.1.2 (1) re definition of a "school"</i> – Agreed to remit to E&T for a definition; HR would urge E&T not to be too exacting, as there was no wish to block funding for genuine applications. 5) <i>Minute 14.1 re DVD project</i> – AY had a number of commitments at the moment; once she had time, she and JTH would discuss further, and produce a detailed plan and schedule.	PW PW SP JTH/AY	29/11/14 Asap 29/11/14 Asap

4	Finance		
4.1	<p><i>Half Year Accounts to 30 September 2014</i></p> <ol style="list-style-type: none"> 1) The accounts had been circulated, in the revised format that JTH had discussed previously. 2) The half year accounts always looked optimistic, as they contained the full Summer School income, but not the second half year costs. The important page was the one that compared likely outcome against budget. JTH noted that this was still a work in progress. Outcome appeared to be reasonably in line with budget; a deficit was still predicted, but there was nothing that caused any new concern. 		
4.2	<p><i>Budget development for 2015/16</i></p> <ol style="list-style-type: none"> 1) The budget would be discussed in detail at the February meeting. An update will be provided at the January strategy session. 2) EF was still collating information on all the possible spend in the next year; she would produce a budget by the end of January, for the February meeting. 		
4.3	<p><i>January Strategy session</i></p> <ol style="list-style-type: none"> 1) All Board and Committee members were encouraged to attend. It was planned to gather at 10.00am; each committee would have one hour to deal with urgent business. 2) Group discussions would follow, with groups arranged beforehand into a mix of committees, gender, age etc. JTH and HR would review notes of the AGM weekend discussion forum to identify threads and trends, for discussion. 3) The main topic would be increasing the number of people dancing, not increasing membership. In the first instance, JTH wanted to generate a cohesive strategy. Tapping into dancers not connected with RSCDS would be challenging. 4) JTH confirmed that other material would be used, ie previous surveys, outcomes from Raphaele Orgeret's thesis. 5) JTH confirmed that objectives would be communicated to participants. 6) There was a general feeling that branches had already identified what they needed and wanted, and should not be asked again. 		
4.4	<p><i>Investments</i></p> <ol style="list-style-type: none"> 1) The quarterly report had just been received and was a "green light". Assets were up in value since June, and there was no change in investment levels. The increase was about 1% in the last quarter. 2) RA asked what the position was over 3 years; JTH confirmed it was up around 8-10% over last year. There had been no movement other than removing dividends. 3) IM commented that her branch thought investments were very conservative and could do better; however, JTH pointed that, as trustees, they had a duty of care, and were almost bound to be "risk averse". 4) RA believed FGAG would look at this in the next six months; it was important to consider performance over 1, 3 and 5 years. Investments should do well, but the aim was also to produce some income, and generally be cautious. The important thing for trustees to note was that there was no cause for concern. 		

	<p>5) HR asked what OSCR's view was of a charity making money. It was confirmed that it was not a problem; the key thing was the "proper use of funds", ie funds had to be managed carefully, with minimum risk.</p> <p>6) It was confirmed that dividends or interest were taken out and used, there was no compound growth.</p> <p>7) RA asked where the £0.25 million bequest had been placed; JTH confirmed that, at the moment, it was acting as the cash reserve until Summer School payment was made.</p> <p>8) EF confirmed that a full set of investment reports was available in the office for any Board member who wished to view them.</p>		
5	Management Board Strategic Plan		
5.1	<p><i>Executive Officer Report</i></p> <p>1) EF normally circulated a detailed report on activities to Board meetings but, at this time of year, so soon after the AGM she circulated her AGM report. In it, she had highlighted a few particularly significant things that had happened since production of the Annual Report, which she felt pointed towards future directions for the Society. In addition, she believed e-learning should be a significant area for development in the next 12 months.</p> <p>2) EF had circulated several reports concerning the AGM & Conference Weekend, for discussion later in the agenda.</p> <p>3) She provided updates on two specific areas. Firstly, the Archive project was progressing well; digitisation was now six months into development, and the premises were nearing completion. Additional painting in the stairway, downstairs corridor and toilets would be carried out at the same time. She expected the Archive area to be completed by Christmas. Increased broadband IT upgrades and new phone system would follow shortly.</p> <p>4) Secondly, Julia Parr had been absent on long-term sick leave since just before Summer School, but her staged return to work had now been agreed. All being well, she hoped to be fully functional within 2 weeks. In the meantime, a temp had been employed at an additional cost that had not been anticipated. It was hoped to retain her until March, to undertake some of the additional work that would be involved in the transition to CLG.</p> <p>5) Michael Greenwood had been appointed as Digital Marketing Communications Officer, and had started the previous week. He would be picking up various elements of EG's role regarding communications. He was working closely at the moment with LF, and had been in contact with eCom, who had been updating social media pro tem. He had already produced a first draft of his plans for taking things forward, including changes to the website.</p> <p>6) RB asked if anything had been done regarding lighting and ventilation in the toilets. EF undertook to check and progress these matters with the contractor.</p> <p>7) HE asked if the new CRM would enable tracking of general requests and responses; EF responded that it would not; additional software would be required to do so. It does however hold a history of events attended and purchases made.</p> <p>8) JTH noted that with IT projects, there was always further</p>	EF	Asap

	<p>development. He was considering setting up an IT Panel. He saw two new phases: firstly, to add elements like examinations to the database, and improve/amend the website as required; the other was the next stage of CRM development.</p> <p>9) TH queried what had happened to the facility for payment of subscriptions online; EG explained that there had been too many problems at this end to go ahead with it this year, and a mailing to that effect had been sent to branches on 17th October. That email had not been received by TH's branch, EG to investigate. <i>Post-meeting note: no reason for non-delivery found, but email re-circulated on 25/11/14.</i></p>	EG	Done
6	Management Board		
6.1	AGM & Conference Weekend review		
6.1.1	<p><i>AGM (inc CLG follow-up report from WLW)</i></p> <ol style="list-style-type: none"> 1) JTH paid tribute to JW's chairmanship of the meeting. 2) On the whole, it had been a very successful AGM. 3) Tracking and counting votes at the next AGM would be very difficult. JTH proposed winding up the CLG Panel, and appointing a small group to deal with the administrative side of the process. Letters would need to go to suppliers, branches, HQ members, etc advising them of the change. 4) JTH had received a proposal from Malcolm Brown, questioning why the AGM was in the middle of the conference weekend. JTH noted that, if the Board seriously considered changing the financial year end, the timing of the AGM would need to change and the weekend re-thought. 5) RA felt the benefit of the meeting was as a focus for the international organisation. 6) IM commented that presentations to Scroll recipients could not be seen; also, photo calls might be held at a different time. 7) CH was surprised that TUPE consultations were required; WLW had been advised that they were. 8) EH confirmed, from professional knowledge, that the same bank account number etc could be retained. She offered advice, if there were any problems. 		
6.1.2	<p><i>Open forum</i></p> <p>JTH believed it had been useful, but that nothing new had been learned. HR, EF and JTH would review the notes to identify themes etc, as mentioned previously. A summary would be circulated before the strategy session. He believed a line should be drawn under information gathering; the strategy session would be about what could be done to address the issues already identified.</p>		
6.1.3	<p><i>Classes</i></p> <p>The Saturday class was the best attended since 2003; it was a very challenging event for teachers and it seemed, that teachers who were less well-known, stimulated interest and attendance.</p>		
6.1.4	<p><i>Dance & Ball</i></p> <ol style="list-style-type: none"> 1) There had been several comments that the sound on Friday could have been better; it was stressed that this concerned the sound system, not the band. PW believed the same person, who was familiar with the venue and the systems and knew what needed to be done was needed each year. It was remitted to the working 		

6.1.5	<p>group to consider this point, in terms of continuity of procedure.</p> <p>2) PW felt that setting a dance/ball target of 600 for next year was ambitious. Number had fallen a little each year since 2009, despite major efforts to promote the weekend. A more creative approach could be needed to encourage more to attend.</p> <p><i>Staff reports</i></p> <p>1) The meeting and weekend summary had been on the website within a couple of days.</p> <p>2) The report on sales showed very good figures; the shop clearly benefitted from a large number of new products.</p> <p>3) The report on overall numbers attending was very useful.</p>	AGM WG	Ongoing
6.2	Panels		
6.2.1	<p><i>List of Panels & Working Groups (WGs), and their membership</i></p> <p>1) The list of Panels & Working Groups for the previous year, and a first draft for the current year were tabled. A number of groups had reached conclusion and were no longer needed; overall, fewer were expected. Finite working groups were a more attractive option for many people.</p> <p>2) <i>Adjudication Panel</i> – HR clarified that its remit was NOT to consider appeals, but complaints about the conduct of examinations. Rather than SP’s name, it should show E&T Convenor (ex officio) and others as required.</p> <p>3) <i>Technique Advisory Panel</i> – This was a cross-committee Panel, with E&T and MS membership. John Sturrock and Malcolm Brown were MS appointments. Both Convenors to review membership and make suggestions to the next Board meeting.</p> <p>4) <i>HR Panel</i> – leave as is. This was an advisory panel.</p> <p>5) <i>Investments Panel</i> – WLW had been asked if he would continue to chair until the position of a Treasurer was formalised. JTH would discuss membership with WLW before suggesting any changes.</p> <p>6) <i>JMMF Panel</i> – Sheila West had been omitted from the list of co-opted personnel (Bill Austin had stood down). The 3 Convenors were always on this Panel, and RB felt guidance for new Panel members would be helpful.</p> <p>7) <i>Finance & Governance Advisory Group (FGAG)</i> – RA had agreed to act as chair for the time being. With no Treasurer, it had been suggested that FGAG be expanded, and Val Strachan, therefore, been invited to join it.</p> <p>8) <i>Magazine Editorial Board</i> – Helen McGinley and Jenny Copeland had left. Ruth Beattie and Jimmie Hill were now on, along with Jean Martin, now a a member in her own right, not MB liaison.</p> <p>9) <i>Schools Sub-Committee</i> – To be added to list of Advisory/Other Groups; a sub-committee of E&T, it would be helpful to record its membership.</p> <p>10) <i>AGM & Conference Weekend WG</i> – MT was essential. JTH to speak to Lorna Ogilvie and Allana Creighton. BH advised he had personal contact with Andrew Heddon at LiveActive, if that was helpful.</p> <p>11) <i>Scotland & N Ireland Branches Conference (SNIBC) WG</i> – JTH understood there was to be a conference in May 2015, but had no information beyond that. JW had been liaising with Aileen Paterson. JTH to discuss further with JW. PW suggested that after</p>	<p>SP/PW</p> <p>JTH/WLW</p> <p>RW</p> <p>JTH</p> <p>JTH</p>	<p>Asap</p> <p>Asap</p> <p>31/01/15</p> <p>Asap</p> <p>Asap</p>

	<p>2015, this group be subsumed into Regional Conferences.</p> <p>12) <i>Conferences – Regional WG</i> – JTH felt it was not clear what the purpose of this group was. EF believed it had been conceived in a reactive way; as an opportunity for the Chairman and others to attend events already organised, to tell members about current plans and to hear their comments and views. There was a need for a clear policy statement, clarifying the purpose and rationale, and identifying a schedule.</p> <p>13) <i>Children & Young People in Education (CYPE) WG</i> – A problem with this group was its reporting structure. A cross-committee group, between MS and YS, it reported to the Board. Once <i>Dance Trad</i> was complete, it was expected to wind up. Anne McArthur had agreed to take over group leadership from HR, retaining its current membership. EF suggested it would be a perfect vehicle from which to pilot an e-learning approach. Stage 2 would capitalise on the products, schools’ accreditation, etc, and a strategy was needed to take this forward comprehensively.</p> <p>14) <i>CLG Implementation WG</i> – Keith Evans and Keith Oughton had stood down. Jean Martin would be asked to continue. The biggest issue was proxy/vote counting at AGM; JTH wished to have all procedures dealt with/clarified by March.</p> <p>15) It was possible new groups might come out of the strategy session; list to be reviewed and revised after January discussions.</p>		
6.2.2	<p><i>RSCDS scholarships & other funding opportunities</i></p> <p>MH’s report had been delayed due to health problems, but she hoped to have it completed soon.</p>		
7	Management Committees		
7.1	<p><i>Education & Training Committee</i></p> <p>1) In SP’s absence, HR commented on a few matters.</p> <p>2) On the website, Teaching Notes for Books 46, 47 and 48 were now available, under Technique Advisory Panel.</p> <p>3) The Teachers’ Associations’ Conference had 76 attendees and seemed to be growing in popularity. Consideration should be given to what attendees wanted, whether something different, or more of the same. A suggestion that it could become an annual event was not universally supported. For future discussion.</p> <p>4) JTH had been talking to TAC about doing teaching notes jointly; they were willing to discuss this further. Ultimately, it might be possible to combine chapter 7 of Manual and TAC Notes.</p>		
7.2	<p><i>Membership Services Committee</i></p> <p>1) PW apologised for not having produced a report in advance.</p> <p>2) Book 49 dances were being tested over the next two Sundays; it was assumed there would be sufficient good dances for a book, and Jim Lindsay had agreed in principle to record the CD.</p> <p>3) PW was trying to implement something that David Cunningham had suggested, backed by Ian Muir, which was to give space on the CD for a “listening set”. Jim Lindsay had agreed to do this. It was planned to have the recording completed by May.</p> <p>4) Quotes would be sought from two other recording studios in addition to Thane.</p> <p>5) Noted that David Cunningham had a new email address; PW to provide to HR.</p>	PW	Asap

	<p>6) Following the steer from the last Board meeting, DuK had now said they would accept the standard contract, although they were looking for 5 days recording; much more than the normal 1-2 days. PW hoped their recording would be available to sell at the AGM in 2015.</p> <p>7) There were ongoing issues re copyright with Pilling; PW to discuss with JTH and HR outwith the meeting.</p> <p>8) E-books was an ongoing issue - a minefield! If conversion etc were handed over to an external company, we would lose some 75%. PW to discuss further with Cecile and Michael. This needed resolution and he hoped he would have a final decision by the following week. JTH felt it was important to decide whether exam candidates, at least, could be serviced by e-versions of the Manual. HR to hand over correspondence to PW.</p>	<p>PW/JTH/ HR</p> <p>HR</p>	<p>Asap</p> <p>Asap</p>
7.3	<p><i>Youth Services Committee</i></p> <p>There was nothing to report, and no questions.</p>		
8	<p>Appointed Posts</p>		
8.1	<p><i>Update on Treasurer</i></p> <p>1) As already mentioned, FGAG had been expanded. Consideration would now be given to whether it and the Investment Panel could be split off, and operate independently of a Treasurer.</p> <p>2) There was a possibility of getting a professional part-time Treasurer; if so, it may be worth spending some money on getting the role "re-dimensioned", to create a role that more members might be able/willing to take on.</p>		
8.2	<p><i>Archivist Report</i></p> <p>1) Alan Macpherson and Orla O'Brien were still keen to engage with members and branches in the oral history project. Orla had requested purchase of two small dictaphones for branches to borrow. If any Board members could assist, it would be helpful.</p> <p>2) JS noted that this year was Aberdeen Branch's 90th anniversary. He proposed to interview some of the older members, like Lesley Martin, to create a book for the anniversary, which would also contribute to this project.</p> <p>3) Orla might prepare a short list of suggested questions, although there was a comment that this might stifle originality.</p>		
9	<p>Branches</p> <p>1) A provisional list of branch allocations had been circulated. Any queries or requests should be directed to EG. Guidelines for new Board members approaching branch contacts would be helpful.</p> <p>2) TH asked whether there was interest in creating a Branch Secretaries' discussion group, for training, sharing ideas etc. PW noted that the idea of Branch Secretaries' workshops originally came out of a SNIBC day, and was handed over to JW and HQ. Successful workshops had been held at HQ, but attendance was limited of necessity. In the context of the new website, online discussion groups were raised with eCom, who had suggested using Google Circles. EG and TH had discussed, and felt that a closed group on Facebook may be more appropriate, as many people already used it, and TH had in fact set up a test site. TH to prepare a proposal for the Board's consideration.</p>	<p>ALL</p> <p>TH</p>	<p>Asap</p> <p>13/02/15</p>

10	Affiliated Group applications There were no applications for affiliation.		
11 11.1	Board member/Trustee issues 1) JTH wished to remind members that they were there as Society Trustees; not to represent any branch or special interest. The overriding concern at all times was the good/best interests of the Society. Proceedings were confidential; members were expected to exercise discretion, particularly on personnel or HR matters, which should never be mentioned outside the meeting. Finally, all members held collective responsibility – a majority vote for a position or policy was the position for all members. JTH acknowledged this could create difficulties if a Board member was a branch delegate, but he insisted on corporate responsibility. 2) EF reported that there was an updated trustee pack, which would be provided shortly.		
12	Correspondence The only notable correspondence, on Pillings, was mentioned already.		
13 13.1	Any Other Competent Business JTH noted that this was EG's last official meeting, although she may be returning to take notes in January and February, and he thanked her for her contribution over the years.		
14	Date of next meeting Strategy session on Saturday 10 th January 2015, at Radisson Blu Hotel. Formal meeting on Saturday 28 th February 2015.		

RA	Richard Austin	IM	Isobel McMillan	LF	Liz Fraser
RB	Roy Bain	SP	Sue Porter	MH	Marjorie Hume
LB	Luke Brady	HR	Helen Russell	AY	Angela Young
TH	Tom Halpenny	JS	Jim Stott		
EH	Elizabeth Harry	PW	Philip Whitley	EF	Elizabeth Foster
JTH	Jim Healy	RW	Rachel Wilton	EG	Elsbeth Gray
BH	Bernie Hewitt	JW	John Wilkinson	AH	Alison Horsley
CH	Craig Houston	WLW	William Whyte	MT	Maira Thomson