

ROYAL SCOTTISH COUNTRY DANCE SOCIETY

MINUTES AND PAPERS OF THE

MANAGEMENT BOARD

2012

MANAGEMENT BOARD MEETING

Saturday 11 February 2011
RSCDS Headquarters, 12 Coates Crescent, Edinburgh at 10.30am

AGENDA (v1)

(10.00-10.25am Board Member only Discussion)

Enclosures/Papers

- 1 Apologies
- 2 Notes of Meeting of 19 November 2011 *Already circulated*
- 3 Matters arising from Notes not listed elsewhere
 - 3.1 Chairman's Remarks
 - 3.1.1 SNDC and ISTD Update
 - 3.1.2 Training Day on 3 December 2011
 - 3.1.3 New Zealand
 - 3.1.4 ABF, and other external agency Updates
 - 3.1.5 RSCDS Articles of Association
- 4 Finance
 - 4.1 Management Accounts to end of December 2011 *Attached*
- 5 Management Board Strategic Plan
 - 5.1 Executive Officer
 - 5.1.1 Report
 - 5.1.2 Risk Management Plan
- 6 Management Board Panels & Working Groups 2012
 - 6.1 Panels
 - 6.1.1 Conferences
 1. Regional Conferences (*O/seas, Europe, England, Wales*) (Ruth)
 2. Scottish and NI Branches Conference 2011 (Philip)
 - 6.1.2 Constitution (Keith Stacey)
 - 6.1.3 Magazine Editorial Board (Andrew K)
 - 6.2 Working Groups
 - 6.2.1 External Events (incl. *DS, Health Strategy, Olympics, Commonwealth Games*) (Ruth)
 - 6.2.2 Information Highway (Elaine)
 - 6.2.3 RSCDS President (John)
 - 6.3 Finance and Governance Advisory Group (FGAG) (William)
(incl. *RSCDS Budget 2012-13, Risk Management, and Dev. Fund Apps.*)

7 Management Committees

- 7.1 Education and Training Committee (Di Rooney)
 - 7.1.1 Minute of Meeting of 4 December 2011
 - 7.1.2 Strategic Plan Update (*incl. Schools, Spring Fling, RSCDS Manual and C for E WG Updates, along with Adjudication and Technique Advisory Panels*)
- 7.2 Membership Services Committee (Bill Austin)
 - 7.2.1 Minute of Meeting of 21 January 2012
 - 7.2.2 Strategic Plan Update (*incl. AGM Conference Weekends (2012 and 13) and Professionalizing RSCDS Music & New Media Production*)
- 7.3 Interim Youth Services Committee (Roy Bain)
 - 7.3.1 Minute of first Meeting held on 14 January 2012

8 Appointed Posts

- 8.1 8.1.1 Editor, Scottish Country Dancer
(Andrew Kellett standing down from April 2012)
- 8.1.2 Archivist
(Marilyn Healy standing down from AGM 2012)
- 8.1.3 Youth Director
(Deb Lees standing down from AGM 2012 with no replacement)

9 Branches

- 9.1 Nothing to date

10 Affiliated Group Applications

- 10.1 Fermanagh Scottish Country Dancers, Northern Ireland

11 Board Member/Trustee Issues

- 11.1 Marketing (John Wilkinson)?

12 Correspondence

- 12.1 Nothing to date

13 Any Other Competent Business

- 13.1 Nothing to date

14 Date of Next MB Meeting

12 May 2012

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 February 2012
at RSCDS Headquarters, 12 Coates Crescent, Edinburgh at 10.30am**

Present: Ruth Beattie (Chairman and Convenor of meeting)
John Wilkinson (Chair Elect)
Di Rooney (Convenor, Education & Training Committee)
Bill Austin (Convenor, Membership Services)
William Whyte (Treasurer)
Malcolm Brown, Neil Copland, Iain Hutchison, Jean Martin, Alan Macpherson, Alan Marchbank, Jack Pressley, Helen Russell, Keith Stacey, Philip Whitley.

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

Apologies: Keith Evans, Elaine Wilde

	Decision/Action	Member/s responsible	Date to be completed
1	Notes of Meeting of 19 November 2011		
1.1	<p>Corrections:</p> <p>1) <i>Minute 5.1.2</i> – KS believed this minute was inaccurate; he understood there were to be two alternative papers to be presented ultimately to the Board, whereas the minute mentions one. That was not the recollection of others involved, however, so the minute would remain unchanged.</p> <p>2) The minutes were accepted as an accurate record, with the above individual exception.</p>		
1.2	<p>Matters arising not listed elsewhere:</p> <p>1) <i>Minute 1.2 (3) re: photoshoot images</i> – EF confirmed that LF and the designer had selected a number of images; LF and EG were selecting an initial 20-25 to make available as a first tranche. It was proposed that low res images, probably in a pdf file and clearly numbered, would be placed on the website. High res versions could then be requested via email to info@rscds.org.</p> <p>2) <i>Minute 2.2, re Affiliated Groups</i> – MS had agreed to carry out a survey. RB would send a reminder to the working group that questions were sought and it would be taken from there.</p> <p>3) <i>Minute 3.1 (4) re: new book every year</i> – JM suggested it was not practical to produce a book every year, given the work involved. Over 360 dances had been submitted for the next book. BA confirmed that MS planned to use the submissions to produce two books, in successive years.</p>	RB	actioned
2	Matters Arising not listed elsewhere/Chairman's Remarks		
2.1	<p><i>ISTD and SNDC Update</i></p> <p>As confirmed at previous meeting, AG now had the formula. There was no money involved in the "patent", it was being given freely. AG was now negotiating transfer of the "patent" and identifying a supplier. IH indicated that the formula was available on the internet. It was suggested that RB ask AG to discuss this with IH. It was confirmed that</p>	RB	asap

	AG also was following up on negotiations with ISTD regarding publishing their dances; it had been minuted at a previous Board meeting that they would be published with no changes, as historical documents.		
2.2	<p><i>Training Day, 3 December 2011</i></p> <p>Very few evaluations had been received. RB felt that the morning session was not necessarily something that would be repeated. It was important to vary the format and approach of training days. KS requested costs for the day; EF to provide.</p> <p><i>Post-meeting note – costs to date (not all expense claims had been submitted) forwarded to KS on 14 February.</i></p>	EF	asap
2.3	<p><i>New Zealand</i></p> <p>JW and RB received a very positive welcome in NZ, their visit had been appreciated. The “Friends of NZ Branch” proposal was heavily defeated at their AGM. They had held positive discussions with the management committee, and spoke to many other members. They were presented with a gift of a waka (Maori canoe) and card, both of which were displayed for the Board, in acknowledgment of the strong relationship between New Zealand Branch and Headquarters. It was appreciated that the idea of alternative branch membership would not disappear, and that there was a need for further discussions on how to address the issue if/when it again arose. Noted that there were some errors in the forum minutes as circulated.</p>		
2.4	<p><i>ABF & other external agency updates</i></p> <ol style="list-style-type: none"> 1) ABF - EF and RB had recently discussed with Major Roy Robertson his idea for an entry in the Guinness Book of Records for as many groups as possible dancing round the world on St Andrew’s Day in 2013, which could tie in with the Commonwealth Games. Free halls could be offered in military establishments all over this country and overseas. There was considerable administration involved, but it could provide good publicity as well as raising money. 2) NTS - RB had made another informal approach, but no response had been received; similarly, there had been no further response from the Burns Federation. EF reported that the Burns Federation and NTS had employed a marketing agency to run flash mob ceilidh sessions round the country, which had been discovered only through a generic email to the info@rscds.org address. It was effectively an invitation to Scottish country dancers, and we would publicise it on our website, using it as a positive opportunity. AM had been involved with the Burns Federation in the past, and felt there was scope for working with them. 		
2.5	<p><i>RSCDS Articles of Association</i></p> <p>This would be dealt with under agenda item 6.1.2, Constitution Panel.</p>		
3	Finance		
3.1	<p>Management Accounts to end December 2011</p> <ol style="list-style-type: none"> 1) EF noted that she could circulate abstracts rather than the full accounts, but Board members seemed to want this level of information. She was concerned about volume of paper generally, and would be happy to respond to suggestions for reducing it. 2) Regarding subscriptions, EF had overseen two files of information on subscriptions, neither of which was absolutely correct. SC had assured EF that only branches whose payments were outstanding 		

<p>had been sent reminders. EF would issue an amended document. <i>Post-meeting note – correct version circulated to all Board members on 14 February.</i></p>	EF	asap
<p>3) In response to a question from WW as to whether Board members wanted the document as presented, or simply to receive a summary of branches outstanding and the total to date compared with the previous year, it was agreed to continue to present the document in its current form.</p>	EF/SC	ongoing
<p>4) It was agreed that Board members would become involved in contacting branches with outstanding payments only if there had been no response to the usual letters from HQ, and that it should be done only within the context of other contact. Currently, only 12 were outstanding. EF to alert Board members by end of the following week of any branches that had not paid, and discuss whether the Board member in question should contact them.</p>	EF	24/02/12
<p>5) WW confirmed that a quarter of subscription income was carried forward. At the moment the report showed approximately 1,500 members fewer than the previous year, but branches that had not yet paid would have around 1,000 members, so the final figure could well be nearer 500. EF noted that, because of the age profile, it was inevitable that some members would be lost every year, but we were not succeeding in increasing the number of new, and particularly younger, members. Other organisations had the same difficulty. Additionally, two branches had disbanded in the last year. There was a continuing throughput of affiliated groups; EF had thought in the past that affiliated groups were a “seeding ground” for Branches, but now believed this was incorrect. There was a need for long term thinking and planning, as subscription income was dropping every year, and this raised major issues for the operational budget. At the moment, however, it did not appear to be a larger drop in membership than previously.</p>		
<p>6) The Conference Weekend showed a £3K deficit, but £2K had been wrongly allocated and it would be more like £900. Nevertheless, there had been a target surplus, when it had been hoped that increased numbers attending would offset additional expenditure in Glasgow: this was not the case.</p>		
<p>7) Property costs were high. There had been substantial costs in repairs to the roof, painting of railings, repair of damp damage and redecoration, some of which was covered by insurance. Additionally, a longstanding problem was evident with windows, and it had been decided to have them refurbished, as there were funds in reserves to cover it.</p>		
<p>8) Meeting expenses were high. The decision was made last year that expenses should be met in full wherever possible, but EF estimated they could total almost £30K by the end of the financial year, roughly 6% of subscription income.</p>		
<p>9) Winter School had been reduced from two courses to one. Spring Fling occurred so late in the financial year it was hard to predict the outcome.</p>		
<p>10) EF felt it likely there might be a deficit outturn in this year’s I&E account.</p>		
<p>11) Concerning the property costs, which showed an overspend in the</p>		

	<p>accounts, but was shown as being within budget in the EO report, EF confirmed that the work on the roof, railings etc was within budget, but expenditure on windows and decoration was extra, agreed between herself, RB and JW.</p> <p>13) It was clear that many people did not claim expenses. It was difficult to know, therefore, what was the true picture. Board and committee members could be encouraged to claim all expenses then donate them back, under Gift Aid where appropriate, and this would give an accurate picture. It was not known what average expenses were in the sector and EF was asked to investigate. EF was concerned that it was difficult to evidence impact in terms of outcomes, and was simply flagging up to the Board that costs had been steadily increasing, there were more panels and groups meeting, and the cost of fares had increased dramatically. RB concluded that everyone, especially convenors and group leaders, must consider whether meetings were always required or if work could be done as efficiently by conference call.</p>	EF	For next MB mtng
4	Management Board Strategic Plan		
4.1	Executive Officer		
4.1.1	<i>EO Report</i>		
	<ol style="list-style-type: none"> 1) The report was extensive as it included updates from all staff and from the 3 external contractors. It could be reduced if Board members wished, and EF was open to suggestions. She was happy to take questions on the report. 2) In response to a query regarding Sara's role, EF clarified the staff changes that had taken place. She had discussed possibilities with the staff concerned and with the staff as a team. In response to a direct question, EF stated that in an ideal world, her professional view was that we were understaffed, but she worked with what she had. In response to a further question about working hours and overtime, EF replied that she encouraged staff to work a normal working week and that they could take TOIL or be paid for overtime worked; that happened primarily during Summer School and at the Conference Weekend. Overtime was not used to complete ordinary, everyday work. She was asked if stress/pressure of work had caused staff difficulties; EF noted that last year certain stressful situations had come together in a difficult way, e.g. Shona's jury duty, Moira's bereavements, Craig's departure. NC noted that there was a cost associated with staff sickness that could be put against the cost of additional staff, and PW also noted that trustees had a duty of care. Staff had done exceptionally well in working through the disruption of the window work and decoration. DR had felt for a long time that HQ was understaffed, and that members had paid too little for too long. With additional staff, HQ might be better placed to prove the value of their subscriptions to members. EF had not felt particularly encouraged to ask for more staff in the past. Last year's salary increase was 1%, which was minimal, leaving some staff unhappy; the budget provided for 2% this year, but inflation could run as high as 5%. It was a difficult situation. If the Board was willing to consider it, EF was happy to present the case for additional hours. RB was happy to consider the possibility of 		

4.1.2	<p>employing another member of staff, but if that was done some other expenditure would have to be reduced. NC pointed out that if their duty of care cost more, then subscriptions should be increased. It was noted that volunteers were used occasionally, eg to help with large mailings. EF believed there were opportunities over the next 3 years for income from different sources, but it was not as well defined as producing a book and selling it in the same year – through the long-term, development work that DC was doing, there would be income but how much or when was not known. It was agreed EF would prepare some options for the Board to consider. NC suggested she should address the servicing of the core business.</p> <p><i>Risk Management Plan (RMP)</i></p> <p>1) The RMP had been considered by FGAG. Elements in red were changes in light of comments made there. FGAG felt it was important to add item C (d) re: potential reduction in income from Summer School. WW was concerned about an apparent trend of reduced numbers attending. A suggestion that consideration be given to reducing the School from 4 to 3 weeks should be considered as part of the review, rather than added to the RMP as an action. Any major changes to Summer School format might be best started alongside the start of the new Schools Director’s term of office in 2013. WW was concerned that the Summer School committee focussed on the running of the School, and that it needed either a broader remit or a different group of people to consider it strategically. Agreed that RB, JW and EF would consider how to approach the review/strategic management of Summer School. The percentage of first timers at Summer and Winter School was increasing; current software, however, did not allow analysis of whether or not they came back.</p> <p>2) Agreed to amend the net risk of item C (d) to Medium/High. With that amendment, the RMP was approved by the Board. It would be presented again in six months time.</p>	EF	For next MB mtng
5	MB Panels & Working Groups		
5.1	Panels		
5.1.1	<p>Conferences</p> <p>1) <i>Regional</i></p> <p>RB had already reported on NZ. She and JW also attended the Harrogate Weekend, a very well organised event. They had given another presentation and received a positive response. No particular issues had been raised apart from communication and the website, and representatives from affiliated groups were pleased to hear that more support was under consideration on that front. The suggestion of a regional structure had produced no response. MB had raised the possibility of a different type of conference, more like the SNIBC, but there had not been a positive response to that either. MB believed people were grateful that RB and JW had attended; people had been made aware of previously unknown information. RB felt strongly that forums worked best when held alongside an existing event, such as at Harrogate, where there was a ready-made audience. There was a cost attached, however, particularly if abroad. KS stated the title of such events</p>		

	<p>should be forum, not conference. There were no immediate plans for another forum in the UK at the moment.</p> <p>2) <i>Scotland & N Ireland (Saturday 31/03/2012)</i></p> <p>There were now around 25 bookings, some from individual members rather than branch delegates, and numbers were likely to increase. Unfortunately the date coincided with the Helensburgh weekend. The group felt strongly that the session on data protection and security was wanted, and was looking for a volunteer to present. All to consider and send suggestions to PW. Belfast was keen to attend, but could not get to Dunblane and back in a day; a location should perhaps be considered to allow for this in future. The group was also looking for a fun event/ icebreaker for the post-lunch session, any ideas to PW.</p>	All	asap
5.1.2	<p>Constitution</p> <p>1) KS and WW had been involved in substantial work in relation to making the change to a Company Limited by Guarantee (CLG). There were differences of opinion between them on several issues. There had been misunderstandings on the part of KS regarding the number of documents being produced, which had not been raised at the working group meeting the previous day. Substantial discussion followed.</p> <p>2) There were two elements to the documentation required. Firstly, the Articles of Association, which had to be presented to OSCR for review and approval before the Board meeting on 12 May. The advertised time required for OSCR to carry out this task was 4-6 weeks. Secondly, the Rules & Procedures; these did not have to go to OSCR and work on them could therefore carry on until they were ready for presentation to the Board on 12 May.</p> <p>3) There had been considerable consultation with the lawyer on the Articles, based on a draft provided by them.</p> <p>4) WW outlined the timetable required if changes were to be put to this year's AGM. Documentation had to be completed for sending to branches by the third week in May after the Board meeting. Board members would need to receive the documentation around three weeks before the meeting to give it due consideration.</p> <p>5) While these changes were being made to the constitution in any case, KS and the working group had wished to take advantage of the opportunity to make more radical changes. WW felt strongly, however, that it was important to present members at the AGM with documentation which dealt only with the change to CLG and to be able to report that nothing else had changed. There was general agreement on that approach. WW felt also there was insufficient time to fully consider radical revisions in the timescale. Once the Articles of Association had been approved at the AGM, changes could be made to the Rules & Procedures at any time.</p> <p>6) There was discussion regarding the Licence Agreement. While the lawyer had said that it did not have to be sanctioned by the AGM, it could be worth having a new Licence Agreement for use with new branches: it may not be necessary to have all branches sign a new Licence. This was for further discussion. EF pointed out that Andrew Smith had already done substantial work on this.</p> <p>7) WW estimated that the definitive Articles of Association would be</p>	All	asap

	circulated to Board members by 25 th February. The Rules & Procedures would continue to be progressed.		
5.1.5	<p>Magazine Editorial Board</p> <ol style="list-style-type: none"> 1) RB reported that there were some possible solutions regarding the post of Editor. She did not wish to discuss them now, but hoped to clarify matters to the Board in the next week or so. 2) JW queried whether AM should be asked formally to be a member of the Editorial Board. AM had attended the last meeting as an observer representing the MB and believed there was a good group of people working well together with a very good dynamic. He felt it was better to remain an observer rather than a participant, to report back to the Board. 3) Part of the role, however, is to give the editorial board a better strategic steer to the magazine from the Board's point of view. 	RB	asap
5.2	Working Groups		
5.2.1	<p>External Events, inc Dance Scottish, Health Strategy, Olympics, Commonwealth Games</p> <p>This group now has a wide remit. RB was happy to answer any questions on the paper circulated.</p>		
5.2.2	<p>Information Highway, inc Overseas Member Engagement</p> <ol style="list-style-type: none"> 1) There seemed to have been some confusion regarding the IHWG and Overseas Member Engagement. Both were important with separate remits. OMWG was being monitored by JP, and EW was leading on the IHWG. 2) RB stressed again how important she felt it was for Board members to be in contact with "their" branches. It took a little while to build up a relationship, but many branches found this very helpful. 		
5.2.3	<p>RSCDS President</p> <p>There was nothing to report. JW had had some names suggested and would contact the working group to discuss further. It was explained, for new members, the group's purpose was to find a successor to Alastair MacFadyen.</p>		
5.3	<p>Finance & Governance Advisory Group (FGAG), inc Development Fund</p> <ol style="list-style-type: none"> 1) For the benefit of new members, WW explained that when GP&F was abolished, much of their work was being done by EF and the office. There were areas, however, where EF might benefit from support and the Board might need input so FGAG was created. It was established as an advisory group, not to make decisions and currently comprised of WW, EF, Richard Austen and Colin McEwen. They met twice yearly, at point of budget and production of financial aspects of the annual report. 2) At its last meeting they had discussed the RMP and the budget, and both reflected some points made at the meeting. FGAG also considered applications to the Development Fund (DF) and had become, therefore, more than just advisory, offering strong opinions on DF applications. 3) Two DF applications were considered; one related to DC's projects, the other to employ Susan Rhodes for a further year. The Board had already taken the decision to appoint DC. At the time, WW had pointed out that this decision was not a one-year project; there would be at least two, possibly three, years to be funded from the DF. Three times £18K was a substantial amount and meant that 		

	<p>half the DF was already effectively engaged. In addition, the projects DC generated would cost money. FGAG supported both applications. WW reminded the Board that the DF stood outside the operational activities account and would need to be fully explained in the annual report and at the AGM.</p> <p>4) The budget was an operational budget, and the general intention was to keep it approximately balanced, to +/- £10K. WW noted that with earlier comments on meeting expenses, the figure would have to be increased, meaning more savings elsewhere, or more income.</p> <p>5) There was discussion about the contributions from Summer and Winter School, schools' budgeting and fee levels. When he was Director, JW had been told the Schools overall should contribute £100K per annum. He clarified that preparing a budget was not part of the Schools Director remit; he had done it when Director, only because he had the relevant experience and skills. DR commented that it was essential, however, for the Director/ Co-ordinator to know what the budget was set at, as it impacted on staffing and classes. JW confirmed there was robust negotiation over terms with the University and the hotel. There was more price resistance about Summer School and it was more important to the Society to have high numbers in attendance. It was agreed that Winter School should make the same proportionate level of contribution as Summer School although the overall schools contribution was more important than the apportionment.</p> <p>6) EF would prefer to present a second draft budget to the May Board meeting for approval, as considerably more financial information would then be available. NC felt, however, that the group which had developed the new financial procedures wished the budget to be presented for approval at this meeting. It was not set in stone, it could be approved and changes brought to any future meeting. The budget was approved.</p> <p>7) Development Fund application, David Cunningham – EF reminded the Board that £22,500 had already been approved by the Board; it was the £10K for projects that had to be decided now. The application was approved.</p> <p>8) Development Fund application, Susan Rhodes – EF noted that the application to Creative Scotland would not affect this application, which was to properly internalise and capitalise on the work SR had completed so far. She would not be an employee, but a contractor, and would be line-managed by EF. In the longer term, the application to Creative Scotland would pull together aspects of her and DC's work. SR would also provide support to the Interim Youth Services Committee. HR noted that there was a need for the work SR had done to be disseminated in a more user-friendly style. The application was approved.</p>		
6	Management Committees		
6.1	Education & Training Committee		
	<p>1) Some documentation on the health strategy was complete, but some aspects were to be finalised, including direction to branches.</p> <p>2) KS applauded the idea of adding a "teaching of children" module. DR noted it was one of a range of additional modules that could be added, all of which were under consideration.</p>		

	<p>3) There was discussion regarding the renaming of classes at Summer School, particularly what used to be the Seniors Class. Those who would normally choose that class should be advised to select the “low impact” option, and Margo Priestley would direct teachers as to how the class should be approached. The intention had been to develop a title to steer away those not really capable of the Very Advanced class. BA suggested adding a line to the class descriptor, “this class is suitable for those who have previously attended Very Advanced Seniors classes”.</p> <p>4) Board members would have appreciated being informed that the second Winter School course had been cancelled. DR apologised for this omission.</p> <p>5) Work on Curriculum for Excellence was progressing well, the deadline for documentation to be print-ready was end of May.</p> <p>6) Work was progressing well on the Manual review. There was lengthy discussion regarding the possible filming of the Manual. HR had provided figures, based on two alternative scenarios; it had been difficult to get realistic figures until DC became involved. After some discussion, RB asked Board members if they thought filming the Manual was a good idea; all but one trustee agreed. There was then considerable discussion about costs and potential revenue. RB reminded the Board that the Development Fund was already heavily committed. HR felt it was important to present the Board with realistic costings up-front, rather than, as had happened previously, to request further money in at least 3 stages. There were differing views on the DVD sales that could be achieved. HR stressed she was unwilling to be associated with anything that would not be good quality. The next stage was for an application to go to FGAG, and it should be borne in mind that the Board would like to see costs reduced, along with an indication of potential income. HR would appreciate suggestions for other production companies to approach for quotes asap.</p>	DR/MT	asap
6.2	Membership Services Committee		
	<p>1) Minutes of the meeting of 21 January were not yet available. BA tabled brief notes with apologies for their lateness.</p> <p>2) As had been mentioned previously, it now appeared the AGM/ Conference Weekend 2011 had generated a loss of £900. It had been budgeted to break even with 500 at each dance. It was likely ticket prices would have to rise substantially for Aberdeen in 2012. It was suggested that it may be better to budget for 450 rather than 500, as there may be reduced numbers. The accommodation booking site was now live and a link to it had been put on the website. The Ball would be on Saturday and the Dance on Friday. Overall costs were likely to be around £16.5K, as compared to £14K this year. Local support in Aberdeen was excellent, and Aberdeen City Council had agreed to provide a civic reception.</p> <p>3) BA discussed the position regarding Keith Bark. The Board agreed to support Keith’s co-option to MS. It was clarified for DR that if she wished to co-opt an examiner to Education & Training Committee, it was Board, and not Committee approval that was required.</p> <p>4) MS was trying to move beyond producing CDs and books, to</p>	HR All	asap asap

	<p>consider how better to engage with branches and affiliated groups. MS wanted to have a Branch “spotlight” feature on the website, with DC providing podcasts. There would be a survey to gather more information on affiliated groups.</p> <p>5) Revised A5 version of Books 19-24 is complete and had gone to print for delivery in time for Winter School.</p> <p>6) 320 submissions had been received for the new book. It had been suggested that those who had submitted multiple dances be asked to select one to go forward, but BA was reluctant to cut any dances before they had been tried. Submissions would be split into two batches, with roughly 160 sent out each year, involving as many branches as possible.</p> <p>7) MCH and Keith Bark were working together on the Index to Formations & Movements.</p> <p>8) The recording proposed for this year was of generic tunes to support teachers.</p> <p>9) The Robert H Mackay DVD was nearing completion. AMac noted that, in terms of the oral tradition, it was important to get stories about dances before people disappeared.</p> <p>10) There had been a proposal from 2 members of Lyon Branch to produce a book giving background on dances, tunes and devisors. BA felt it would benefit from wider input, but was reluctant to tell them we would set up a committee to run their project; he preferred they come to this conclusion themselves. The Board agreed with this approach. BA would reply and try to engage them in a wider discussion.</p> <p>11) BA’s proposal to register with Charities Technology Exchange in order to benefit from two “donated technologies” was discussed and approved. WW respectfully noted that normally, expenditure of such a small amount should be under the control of EF.</p>		
6.3	<p>Interim Youth Services Committee</p> <p>1) RBa had agreed to act as Interim Convenor of the committee; his co-option to the Board until elections were held at AGM 2012 was officially agreed.</p> <p>2) Since the meeting on 14 January, there had been communication with Girl Guides re: providing tuition at guide camps. He had also been in touch with NZ re their youth camp and would contact Australia and North America to find out what they were doing.</p> <p>3) Spring Fling was moving forward, and bookings picking up. The view was it should move south in 2013, with both Leeds and Cambridge mentioned.</p> <p>4) There would be a stand with a display and small shop at IVFDF.</p> <p>5) RBa thanked DR, BA and HR for all background information provided.</p>		
7	<p>Appointed Posts</p> <ul style="list-style-type: none"> • RB would update the Board asap on the Editor post • There had been no applications to date for the Archivist post 		
8	<p>Branches</p> <p>Wolverhampton Branch had officially confirmed their disbandment.</p>		
9	<p>Affiliated Groups</p> <p>The following affiliation application was approved:</p> <ul style="list-style-type: none"> • Fermanagh Scottish Country Dancers, N Ireland 		

10 10.1	Board Member/Trustee Issues <i>PR</i> 1) JW had a brief discussion with EF to start drawing up a spec, and was trying to do more work on it. He had not come to any firm conclusions. He reminded the Board that he hoped to introduce new database software albeit at substantial cost, as would be the case for any PR work. He would be trying to further define PR requirements, possibly at a meeting with EF, LF and DC, as there was considerable overlap. 2) Noted that future references to this piece of work should be to PR and not marketing .		
11	Correspondence There was no correspondence to be dealt with.		
12	AOCB 1) There had now been two very successful demonstrations of a database and events management system that JW believed would be much better suited to our organisation. He would ask Web Foundry to cost provision of these additional facilities/functions that the current database does not have. The process would be to present a proposal to the Board for a decision in principle, then to submit an application to FGAG via EF. 2) There was a question regarding the cost of extending the PPL licence to UK affiliated groups as well as branches. EF noted that DC had been looking at this. If the proposal went ahead, the groups would have to pay the additional cost. <i>(Post-meeting note: Dec 2011 charge was £47.46 per branch)</i> 3) RB apologised for not producing a brief note of the Convenors' meeting the previous day, but she had had IT problems.	JW	12/05/12
13	Date of Next Meeting – 12th May 2012		

BA	Bill Austin	AM	Alan Marchbank		
RBa	Roy Bain	JM	Jean Martin	SC	Shona Coyle
RB	Ruth Beattie	JP	Jack Pressley	DC	David Cunningham
MB	Malcolm Brown	DR	Di Rooney	LF	Liz Fraser
NB	Neil Copland	HR	Helen Russell	AG	Alex Gray
KE	Keith Evans	KS	Keith Stacey	MCH	Marilyn Healy
EF	Elizabeth Foster	PW	Philip Whitley	SR	Susan Rhodes
EG	Elsbeth Gray	EW	Elaine Wilde	MT	Moira Thomson
IH	Iain Hutchison	JW	John Wilkinson		
AMac	Alan Macpherson	WW	William Whyte		

MANAGEMENT BOARD MEETING

Saturday 12 May 2012

RSCDS Headquarters, 12 Coates Crescent, Edinburgh at 10.30am

AGENDA (v3)

(10.00-10.25am Board Member only Discussion)

Enclosures/Papers

- 1 **Apologies**
- 2 **Notes of Meeting of 11 February 2012**
- 3 **Matters arising from Notes not listed elsewhere**
 - 3.1 Chairman's Remarks
 - 3.1.1 SNDC and ISTD Update
 - 3.1.2 AGM 2012
 - 3.1.2.1 AGM 2011 Feedback
 - 3.1.2.2 Saturday morning Question Time format
 - 3.1.2.3 Scrolls
 - 3.1.2.4 Toronto Motion
 - 3.1.3 Convenors Group meeting
 - 3.1.4 Logo for RSCDS 90th Birthday
- 4 **Finance**
 - 4.1 Management Accounts to end of March 2012
 - 4.1.1 Membership Figures – Branches and Aff. Gr'ps.
 - 4.1.2 Branch memberships 2011/12
 - 4.2 Treasurer Report
 - 4.2.1 Investment Comments
 - 4.2.2 JMMF - Spend level (incl. scholarships) for 2012/13
- 5 **Management Board Strategic Plan**
 - 5.1 Executive Officer
 - 5.1.1 Report
 - 5.1.2 Strategic Plan
- 6 **Management Board Panels & Working Groups 2012**
 - 6.1 Panels
 - 6.1.1 Conferences
 1. Regional Conferences (*O/seas, Europe, England, Wales*) (Ruth)
 2. Scottish and NI Branches Conference 2012 (Philip)
 - 6.1.2 Constitution/Articles of Association
 - 6.1.3 HR (Ruth)
 - 6.1.3.1 Staff Salaries (Cost of Living Increase) 2012-13

- 6.2 Working Groups
 - 6.2.1 External Events (*incl. Health Strategy, Queen's Diamond Jubilee, RSCDS 90th Anniversary, Contacts with ABF, Burns Fed. & NTS*) (RB)
 - 6.2.2 Information Highway (Elaine)
 - 6.2.3 RSCDS President (John)

- 7 **Management Committees**
 - 7.1 Education and Training Committee (Di Rooney)
 - 7.1.1 Strategic Plan Update (*incl. Schools, RSCDS Manual & C for E WGs, Adjudication and Technique Advisory Panels*)

 - 7.2 Membership Services Committee (Bill Austin)
 - 7.2.1 Meeting of 21 April 2012
 - 7.2.2 Strategic Plan Update (*incl. AGM Conference Weekends 2012 and 13, Archives, Publications, Music activities*)

 - 7.3 Interim Youth Services Committee (Roy Bain)
 - 7.3.1 Meeting of 21 April 2012
 - 7.3.2 Strategic Plan Update (*incl. Spring Fling*)

- 8 **Appointed Posts**
 - 8.1 8.1.1 Editor, Scottish Country Dancer
(Rosemary Coupe, Vancouver Branch, will edit next two editions)
 - 8.1.1.1 Scottish Country Dancer priorities and change of Editor (Elaine)
 - 8.1.2 Archivist (Job description to go up on the website)

- 9 **Branches**
 - 9.1 Nothing to date

- 10 **Affiliated Group Applications**
 - 10.1 Desertcreat Scottish Country Dancers Cookstown, NI
 - 10.2 The Gay Gordons, North London
 - 10.3 Gay Gordons, Edinburgh

- 11 **Board Member/Trustee Issues**
 - 11.1 Marketing and Database (John Wilkinson)

- 12 **Correspondence**
 - 12.1 Nothing to date

- 13 **Any Other Competent Business**
 - 13.1 Nothing to date

- 14 **Date of Next MB Meeting**
7 July 2012

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.

Yellow highlights = amendments agreed at Board meeting 07 July 2012

**Notes of meeting of the Management Board
held on 12 May 2012
at RSCDS Headquarters, 12 Coates Crescent, Edinburgh at 10.30am**

- Present:** Ruth Beattie (Chairman and Convenor of meeting)
John Wilkinson (Chair Elect)
Di Rooney (Convenor, Education & Training Committee)
Bill Austin (Convenor, Membership Services)
William Whyte (Treasurer)
Malcolm Brown, Keith Evans, Iain Hutchison, Alan Macpherson, Jack Pressley, Helen Russell, Keith Stacey, Philip Whitley, Elaine Wilde.
- In attendance:** Elizabeth Foster (Secretary/EO), Elspeth Gray (Notes)
- Apologies:** Roy Bain, Neil Copland, Alan Marchbank, Jean Martin

	Decision/Action	Member/s responsible	Date to be completed
1	Notes of Meeting of 11 February 2012		
1.1	With no corrections, the minutes were accepted as an accurate record.		
1.2	There were no matters arising not listed elsewhere.		
2	Matters Arising not listed elsewhere/Chairman's Remarks		
2.1	<i>ISTD and SNDC Update</i> 1) There was little progress with Imperial books because copyright was still unclear and they were not communicating with AG. In the meantime AG was working on a Foss book, and it was thought that a CD of the accompanying music would sell well; the target for its production was the AGM. 2) Slipstop formula and transfer of patent were now in EF's possession. AMac had contacted a possible manufacturer, who was interested but still investigating whether the quantity would be economical. Costs had not yet been discussed. 100kg would be approximately 3-4 years stock. 3) This item would now come off the Board's agenda; responsibility for Slipstop with EF, and books with MS.	EF	Future agendas
2.2	<i>AGM & Conference Weekend 2012</i> 1) Proposals for streamlining the AGM were considered. It was agreed Convenors should speak, but with a time limit to be recommended by the working group (WG). The time limit would not apply to EF. Naming of seconds to motions from the top table, without requirement to speak, was already in place and should be strongly reinforced. The WG would further explore the procedure for counting votes during the meeting. It was confirmed however that, if clear, a simple majority did not require counting. 2) Format of the Saturday morning question time session was discussed at length later in the meeting. (<i>see 6.2 (7)</i>) 3) 10 nominations for Scroll of Honour had been received. The Panel had discussed them at length, and recommended awards to 7 nominees, whose names RB read out. After some discussion, the	WG WG	asap asap

	<p>Board approved the 7 recommendations.</p> <p>4) A motion as such had not been received, but Toronto had been in touch to request more information about examination centres. If and when a motion was presented, it would be discussed further. In the meantime, outwith the Board, the financial position in connection to examinations would be reviewed.</p> <p>5) It was agreed that any motions submitted by branches would be scrutinised by the Constitution Panel, with a view to advising branches on appropriate wording, etc.</p>	EG DR Convener, WG	18/05/12 asap
2.3	<i>Convenors Group meeting</i> Brief notes from the Convenors meeting the previous day were tabled.		
2.4	<i>Logo for RSCDS 90th birthday</i> It was agreed a logo be created for the Society's 90 th anniversary, for HQ and branch use.	EF/SL	asap
3	Finance		
3.1	<p>Management Accounts to end March 2012</p> <p>1) EF talked primarily to the I&E account.</p> <p>2) The budget had been approved in February 2011, subsequent to which the Board had approved further expenditure, including £25K for property, an additional £5K for trustee expenses, and £5K for photo shoots. Items requiring further explanation, therefore, were those outwith these additional approved amounts, some £31K.</p> <p>Reading down the Account:</p> <p>3) Subscription income was down; membership would be discussed later on the agenda.</p> <p>4) In addition to the grant of £15K from Creative Scotland for the Young Dancer Project, a grant of around £1,200 was secured last year from Skills Development Scotland for staff training in Joomla.</p> <p>5) Of main concern was that almost without exception, sources of income to the RSCDS were down and associated expenditures up. Summer School contribution was down from last year, whilst the decision to celebrate 80 years of Summer School would have contributed to expenditure. Winter School was planned for two weeks, found not viable at a late point and reduced to one week.</p> <p>6) The Conference Weekend ran at a loss, as did 'Special Events', which appeared on the surface to be due entirely to SNIBC. <i>(07 July 2012 – On further investigation, SNIBC had incurred £618 expenditure against income of £670, resulting in a small profit.)</i></p> <p>7) Sales appeared dramatically down, with virtually no new products for Summer School – sales occurring over the rest of the year did not compensate for loss sustained at Summer School. Sales in 2011/12 were not dissimilar to previous years, excluding 2010/11 with a bumper range of new products at Summer School.</p> <p>8) Examination fees & youth activities, with approx £3.5K income and £8K+ expenditure, again incurred a substantial loss. Medal tests performed better and might do better still with active promotion.</p> <p>9) On other expenditure, outturn against budget was generally in line with expectations. With the benefit of a training grant, staff costs were under budget whilst printing and stationery were over, reflecting increased advertising of Summer and Winter Schools.</p> <p>10) With an extra £5K approved by the Board for photoshoots, a</p>		

	<p>further £3.5K in publicity and marketing paid for: the design of a new logo for affiliated groups, duplication of disks and distribution; iContact subscription to manage universal emailing; sponsorship of the Trad Music and NAAFC awards; initial filming to set up Facebook and YouTube; along with the costs of the Robert Mackay DVD (around £1,700) which will be re-allocated elsewhere.</p> <p>11) Accounting costs were down, as were bank and credit card charges. Legal costs reflected work undertaken revising the Articles of Association for the RSCDS.</p> <p>12) With an extra £5K approved by the Board for meeting expenses, a further £2,600+ produced a year end total of more than £25,600. The steady and persistent increase in trustee and committee expenses over the last 4-5 years gave cause for concern. EF had been asked to investigate average governance costs for the sector, which were estimated most recently by OSCR at 1-2%.</p> <p>13) In summary, EF believed the RSCDS faced a number of significant problems: falling membership, resulting also in reduced membership income; reducing income and increasing expenditure for RSCDS events and activities; and a lack of new products for sale at Summer School. There were also issues with a budgeting process, which required the budget for the forthcoming year to be produced ahead of confirmation of one of the main sources of income for the operational budget – membership income. EF felt there was relatively little she could do to affect the situation; office expenditure was under control and two grants had been obtained. Membership numbers depended largely upon local action, whilst income and expenditure in relation to events and activities was largely under the control of the Board and Committees.</p> <p>14) Comments from JM and NC were read out, a number of which EF had addressed in her remarks.</p> <p>15) WW commented further on the accounts. Activities that were required to make a contribution, ie Schools and sales, had disappointed. There was a danger that if this continued, the Society would be significantly exposed, with insufficient contribution. If income did not improve, a staff of six could not be afforded. The bottom line was -£65K; there would be some adjustment, but -£40-50K would have to be reported to the AGM. He had predicted a negative figure, but not so large. From a commercial viewpoint, he felt it was important for MS to plan new products for at least every second Summer School.</p> <p>16) EF commented that the Society had been trying to operate both financially and in terms of work and product planning on a year on year basis and needed to work on a 3-5 year basis. For example, the work currently being done by David Cunningham should develop new income streams, but in the longer term, not immediately. There was a need for internal collaboration to capitalise on major events (internal and external); a need for collaborative planning and action towards events known to be coming up to ensure maximum impact and outcome from effort. To this end, EF had asked LF to draw up a calendar of significant internal and external events over the next few years to aid the planning process.</p> <p>17) The issue of book production was discussed. It had been said at the</p>		
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	<p>last meeting that a new book could not be produced every year; EF suggested that, yet again, this was a matter for longer-term planning, along with the need to be more commercial and targeted in terms of audience. BA believed there had been too much reliance on the same group of people to produce books; there was a need to build the skills base and spread the activity.</p> <p>18) IH suggested that the other main area to address was subscription income; he believed RSCDS publicity had little impact outwith the dancing community.</p> <p>19) EF pointed out that only a quarter of the National Trust for Scotland's operational budget was dependent on membership income. The Society had more reserves than was required and held more in reserve than other similar organisations; might some of that be spent on taking the organisation forward? Committees focussed on day to day matters, could they become more outward-looking? JW noted that a review of MS, including the shop, would shortly take place.</p> <p>20) WW noted that there was still a structural deficit. The present budget was now out of date, and he hoped to work with EF to produce a revised budget for the AGM. JW asked whether an increase in subscription should be considered; WW said that the Board should consider that option, and the time to do so was the July meeting. PW had researched other organisations' subscription levels, and RSCDS was by far lowest. Based on the RPI, £18 in 2007 would be equivalent to £20 now.</p> <p>21) Agreed to produce a new budget for discussion at the July MB.</p>	EF/WW	22/06/12
3.2	<p>Investments</p> <p>1) WW had nothing to add to the report circulated.</p> <p>2) NC had asked a question about the investment panel. WW noted that Ross Robertson had twice discussed very long term investments, and the vehicle that the panel had chosen was Personal Assets Trust. There had been approval to invest £100K in varying amounts over time. There was a need to do more cashflow planning, as there was too much cash in bank accounts.</p>		
3.3	<p>JMMF</p> <p>1) The proposed budget for 2012-13 was £12,500.</p> <p>2) There was considerable discussion regarding scholarships. EW was keen to spend more from JMMF to support young people, to reinvigorate the Society and attain a higher profile. HR suggested that if there were more scholarship applications than had been allowed for (a total of 14 weeks in one year) then additional funds could be sought from JMMF. EF felt that it was important to realise that expenditure in any one area represented an opportunity lost for expenditure in any other area. In the light of falling memberships and few young RSCDS members, she posed the question as to whether it was better to spend more money on those already in the Society than to re-direct it to attract new members.</p> <p>3) DR highlighted the possibility of branch scholarships, or part-scholarships, which had been advertised in the magazine. Branches could make a commitment, but the funds would be requested only if there was a scholarship to fund.</p>		

	4) It was agreed to set the budget for 2012-13 at £12,500.	M Hume	Immed.
3.4	Membership Figures – Branches & Affiliated Groups 1) EF felt that the Society’s membership position was not dissimilar to other organisations, eg Robert Burns Society. She was happy to consider what more could be done centrally, but felt there was not much – membership recruitment had to take place at branch level. Three new leaflets had gone to print; one to encourage membership, and two for attracting dancers (one general and one for younger people). Some branches naturally saw membership recruitment as part of their activities, but others did not. 2) RB read NC’s comments. It was suggested that branches with increased membership should be asked what they felt had made the difference; the Board had investigated this 2-3 years ago and, in almost all cases, one enthusiastic individual had generated ideas and taken things forward. Branches with substantial decreases had also been approached and HQ subsequently had provided all that had been requested from the centre, namely good publicity and marketing materials. It may still be beneficial to update and talk, for example, with Leeds. 3) JW had done some research on adverting. To advertise Summer School in the Sunday Post, Life & Work, and the Scots Magazine would cost around £2.5-3K, in one issue. 4) It was agreed from this discussion that: (a) Board members would identify those of “their” branches with substantial gains /losses, and try to find out why; (b) national/international advertising to be investigated further; (c) next training day to include discussion on this topic.	All JW/LF JW/EF	July MB July MB Dec 2012
4	Management Board Strategic Plan		
4.1	Executive Officer <i>EO Report</i> 1) EF apologised for the late circulation of her report. 2) In response to a query, JW confirmed the day delegate rate at Summer School was fairly definitely waived for the future, but alternative costing arrangements might be put in place. This would form part of early discussions with the university, which JW had agreed would take place before the end of this year’s Summer School so next year’s prices can be set during this year’s School. 3) The 25% reduction on residential costs for 12-16 year olds was reflected back into the pricing. 4) MacIntosh Hall was now fully booked in Week 2. There was a note to that effect on the website. 5) EF believed it took her around 1-2 days in total to compile her report. She considered it time well spent, however; as well as being useful for Board members, it was helpful in tracking progress.		
4.2	Strategic Plan Any queries/ information requests on the plan to be referred to EF following the meeting.	All	asap
5	MB Panels & Working Groups		
5.1	Panels		
5.1.1	Conferences 1) <i>Regional</i> JW had expected to attend the regional forum in Portland, Oregon;		

	<p>as he was now acting project leader for Manual filming at Summer School, however, RB would attend Portland in his stead.</p> <p>2) <i>Scotland & N Ireland (held 31/03/2012)</i> The report included four questions to be addressed:</p> <p>(a) <i>Vulnerable groups</i> – EF believed there was a definition in the legislation, along with RSCDS policy and practice documents. Building disclosure into the Teaching Certificate was not feasible.</p> <p>(b) <i>Children’s classes</i> – PW to speak to EF outwith meeting.</p> <p>(c) <i>Emerging technology</i> – remit to MS. Perhaps a half-day’s training for branch secretaries could be offered?</p> <p>(d) <i>Communications</i> – PW to discuss with BA re: a possible workshop for branch office-bearers.</p> <p>3) Agreed that, as requested via evaluations, another conference would be held in 2013.</p> <p>4) PW recorded his thanks to EG and Julia for their help and support.</p>	<p>PW BA PW/BA</p>	<p>asap ongoing ongoing</p>
5.1.2	<p>Constitution/Articles of Association</p> <p>1) WW had circulated a briefing note on 29 April, but several things had happened since then. The original plan was to have the MAA finalised after the last Board meeting, with today’s meeting focusing on structure, roles etc. These two documents together would then go forward for presentation to the AGM 2012.</p> <p>2) The lawyers had produced a second invoice, for £3K, taking costs to £6,250 + VAT, compared with the original estimate of £3,500-5K + VAT, and at current estimate the final cost would be at least £8,500. A constructive meeting was held with the lawyer on Thursday, at no cost. At that meeting, it was discovered that the lawyers had not sent the MAA to OSCR. It was now impractical and unrealistic, therefore, to expect the work to be completed or to give branches sufficient time to consider the proposals, and it was concluded that the matter should not go to this year’s AGM. To control costs, WW would liaise directly with OSCR regarding the MAA. If any points were raised that required legal advice, the lawyer would be contacted.</p> <p>3) KS was unhappy with the advice provided by the lawyers that the MAA had to be submitted to OSCR before presentation to AGM, as he had been advised that this was not necessary. (<i>Post-meeting note: KS acknowledged that the advice he had been given by OSCR was erroneous.</i>) He was also concerned that the lawyers had not stayed within the original cost estimate.</p> <p>4) KS had continued to work on the document begun when he was convener of the WG and which he felt was a better document which could be submitted to the AGM as an alternative.</p> <p>5) It was agreed that either JW or EF would contact OSCR for written confirmation of the process to be followed.</p> <p>6) WW had either incorporated in the MAA suggestions made following the last meeting, or outlined why not. Board members, however, had not seen the final document in full. It was agreed therefore that he would circulate it (ideally an electronic, tracked changes version), within one week, along with a brief outline of the points and suggestions made. There would be a two-week deadline for any further comments.</p>	<p>JW/EF WW</p>	<p>asap asap</p>

	7) The draft document headed "Organisational Structure, Rules and Procedures" was tabled; Board members should send any comments to WW well before the next Board meeting, when it would be discussed further.	All	asap
5.1.3	HR 1) The Panel had met this week and discussed the staff handbook, which had been updated to comply with current legislation and good practice. Once comments from the Panel had been incorporated, it could be made available to Board members. 2) Staff absence and staffing levels had been discussed. 3) Confidential information (Slipstop formula, appraisal documentation etc) was now held in a lockable, fireproof safe. 4) Appraisals had not been done this year due to staffing difficulties, changes and work levels. 5) The Board discussed and approved salary levels for the forthcoming year (EF and EG left the room for this discussion).		
5.2	Working Groups		
5.2.1	External Events, inc Health Strategy, Queen's Diamond Jubilee, RSCDS 90th Anniversary, Contacts with ABF, Burns Fed & NTS WW remarked that work done in developing contacts with other people and organisations was very valuable. JP suggested the government should pay for advertising of the health strategy. The Board had supported putting forward a motion to get the approval of other parties in the Scottish parliament, and this was under way.		
5.2.2	Information Highway, inc Overseas Member Engagement 1) An article had been included in the magazine. 2) JW reported that the database project had not moved forward since the last meeting. The current website developer had been given an opportunity to quote but, after considerable discussion, withdrew from quoting. JW to approach ECom for an alternative quote.	JW	asap
5.2.3	RSCDS President There was nothing further to report at this point. JW would be in touch with Board members in the next few days.	JW	25/05/12
6	Management Committees		
6.1	Education & Training Committee – 3rd March 2012		
	1) DR was happy to answer questions on the minutes and saw no problem in minutes being circulated to the Board when ready. 2) The process for dealing with branch scholarships had already been discussed. Cheshire had enquired about part-funding one. 3) The Ladies Step podcast was going ahead, DC would film a limited amount at Summer School and the material would go into the archive. DC's time for doing this was part of his contract but hire of equipment etc was extra. Costs might be recovered should the DVD become available for sale, but that was unlikely. 4) Following the last MB, there had been a meeting to discuss how the financing of Manual filming could be reworked; those discussions were continuing and a considerably revised budget would go to FGAG then to the July Board meeting. WW suggested submission to FGAG should be by end of May. He would send DR a checklist of what they would wish to see. The application form, however, was self-explanatory. Submission for FGAG to EF. 5) There was discussion regarding expenses for overseas teachers	DC/EG DR	Ongoing 31/05/12

	<p>coming to Summer School. The International Teacher Development Fund (ITDF) had been set up, with a budget of £5K per year, partly to assist with this, but it now appeared that overseas teachers were receiving travel costs – how did these fit together? It was noted that ITDF was to be used for sending teachers in the other direction also. It was proposed that, after this year’s Summer School, the Summer School Committee and E&T should review the position with WW and EF to put forward a proposal.</p>	DR/WW/ EF	Sept 12
6.2	Membership Services Committee – 21st April 2012		
	<p>1) The proposal to use a contact to sell a limited amount of RSCDS stock at folk events in the UK had been discussed at the Convenors meeting. WW to develop a proposal to send to EF for a pilot for six months or so.</p> <p>2) Timescales for the Diamond Jubilee book/leaflet were tight.</p> <p>3) The combined magazine dances book would be ready for Summer School. DC was investigating whether an accompanying CD, from existing recordings, was possible; only a short production run would be expected to sell well. Agreed this should go ahead.</p> <p>4) Ian Brockbank had requested permission to reprint some of his dances that RSCDS had published; MS thought this was acceptable, as long as he acknowledged RSCDS publishing and copyright. The Board approved this policy.</p> <p>5) There had been progress towards document preparation for production of electronic versions of books. It was agreed efforts should continue to get more book assets into that format. (<i>BA to speak with EG to see if further electronic copies could be found.</i>)</p> <p>6) AGM/Conference 2012 costings had been distributed. It was agreed that it was for the working group to decide the cost of tickets, within a requirement to stick within a break-even budget .</p> <p>7) There was discussion regarding the question time session, and other possible workshops. It was agreed that the question time session would be primarily on incorporation. There was doubt about providing a further workshop at the same time. An alternative may be to offer a communications workshop for branch office-bearers at HQ, to be taken forward by a SNIBC sub-Comm.</p>	WW/EF BA/DC BA/EG PW	Asap Asap ongoing ongoing
6.3	Interim Youth Services Committee	IYSC	Next mtng
	<p>1) EF believed it was incumbent on the Society to respond to the ideas from the Dunbeg children about an “ambassador”, in their order of preference.</p> <p>2) WW noted that it was not necessary for Spring Fling to make a contribution; traditionally a loss of up to £1K had been viewed as acceptable. It was preferable, however, to break even.</p>		
7	Appointed Posts		
7.1	<i>Editor, Scottish Country Dancer</i> Rosemary Coupe was now taking over this role from Andrew Kellett and was liaising closely with him.		
7.2	<i>Scottish Country Dancer priorities & change of editor</i> EW was surprised that the article she had written on the Information Highway had to be cut back, as Andrew had said the priority was for membership, rather than Board, input. As the magazine was one of the Board’s main conduits to the members, EW queried where the Board stood on this. RB understood EW’s point but noted also editorial rights.		

7.3	DR commented that, although it was an important conduit for the Board, it was a members' magazine and many people, particularly overseas, were not interested in reading about HQ. Ultimately, the Board had the final word, but the Editor had to be given licence. It was agreed the best route was for short versions to be included in the magazine, with extended/full versions being available on the website. <i>Archivist</i>		
7.4	No-one had expressed an interest in the Archivist role as yet. The role description had been reviewed, and it would be put on the website. <i>Other roles</i> The Music Director role description was also being reviewed; EF was awaiting feedback from George Meikle, although there was no urgency. It was agreed that something similar should be done for Board and Committee members.	EF	ongoing
8	Branches 1) The situation in Victoria did not look hopeful, although they had not yet officially disbanded. 2) Nairobi had wanted to be "dormant" – ie not pay anything but still keep receiving everything. They had been informed this was not acceptable; such an arrangement, if it spread, would be end of the Society. Subscriptions will be paid in July.		
9	Affiliated Groups The following affiliation applications were approved: <ul style="list-style-type: none"> • Desertcreat Scottish Country Dancers, Cookstown, NI • The Gay Gordons, London • Gay Gordons, Edinburgh EG to speak to SC to clarify names of the latter two when confirming their affiliation.	EG/SC	25/05/12
10	Board Member/Trustee Issues 1) <i>PR</i> : JW had had discussions with Liz Fraser, and would now take this forward with EF. 2) <i>Database</i> : JW had already mentioned the database. Events management was part of the database, but would not be in place for this year's Summer School. 3) <i>Meetings schedule 2012-13</i> : JW and EF had produced a more logical plan for meetings, and sought the Board's approval. Timing of the July meeting was to accommodate preparation of the accounts and to allow FGAG time to scrutinise them before the Board. BA would like a MS meeting earlier than end of January, perhaps November. Once the schedule was finalised, it would be placed on the website so that those standing for office would be aware of the dates and commitment involved.	JW/EF BA/EF/JW EG	ongoing asap when complete
11	Correspondence None.		
12	AOCB JW requested every panel and working group provide him with a "winding-up statement" for the July Board meeting: what the remit was, what had happened, and the way ahead. He would send out an email with the headings required.	JW	asap
13	Date of Next Meeting – 7 th July 2012		

BA	Bill Austin	AM	Alan Marchbank	DC	Diane Claymore
RBa	Roy Bain	JM	Jean Martin	SC	Shona Coyle
RB	Ruth Beattie	JP	Jack Pressley	DC	David Cunningham
MB	Malcolm Brown	DR	Di Rooney	LF	Liz Fraser
NB	Neil Copland	HR	Helen Russell	AG	Alex Gray
KE	Keith Evans	KS	Keith Stacey	MHu	Marjorie Hume
EF	Elizabeth Foster	PW	Philip Whitley	SR	Susan Rhodes
EG	Elspeth Gray	EW	Elaine Wilde	MT	Moira Thomson
IH	Iain Hutchison	JW	John Wilkinson		
AMac	Alan Macpherson	WW	William Whyte		

Management Board meeting, 12 May 2012

Corrections:

WW (25/5/12)

6.2.5 Wasn't Malcolm Brown someone who said they had various electronic copies of old books?

3.1.7 Replace

"sales occurring over the rest of the year did not compensate for loss sustained at Summer School."

with

"sales occurring over the rest of the year did not compensate for the drop in sales sustained at Summer School."

KE (25/5/12)

3.1 9) "outturn", not "outurn"

MANAGEMENT BOARD MEETING

Saturday 7 July 2012

RSCDS Headquarters, 12 Coates Crescent, Edinburgh at 10.30am

AGENDA (v1)

(10.00-10.25am Board Member only Discussion)

Enclosures/Papers

- 1 Apologies
- 2 Notes of Meeting of 12 May 2012
- 3 Matters arising from Notes not listed elsewhere
 - 3.1 Chairman's Remarks
 - 3.1.1 AGM 2012 – Draft Agenda
- 4 Finance
 - 4.1 Trustee Report and Annual Accounts to end of March 2012
(Alan Cunningham, Auditor to be in attendance)
 - 4.2 Treasurer Report
 - 4.2.1 FGAG Meeting (including revised Budget 2012-13)
 - 4.2.2 Investment Comments
- 5 Management Board Strategic Plan
 - 5.1 Executive Officer
 - 5.1.1 Report (including strategic planning)
- 6 Management Board Panels & Working Groups 2012
 - 6.1 Panels
 - 6.1.1 Conferences
 1. Regional Conferences (*O/seas, Europe, England, Wales*) (Ruth)
 2. Scottish and NI Branches Conference 2012 (Philip)
 - 6.1.2 Constitution/Articles of Association (William)
 - 6.2 Working Groups
 - 6.2.1 External Events (*incl. Health Strategy, Queen's Diamond Jubilee, RSCDS 90th Anniversary, Contacts with ABF, Burns Fed. & NTS*) (RB)
 - 6.2.2 Information Highway (Elaine)
 - 6.2.3 RSCDS President (John)

David Cunningham will make a short presentation

LUNCH

- 7 Management Committees**
- 7.1 Education and Training Committee
 - 7.1.1 Meeting of 19 May 2012
 - 7.1.2 Strategic Plan Update (*incl. Schools, RSCDS Manual & C for E WGs, Adjudication and Technique Advisory Panels*)
 - 7.2 Membership Services Committee
 - 7.2.1 Meeting of 9 June 2012
 - 7.2.2 Strategic Plan Update (*incl. AGM Conference Weekends 2012 and 13, Archives, Publications, Music activities*)
 - 7.2.3 MS Review Update
 - 7.3 Interim Youth Services Committee (Roy Bain)
 - 7.3.1 Meeting of 16 June 2012
 - 7.3.2 Strategic Plan Update (*incl. Spring Fling*)
- 8 Appointed Posts**
- 8.1 Nothing to report
- 9 Branches**
- 9.1 Nothing to date
- 10 Affiliated Group Applications**
- 10.1 Nothing to date
- 11 Board Member/Trustee Issues**
- 11.1 Marketing and Database (John Wilkinson)
- 12 Correspondence**
- 12.1 Nothing to date
- 13 Any Other Competent Business**
- 13.1 Nothing to date
- 14 Date of Next MB Meeting**
6 October 2012

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 7 July 2012
at RSCDS Headquarters, 12 Coates Crescent, Edinburgh at 10.30am**

Present: Ruth Beattie (Chairman and Convenor of meeting)
John Wilkinson (Chair Elect)
William Whyte (Treasurer)
Roy Bain, Malcolm Brown, Alan Macpherson, Alan Marchbank, Jack Pressley, Helen Russell, Philip Whitley, Elaine Wilde.

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

Apologies: Di Rooney, Bill Austin, Neil Copland, Keith Evans, Iain Hutchison, Jean Martin, Keith Stacey.

	Decision/Action	Member/s responsible	Date to be completed
1	Notes of Meeting of 12 May 2012 1) <i>Minute 3.1 (6)</i> – On further investigation, SNIBC had incurred £618 expenditure against income of £670, resulting in a small profit. 2) <i>Minute 3.1 (20)</i> – Amend “£15 in 2007...” to “£18 in 2007...” 3) <i>Minute 5.1.2 (6)</i> – Amend by deleting “before submission to OSCR”, and inserting “within one week”. 4) With the above amendments, the notes were accepted as an accurate record. 5) There were no further matters arising not listed elsewhere.		
2	Matters Arising /Chairman’s Remarks		
2.1	<i>AGM 2012 – Draft Agenda</i> The draft agenda, due to be sent out 24 August, was circulated. The deadline for submission of motions from Branches was 10 August.		
2.2	<i>Minute 2.1 (3)</i> – Slipstop: a manufacturer had been found who would produce it at a reasonable rate. A new shape bottle was suggested; the label would have amended wording but would still show where it originated. AMac reported a further development; he had received a sample of an alternative product from the supplier, which would be slightly coarser, easier to produce, and therefore slightly cheaper. It would be tested at Summer School and a decision made well before current stocks ran out.		
2.3	<i>Minute 2.2 (1)</i> – AGM & Conf. Weekend: speaking limit for Convenors would be two minutes. This would not apply to EF. JM had been disappointed that seconders to motions were not to be allowed to speak; PW thought this was a misunderstanding, which needed to be clarified.	PW	Asap
2.4	<i>Minute 2.4</i> – 90 th Anniversary logo: Copies were circulated. It is designed to sit alongside our, or branches’ own, logos.		
2.5	<i>Minute 2.2 (4)</i> – Motion from Toronto: E&T had reviewed the financial position in connection to exams, and had decided to increase exam fees. MB had understood there would be consideration of the overall financial situation, and perhaps provision of a way for those who needed support		

<p>2.6</p> <p>2.7</p> <p>2.8</p>	<p>to apply for it. WW had been in contact with Toronto, and was steering them towards JMMF, but was carrying out no further “financial examination”.</p> <p><i>Minute 5.1.2 (5) – MAA procedure:</i> JW had spoken to OSCAR, who said this was entirely for the Board to decide, but their recommendation was to submit changes to them before placing before members.</p> <p><i>Minute 5.2.2 (2) – Information Highway/Database:</i> JW had spoken to eCom, who did not provide a membership database as a product, but could provide a bespoke solution, which he felt was not the best option.</p> <p><i>Minute 5.2.3 – RSCDS President:</i> RB confirmed that Alastair MacFadyen wished to continue for another year.</p>		
<p>3</p>	<p>Finance</p>		
<p>3.1</p>	<p>Trustees Report and Annual Accounts to end March 2012</p> <ol style="list-style-type: none"> 1) WW confirmed that Alan Cunningham, a partner of Alexander Sloan, based in their Glasgow office, would now be acting as Auditor, and would present the accounts to the Board. 2) On p8 of the report, it was stated that the new SCD Lessons Pack, under Curriculum for Excellence, would be available for Summer School, but that was not the case, it would be available to preview. 3) RB reported a comment from JM regarding the need for a Finance Committee to scrutinise accounts and prepare a budget. WW felt it was important to distinguish between the quarterly management accounts, which provided guidance for the Board regarding progress against budget, and the year-end accounts which were statutory and therefore more formal. The latter could give a misleading impression, as they brought in investments and JMMF. EF noted that anyone else scrutinising the management accounts would not have any more information than what was already available. <p><i>Alan Cunningham joined the meeting.</i></p> <ol style="list-style-type: none"> 4) As a stranger to the RSCDS, Mr Cunningham said the annual report element of the document was very important, giving a good view of what the Society did; he had found it very helpful. 5) The financial review on p10 was a helpful summary. The charity had had a good year in 2010-11, with a surplus of £54K before gains/losses on investments. 6) The SoFA (Statement of Financial Activities) on p15 showed the charity had a fall in total income of just short of £157K , mainly due to a fall in voluntary income of around £29K (see Note 2, p18), within which membership subscriptions fell by £10K. Generated income (see Note 5, p19) also fell, from £526K to £396K, the main components of which were a reduction in income from Summer School, Winter School and shop sales. 7) In the SoFA, p15, total resources expended were £702K, ie a fall in expenditure compared to the previous year; not sufficient, however, to counter the drop in income, thus creating a deficit of £91K (before gains/losses on investments) for the year (2011 as previously mentioned was a surplus of £54K). The overall deficit of £102K was exacerbated by a mixture of unrealised gains and other factors. The total negative outflow was £102K for the year, funded from reserves. 8) The last line of the SoFA showed a breakdown of Net Worth by fund type, which matched the balance sheet on p16. 9) In the Balance Sheet, p16, Investments showed £642K, and the notes 		

	<p>highlighted original cost and further details. It had been a volatile period for investments.</p> <p>10) The accounts had been subject to audit, and reviewed in detail by WW with input from EF. Matters highlighted in the audit letter had been addressed. Mr Cunningham was delighted to provide a clean audit report and assurance to Trustees that the detailed accounts complied with Scottish regulations and with the UK accounting standards for charities.</p> <p>11) Comments were invited from Board members.</p> <p>12) WW asked if Mr Cunningham could give any comparison of the RSCDS to other charities.</p> <p>13) Mr Cunningham spent around 80% of his time dealing with charities, of all shapes & sizes. Many other charities would not produce such a detailed annual report, as they had no professional input. Many sought external funds, and many were highly dependent on investment returns. The charity sector showed great resourcefulness in tackling problems and providing services even when times were hard.</p> <p>14) AM questioned whether the Board should be more concerned about lack of income from memberships. RB believed that the Board was trying to tackle that, but was aware that other organisations were experiencing a similar drop in memberships. AM asked if there was a “tipping point”; WW pointed out that membership income was around 30% of total income, which was significant but not critical. Much more income came from Summer and Winter Schools, and sales. Provided the decline continued at the similar pace, it could be accommodated for a number of years, with no “tipping point” in the near future.</p> <p>15) WW noted also figures were affected by the timing of subscription payments from branches. This year £9K came in after 31 March.</p> <p>16) MB noted that one of the appendices mentioned website depreciation and asked why that was done. The auditor believed it was a policy adopted by Trustees several years previously. WW added that software had an intangible “life”, and the judgement was that 3 years, spread across 3 years’ accounts, was adequate.</p> <p>17) WW asked Mr Cunningham to comment on the solidity of the organisation, as there was concern among some Trustees regarding the deficit. Mr Cunningham responded that the balance sheet showed that the organisation’s worth was £766K, of which almost all belonged to working capital, with no high dependence on restricted funds. £642K was tied up in investments. 2010-11 had been a good year, with a “bump” in 2011-12, and it was for the trustees to address the issues raised. The more dramatic component of the fall in income was due to generated income.</p> <p>18) The Board approved the accounts, which were duly signed by RB, WW and the Auditor.</p>		
<p>3.2 3.2.1</p>	<p>Treasurer Report <i>FGAG meeting (inc revised budget 2012-13)</i> FGAG had met on 5th July and addressed three main points: the accounts; the revised budget for 2012/13; and, as a result of comments from JM and NC, FGAG’s role and functions. Also discussed was the question of what recommendation the Board should make on subscriptions.</p>		

3.2.2	<p><i>Accounts</i></p> <ol style="list-style-type: none"> 1) Statutory accounts were required by law but could sometimes give a misleading impression and thus needed to be interpreted. WW believed there was a need for longer-term thinking in terms of the accounts and subscriptions, the Board should consider more than one year at a time. 2) This year there was a loss of £91K; if the Development Fund was removed from the picture the core business of the General Fund remained, which should be kept in balance. It was £58K in deficit, still significant, but one-time events during the year contributed to that figure; property repairs, a new form of trustee training, regional forums, and legal fees for possible change of status, all of which came to £41K. Most of these attracted VAT of around £6K; if that had not been spent there would have been zero VAT, and therefore the General Fund would have been -£8K without those items. 		
3.2.3	<p><i>Budget</i></p> <ol style="list-style-type: none"> 1) The budget for the General Fund for the current year had been passed in February. This budget was provisional and inadequate. A revised budget was tabled (Version 5, Version 2 having been previously circulated). Subscription income had been reduced. A larger amount had been put in for Summer School, which might be somewhat optimistic, but numbers were almost the same as the previous year. Shop sales might have achieved more with new products but was over-estimated. On expenditure, it was recognised that more was being spent on publicity and marketing. Website project work was going into the Development Fund, which was why depreciation was down. Some reduction on meeting expenses was expected. There was no budget for donations. It was recognised that if things were done that incurred VAT then a zero VAT situation was not realistic, but it may happen. WW confirmed that “Banking/credit card charges” was primarily credit card charges; more people were paying online, attracting a higher bank charge. It had been agreed 2/3 yrs ago not to charge extra for payment by credit card. He also confirmed that working groups etc were included in Meeting expenses. 2) WW believed it was a more realistic budget, but did not include anything that had not yet been approved, eg Manual filming, new website projects, or other Committee developments. 3) EF believed a tighter budgeting process for committees was required, along with a sharper approach to selection of products, in the light of what/where/ who the market was and whether something was expected to be a loss leader or to generate income. There also needed to be more discussion of overall budgets across committees, and to plan further ahead. LF had identified major events over approximately the next five years. 4) JW believed the Board had agreed in principle on a video to accompany the Manual, but not the actual cost; there were merits in it going forward but the Board had to approve; also the database was absolutely essential, but it too had still to be approved. 5) WW sought Board approval for this budget, taking into account that anything not in budget would have to be approved; there would be a process of discussion between EF, WW and if necessary RB and 		

	<p>JW, and again with Board members if necessary. Decisions on expenditure below £10K should not necessarily need approval by Board members, but significant items or new ventures should be considered by the full Board.</p> <p>6) After some discussion, it was agreed to increase Publicity & Marketing from £19K to £24K.</p> <p>7) With that amendment, the budget was agreed.</p>		
3.2.4	<p><i>Subscription fees</i></p> <p>1) There was lengthy discussion regarding the subscription fee, with views for and against, and differing views on a potential increase.</p> <p>2) A vote was held firstly on the appropriate amount, with the proposal being £1 + possibly £1 in subsequent years; there were 7 votes for and 4 abstentions. There was then a vote as to whether to propose an increase of £1 to this year's AGM; there were 9 votes for and 2 against, one of whom was WW. It was agreed, therefore, to propose an increase of £1 in the subscription for the year 2013-14 to the AGM. The increase would be factored across other subscription types.</p> <p>3) The affiliation fee did not need to be approved at AGM and would be discussed at the next meeting.</p>		
3.2.5	<p><i>Role of FGAG</i></p> <p>The role of FGAG was to give advice and guidance to the EO and, if requested, to the Board. JM and NC seemed to wish FGAG to undertake more financial scrutiny, like a Finance Committee, which was not its role. JW suggested that clarification of roles such as this should be part of the next training day.</p>	JW/WW	
3.2.6	<p><i>Investments</i></p> <p>There were no comments on investments.</p>		
4	Management Board Strategic Plan		
	<p>Executive Officer</p> <p><i>EO Report</i></p> <p>1) On the Strategic Plan (SP), EF was happy to take comments outwith the meeting; in addition the Marketing Plan and a calendar for Marketing had been circulated to help with a better corporate approach to forward planning.</p> <p>2) EF had circulated an appendix to her report regarding external contractors; Liz Fraser's contract ran until September and although it was early to discuss it now, EF wished to know how to approach it. JW had been looking at building on LF's activities with an additional PR approach. Opportunities where media management was required were increasing, with approaches from radio and TV, etc. If anything, LF's role was expanding. EF believed her contract was money well spent, and if she was required to do more, this could be negotiated. Since June 08, she had been doing 60 days/year and had received no increase in her daily rate of £250/day + expenses.</p> <p>3) David Cunningham had been appointed for several months to scope the project, and was given a 12-month contract from December. There would be time to bring this to a later Board meeting, but he would personally appreciate an indication from the Board if his contract was likely to continue beyond December 2012. He received £18K/year for up to 3 days/week.</p> <p>4) EW believed DC's role was pivotal and felt that three years was</p>		

	<p>necessary to take the organisation forward. EF noted that one of DC's plans was to produce an App, but there were already people in that market, which was frustrating.</p> <p>5) JW had discussed the PR aspect with EF and LF and believed there was more LF could do in respect of what she was currently being asked to do; she could perhaps sub-contract some PR work. She was also very capable of carrying out marketing research.</p> <p>6) It was agreed to extend LF's contract for a further year, with no increase to the daily rate. The decision on DC would be made later.</p> <p>7) MB noted that Board and Committee member role descriptions were on the website, but he believed the Board should have seen and approved them first; EF confirmed they had been circulated previously.</p> <p>8) EF would include the alternative to the current online database in the SP as something fundamental to achieve.</p> <p>9) MB felt the SP included aims rather than objectives; EF disputed this.</p>		
5	MB Panels & Working Groups		
5.1	Panels		
5.1.1	<p>Conferences</p> <p>1) <i>Regional</i> There was nothing more to report.</p> <p>2) <i>Scotland & N Ireland</i> The next SNIBC would be held on Saturday 20th April 2013, in Dunblane. There had been a call for new committee members, but no response to date. PW asked Board members to encourage anyone they knew who may be interested to come forward. One of the outcomes from this year's meeting was an Office-Bearers' Workshop, to be held at Coates Crescent on Saturday 13th October; run by Linda Gaul, the cost would be £5, for a maximum of 20 participants. The invitation would go to all branches, not just Scottish and N Irish.</p>		
	<p style="text-align: center;"><i>Not part of formal meeting</i></p> <p>David Cunningham joined Board members.</p> <p>There were two areas he wished to raise with the Board: firstly, to update on how his contract was working and where he was currently at, and secondly the obstacles/hurdles in getting media development matters moving faster.</p> <p>He had very much enjoyed his work so far. What he had been doing was very diverse and becoming more so. There was a degree of "mission creep" – many more people wished to draw on his expertise and he had attended an increasing number of meetings etc. That in itself was not a problem, but meant he could not do other things that he wanted to do. There was a discrepancy between what he was actually doing and what people expected him to be doing. For example, because he set up the Facebook page some people expected him to be adding entries every day and making it work – but that was not his role. He felt some clarity about his role was needed. David felt there was a lack of cohesion in the organisation; he was hearing a lot of voices and not a single voice.</p>		

David had concerns about the website. Web Foundry had quoted prices for providing the facilities that he needed, but they were very expensive so some things had been done in other ways, eg selling downloads via iTunes rather than directly. He had been looking at the Joomla platform, and believed the only way to move forward sensibly was to have a parallel site, that we could control, so that we did not have to spend so much – the cost would be hundreds of pounds as opposed to thousands. The problem with the current website was not with the platform itself, which could deliver what was required, but there was a single piece of code embedded into every element of the website, connected with the online database. It was therefore not now genuinely open source. The level of customisation was the problem.

David did not particularly want to spend any more time building a parallel Joomla website, but if he did not do so, he would not be able to do the main things he wanted to. It would be a parallel site, called something like “RSCDS digital”, it would be transparent to the user, and background administration would still be the same. Longer term, there would need to be consideration of how any possible new events management and/or database system would fit with the Joomla model, and either remove the relevant piece of code or port everything to the alternative site.

David felt that the bottom line was that people wanted to see things change quickly. He suggested that his role be changed for the next 6 months to website developer, and once it was in place, he would revert to music development. He would like to be able to launch the new media website at the AGM.

When asked if other projects would be put on hold, David replied that some things would have to continue, eg YouTube, they could not be stopped, but other projects would have to be spread out. He would continue to do some other things, to a certain degree. The new website would not look like the existing one. It would include radio stations, access to videos, etc, and have plugins that linked with Facebook and YouTube.

Following a question about competing demands for his time, David repeated that it was a problem, and that people did not understand what his remit was. EF thought this may be a temporary problem, there was a degree of backlog of projects that people wanted tied up, many of which would be completed by autumn and a proper project planning system could be commenced. She did agree, however, that there may be some confusion between DC’s role and that of the Music Director; DC, George Meikle and BA would be meeting to discuss that. DC also felt there was a lack of clarity regarding roles in the production process. RB stressed that any work that DC took on had to go through EF. RB thanked DC for attending and raising these issues with Board, and for all his work to date.

The Board **agreed** that, all things being equal, DC’s contract would continue and he should focus on website issues over the next 3 months.

	<p>EF noted that the funding for DC's contract was currently coming from the Development Fund, and urged Board members to consider ongoing commitment from that fund; almost half of the £100K was spent already</p> <p style="text-align: center;"><i>The meeting returned to its formal business.</i></p>		
5.1.2	<p>Constitution/Articles of Association</p> <ol style="list-style-type: none"> 1) It was noted that KS had resigned as Convenor of the Constitution Working Group, and WW had agreed to take over. 2) After the previous Board meeting, the understanding was that WW would produce output to send round the Board. However, there were two problems. Firstly, the confused nature of KS resigning and the need for clarity regarding where responsibility lay, had taken time to resolve. The second problem was that WW had four tracked versions; what the Board had seen at the previous meeting had had presentational changes made to it, but no substantive changes. In reality there had been very little feedback from the Board. 3) The Board had to decide where they wanted to go from now. WW suggested there were three options: (i) to abandon the idea, despite having spent over £6K+; (ii) to continue, WW estimated the total spend would be around £11K inc VAT, although there were some unknowns as yet, and the aim would have to be the 2013 AGM, not 2012; (iii) to take the latest version of the MAA to OSCR, which would cost nothing – a decision on whether or not to proceed could be taken once their response was received. If either (ii) or (iii) were chosen, WW felt it was still important to discuss it with members at the 2012 AGM weekend. 4) JW confirmed that OSCR did not offer an advice service; they would not consider a document unless it was accompanied by a request for change of status. Having done so, an organisation could still decide not to go ahead and implement the changes. EF thought there may have been some confusion, as KS had said that SCVO offered voluntary advice; however, the RSCDS was a complicated organisation and did not fit a standard "template". 5) HR asked what, apart from Trustee protection, would "sell" the change to the membership. Protection was the primary reason, and might encourage more people to stand for election, also bringing the legal structure into the 21st century. 6) EF noted that the change may be resisted because of emotional reaction to the terms used, ie that branches were "members". 7) It was agreed to go for option (iii), and for this to be the main topic for discussion at the AGM discussion forum. 8) EF asked for clarification as to whether the draft Articles should be made available to the membership; having a forum without members seeing something would not be helpful. If to be discussed this year, they would have to receive the Articles plus the other document, and explanatory material. 9) It was agreed to submit the MAA to OSCR to get a response before the AGM; it should be submitted by end July, which was six weeks before the next Board meeting. Form to be signed by Chairman, Chairman Elect and Treasurer. 10) The huge amount of work done by WW was acknowledged. 11) The Constitution WG was confirmed as being WW (Convenor), JM 	AGM WG	Immed.

	and KE, with RB and JW in attendance. 12) EF felt strongly that the “Organisational Structure, Rules and Procedures” document was a reflection of where the organisation is now, not about the future. It would be discussed further, as it did not require to be submitted to OSCR.		
5.2	<i>Working Groups</i>		
5.2.1	<i>External Events, inc Health Strategy, Queen's Diamond Jubilee, RSCDS 90th Anniversary, Contacts with ABF, Burns Fed & NTS</i> 1) <i>Health Strategy</i> – The last meeting had been postponed, but RB had met with LF regarding the health strategy and had sent a note of that meeting to the Board. RB had discussed the strategy with an MSP she had met, who thought the First Minister would be delighted if there was a debate, and they could possibly offer a reception afterwards in the parliamentary lobby. Any member could attend the debate. It was agreed to take this suggestion forward. It was not known who would present the argument, but there would be a need to brief the person concerned. 2) <i>ABF</i> – No confirmation of details regarding the possible Guinness Book of Records attempt had been received, and it had now been made clear that we could not go forward on that basis. However, it may be possible to do something in connection with the RSCDS 90 th anniversary, which would have to be fundraising. It was agreed discussions should move forward on that basis. 3) <i>Burns Federation</i> – AM had written a short piece for their Chronicle.	RB	Asap
5.2.2	<i>Information Highway, inc Overseas Member Engagement</i> There had been very little response to the advert in the magazine. EW questioned whether the group was still currently needed, considering both the developments that had now taken place and were taking place, including JW's work on sourcing a new website developer. It was agreed to close the group for now, but with the proviso to be re-formed if required.		
5.2.3	<i>RSCDS President</i> 1) JW had circulated members of the group with a brief note, asking questions and including the role specification, and suggesting some names; there had been a mixed response. The group was divided 50/50 as to whether a President was needed or not, but was almost unanimous that Vice Presidents were not needed. Some changes were suggested to the role spec. Names suggested were: Lt Col Sir Malcolm Ross, the Duke & Duchess of Cambridge, Johan MacLean, and the current Vice Presidents. Johan MacLean was the only one that had elicited a positive response. The general feeling was the existing VPs should continue until they no longer wished to or were able to hold the post; alternatively, if the proposal to reform the structure went ahead, that may be an appropriate time to discontinue the roles. 2) JW asked all to let him have any suggestions for President, and what they should be expected to do.	All	Asap
5.2.4	JW thanked all Panel/WG convenors who had submitted wind-up reports. He would review them with EF and RB to see if there were any obvious reasons for merging or disbanding and would come back to the Board with any suggestions.		

6	Management Committees		
6.1	Education & Training Committee – 19th May 2012		
	<ol style="list-style-type: none"> 1) It was noted that in the past, when a Convenor was unable to attend the Board, a committee member had attended in their place. 2) <i>Video of Manual</i> – At the previous meeting, the Board had asked for a cheaper option to be sought. Various options had been discussed at a meeting in May. One idea had been to film at Summer School, and various difficulties concerning this were discussed. DC’s idea was to start with steps and simple formations as a free app, with payment required for more complex material. Once it was all committed to film, it was felt that many members would want a DVD. HR felt the target was teachers, exam candidates and those who wanted to improve their dancing, but DC felt it could be more multi-purpose. EF felt there was a need for clarity about the purpose and the audience, as that would impact on, eg what dress was used, each time a condition was added would make it more complex and possibly more expensive. 3) The Manual may be ready for Summer School 2013. HR was more concerned with getting good, quality video, than just getting filming done. EF suggested that if there was an argument for 3 sections, each of which could stand alone, that may be the best approach. 4) It was agreed that this should be a project for the next year, and funding should be properly researched and put forward. 5) Technique Panel – It was suggested that future compilations of books should be checked with the Technique Panel or with E&T to ensure they are in line with what has already been published or is on the Technique Panel responses on the website. 6) E&T minute 12, regarding the non-existence of a “fast track” system between Parts 1 and 2 of the Teaching Certificate, was discussed. 7) E&T minute 4(b), WW pointed out that it was the committee’s responsibility to set examination fees, FGAG did not have a role in approving or endorsing them. 	HR	
6.2	Membership Services Committee – 9th June 2012		
6.2.1	<p><i>3rd Party Sales</i></p> <ol style="list-style-type: none"> 1) There was discussion regarding the request for the Board to provide direction on whether further investigation of 3rd party sales was desirable. WW had had negotiations with the person concerned, concluded a set of terms & conditions, drawn up a draft contract and passed it to EF. The idea had been to reach people who were not our usual customers. 2) The main concern was not the 40% discount, but the fact that they may undercut our prices. WW believed that a minimum retail price could not be forced on the reseller. 3) It was agreed to go ahead with the proposal, on a pilot basis only. 		
6.2.2	<p><i>MS Review</i></p> <ol style="list-style-type: none"> 1) MB was concerned that he had not heard about a review until now. There had been several meetings involving RB, JW, EF, BA, PW, with DC at one meeting. Comment was not expected today, as Board members had not had sufficient time to consider the paper. Nevertheless, the paper was received positively by Board members. 2) The proposal clearly needed to go for consultation to members of MS, and any other relevant party. It acknowledged changes in the 		

	<p>Society and the need to do things differently. If the Board agreed with the proposal, a motion could be put to the AGM for the committee to be dissolved at the AGM in 2013, to allow for a period of handover and consolidation. A reasonable timescale was required to ask questions and produce a suitable motion. The Board agreed that the document should be circulated to MS committee members, while the Board were considering it further.</p> <p>3) Comments on the paper were requested by 24th July. There would then be two weeks to work on a final document for approval, to be issued to the Board w/c 17 August.</p> <p>4) It was confirmed that the draft MAA would not be impacted.</p>		
6.3	<p>Interim Youth Services Committee – 16th June 2012</p> <p>1) The committee had tried to build up slowly rather than try to do too much at once. Working groups were in place.</p> <p>2) Interaction with website and Facebook was coming together.</p> <p>3) Approximately 90% of Scottish branches had responded to the survey. From that, there had been communication with a number of branches to identify what youth work they were doing, and who was doing it. The plan was to continue the survey into the rest of the UK, then beyond.</p> <p>4) Minutes of the last meeting should be available in a few days.</p> <p>5) Margo Priestley had agreed to lead the Youth dem team.</p> <p>6) There had been some involvement with plans for the learning festival in September.</p> <p>7) Jim Stott was returning to E&T, and Fiona McIver had unfortunately stood down, due to having insufficient time to commit.</p>		
7	<p>Appointed Posts There was nothing to report.</p>		
8	<p>Branches Victoria Branch had given notice of their formal disbandment.</p>		
9	<p>Affiliated Groups There were no applications for affiliation.</p>		
10	<p>Board Member/Trustee Issues <i>Marketing and Database:</i> Marketing had been covered elsewhere in the meeting. With regard to the database, WW requested sight of the proposal. It needed careful consideration, and WW was happy to work with JW to review and clarify the costs. JW and WW to discuss further.</p>	JW/WW	Asap
11	<p>Correspondence None.</p>		
12	<p>AOCB MB had been approached by Moscow Branch, asking what they needed to do to get permission to translate parts of the magazine, which they would then put on their website. It was agreed they should simply be advised to go ahead.</p>		
13	<p>Date of Next Meeting – 6th October 2012</p>		

BA	Bill Austin	AM	Alan Marchbank	DCI	Diane Claymore
RBa	Roy Bain	JM	Jean Martin	SC	Shona Coyle
RB	Ruth Beattie	JP	Jack Pressley	DC	David Cunningham
MB	Malcolm Brown	DR	Di Rooney	LF	Liz Fraser
NC	Neil Copland	HR	Helen Russell	AG	Alex Gray
KE	Keith Evans	KS	Keith Stacey	MHu	Marjorie Hume

EF	Elizabeth Foster	PW	Philip Whitley	SR	Susan Rhodes
EG	Elsbeth Gray	EW	Elaine Wilde	MT	Moira Thomson
IH	Iain Hutchison	JW	John Wilkinson		
AMac	Alan Macpherson	WW	William Whyte		

**Notes of special meeting of the Management Board
held on 11 August 2012
at McIntosh Hall, St Andrews at 2.30pm**

Present: Ruth Beattie (Chairman and Convenor of meeting)
John Wilkinson (Chairman Elect)
Keith Evans, Iain Hutchison, Alan Macpherson, Jean Martin, Jack Pressley, Di Rooney,
Helen Russell, Philip Whitley, Elaine Wilde (by telephone).

In attendance: Elspeth Gray (Notes)

Apologies: Bill Austin, Roy Bain, Malcolm Brown, Neil Copland, Elizabeth Foster, Alan Marchbank, Keith Stacey, William Whyte.

	Decision/Action
1	<p>Introduction</p> <ol style="list-style-type: none"> 1) RB circulated a paper setting out the relevant dates and actions regarding complaints received. 2) RB had had some difficulty in understanding why the meeting had been called. A complaint had been received and was being dealt with under the procedure. If the complainant was not happy, the next step should have been to the Chairman, not the Board. She did not propose to discuss the complaint against JW.
2	<p>Complaint being dealt with by JW</p> <ol style="list-style-type: none"> 1) It was clear that JW had been unable to meet the 21-day deadline for good reasons; he had had difficulty contacting all those present at the MS meeting, and additionally, was at Summer School. However, the complainant had not been informed that there would not be a response within 21 days, or why; JW acknowledged this and apologised. 2) Under the complaints procedure, referral to OSCR did not apply to personal issues; the Chairman's decision is final. 3) Board members were asked if they wished to take any further action regarding the complaint against JW; the response was a unanimous 'no'. 4) It was agreed to write to the complainant that although the Board regretted and did not condone the fact that JW did not respond in 21 days, they had discussed the matter fully and no further action would be taken. JW had already apologised to the complainant by email. 5) RB pointed out it was inconsistent to have brought this matter to the Board, as a previous complaint had not been dealt with in the same way; it had been dealt with by the Chairman. <i>EW joined the meeting by telephone at this point.</i> 6) RB summarised the discussion for EW. EW felt there was a lesson to be learned; while completely understanding JW's position, a holding email should have been sent.
3	<p>Complaint against BA</p> <ol style="list-style-type: none"> 1) RB had spoken to BA at length following the MS meeting. It was her view that BA should have time to consider his position. She had asked BA to let her know what he wished to do before she left for N America. 2) The complainant had stated his view that BA should no longer be a member of the Society. However, it was not up to a complainant to tell the Board how to deal with an issue; it was the Chairman's decision. Board members present agreed unanimously. 3) A formal letter of resignation from BA had yet to be received. 4) Nothing that BA had said or done had affected anyone outwith the organisation and the Society's reputation had not been brought into disrepute. 5) It was agreed that the line would be drawn there, and RB would write to the complainant.

	<p>The letter should include the Board's endorsement of JW's decision on the outcome of the complaint. It was clarified that JW's response had not yet gone to the complainant; several Board members had seen and contributed to the reply, but JW would circulate a final draft before it was sent to the complainant.</p> <p>6) JM suggested that a letter should be sent to BA, to thank him for all the work he had done. RB had done so by email, but it was agreed that she should write a formal letter.</p>
4	<p>Breach of confidentiality</p> <p>1) In an email circulated to members of MS, giving his response to the MS Review document, Alan Caig (AC) had stated that "The review body includes BA who is the subject of a complaint into his conduct...". This was a breach of confidentiality. EW also noted that BA was never at any point suspended.</p> <p>2) The Board did not have the power to issue a warning to the complainant, as might be done in other organisations. It was not felt that dismissal of membership was warranted.</p> <p>3) It was recognised that the juxtaposition of this issue with the complaint was awkward, but Board members agreed such a serious breach of confidentiality could not be allowed to pass.</p> <p>4) The Code of Conduct for Members of the Management Board and Management Committees states that "Board and Committee members... should ensure that confidential material, including material about individuals, is handled with due care."</p> <p>5) It was agreed that a letter should be sent to AC advising him that the Board perceived his action as serious, a clear breach of the Code of Conduct, and that he would be expected to comply with the Code of Conduct in future.</p>
5	<p>KE wondered if, in future, there was some way of flagging up when major clashes might be developing, to help deal with the situation. It was hoped this would be a one-off, but if a similar situation were to recur, some sort of mediation might help. RB stated that discussions had taken place between BA and herself and, to her knowledge, between BA and other members of the Board, to talk through the difficulties. However, KE's point would be noted.</p>
6	<p>RB thanked everyone for attending.</p>
7	<p>Date of Next Meeting – 6th October 2012</p>

BA	Bill Austin	IH	Iain Hutchison	HR	Helen Russell
RBa	Roy Bain	AMac	Alan Macpherson	KS	Keith Stacey
RB	Ruth Beattie	AM	Alan Marchbank	PW	Philip Whitley
MB	Malcolm Brown	JM	Jean Martin	EW	Elaine Wilde
NB	Neil Copland	JP	Jack Pressley	JW	John Wilkinson
KE	Keith Evans	DR	Di Rooney	WW	William Whyte

MANAGEMENT BOARD MEETING

Saturday 6 October 2012

RSCDS Headquarters, 12 Coates Crescent, Edinburgh at 10.30am

AGENDA (v4)

(10.00-10.25am Board Member only Discussion)

Enclosures/Papers

- 1 Apologies**
- 2 Notes of Meetings**
 - 2.1 7 July 2012
 - 2.2 11 August 2012
- 3 Matters arising from Notes not listed elsewhere**
 - 3.1 Chairman's Remarks
 - 3.1.1 AGM 2012 – Any outstanding items
 - 3.1.2 Scrolls Award
- 4 Finance**
 - 4.1 Quarterly Accounts to end of June 2012
 - 4.2 Treasurer Report
 - 4.2.1 RSCDS Investments
 - 4.2.2 Affiliation Fee (Matter arising from July meeting)
- 5 Management Board Strategic Plan**
 - 5.1 Executive Officer
 - 5.1.1 Report (incl. Reps. from NMDO and MO)
 - 5.1.2 RSCDS Risk Management Plan
- 6 Management Board Panels & Working Groups 2012**
 - 6.1 Panels
 - 6.1.1 Conferences
 1. Regional Conferences (*O/seas, Europe, England, Wales*) (Ruth)
 2. Scottish and NI Branches Conference 2012 (Philip)
 - 6.1.2 Constitution/Articles of Association (William/Ruth)
 - 6.1.3 HR (Ruth)
 - 6.2 Working Groups
 - 6.2.1 External Events (*incl. Health Strategy, Queen's Diamond Jubilee, RSCDS 90th Anniversary, Contacts with ABF, Burns Fed*) (Ruth)
 - 6.2.2 RSCDS President (John)?
 - 6.3 Review Update – Panels and Working Groups (John)

- 7 Management Committees**
- 7.1 Education and Training Committee
 - 7.1.1 Meeting of 8 September 2012
 - 7.1.2 Strategic Plan Update (*incl. Schools, RSCDS Manual, CPD & C for E WGs, Adjudication and Technique Advisory Panels*)
 - 7.1.3 Examiners Conference
 - 7.2 Membership Services Committee
 - 7.2.1 Meeting of 1 September 2012 *Circulated 5 Oct2012*
 - 7.2.2 Strategic Plan Update (*incl. AGM Conference Weekends 2012 and 13, Archives, Publications, Survey, Music activities*)
 - 7.2.3 MS Review (to be presented by Bill Austin)
 - 7.3 Interim Youth Services Committee
 - 7.3.1 Meeting of 15 September 2012
 - 7.3.2 Strategic Plan Update (*incl. Spring Fling*)
- 8 Appointed Posts**
- 8.1 Youth Director – role to cease from 2012 AGM
 - 8.2 Archivist – role to be assumed by Alan Macpherson from 2012 AGM
- 9 Branches**
- 9.1 Aberdeen Branch – request for plaque for Bobby Watson
 - 9.2 Brighton Branch – request to consider providing at least 1 free copy of each new book of dances to branches, depending on size, and one to each Affiliated Group (Jean)
- 10 Affiliated Group Applications**
- 10.1 Gay Gordons (Manchester)
 - 10.2 Grupo de Danca Escoscesa da ART (Lisbon, Portugal)
- 11 Board Member/Trustee Issues**
- 11.1 Website and Database Update (John Wilkinson)
 - 11.2 Annual fees – two queries/issues from Jack Pressley
- 12 Correspondence**
- 12.1 Nothing to date
- 13 Any Other Competent Business**
- 13.1 Training Day for Board and Comm. Members 1 December 2012
(possible to move from 1/12 to 8/12?)
- 14 Date of Next MB Meeting**
16 February 2013

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

**Notes of meeting of the Management Board
held on 6 October 2012
at RSCDS Headquarters, 12 Coates Crescent, Edinburgh at 10.30am**

Present: Ruth Beattie (Chairman and Convenor of meeting)
John Wilkinson (Chair Elect)
Di Rooney, Convenor E&T
Roy Bain, Convenor, Interim YS
William Whyte (Treasurer)
Neil Copland, Keith Evans, Iain Hutchison, Jean Martin, Alan Macpherson, Jack Pressley, Philip Whitley, Elaine Wilde.

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

Apologies: Malcolm Brown, Alan Marchbank, Helen Russell, Keith Stacey.

	Decision/Action	Member/s responsible	Date to be completed
1	Meeting of 7 July 2012		
1.1	<p>Notes of meeting</p> <p>1) <i>Minute 2.5, line 3</i> – Amend to read “...of the overall financial...”</p> <p>2) <i>Minute 3.1 (7), lines 4/ 5</i> – Amend to read “...(2011 as previously mentioned was a surplus of £54K).”</p> <p>3) <i>Minute 3.2.4 (2), line 2</i> – Amend to read “... proposal being £1, + possibly £1 in subsequent years;”</p> <p>4) <i>Minute 5.2.2</i> – Amend to read “There had been very little response to the advert in the magazine. EW questioned whether the group was still currently needed, considering both the developments that had taken, and were taking place, including JW’s work on sourcing a new website developer. It was agreed to close the group, with the proviso to be re-formed if required.”</p> <p>5) <i>Minute 6.1 (4)</i> – Add “HR” in ‘Member responsible’ column, no deadline.</p> <p>6) <i>Minute 6.2.2 (1), lines 3/4</i> – Amend to read “... Board members had not had sufficient time...”.</p> <p>7) <i>Legend</i> – Neil Copland initials should be NC.</p> <p>8) With the above amendments, the notes were accepted as an accurate record.</p> <p>9) In future, any amendments to the minutes should be identified as soon as possible after the minutes are issued.</p>	All	ongoing
1.2	<p>Matters arising from 7 July 2012</p> <p>1) <i>Minute 2.3</i> – Clarification was requested. After discussion, a vote was held on the proposal that, for the motions section of the agenda and any amendments in that section, both proposer and seconder should be allowed to speak. There were 8 votes in favour, so the proposal was carried. For all other agenda items, only the proposer is required to speak.</p> <p>2) <i>Minute 3.1 (15)</i> – The comparative figure from last year for</p>	RB/JW/EG	

	<p>subscription payments received after 31 March was circa £5K.</p> <p>3) <i>Minute 6.2.1</i> – JM was concerned that if the 3rd party sales proposal was not with Highlander Music, there could be repercussions. It was confirmed that it was with another party, who proposed to sell some RSCDS goods at festivals etc; this was a unique service, quite different from Highlander. There was still time to explore issues further, and the retailer had given assurances it was not his policy to undercut his suppliers. If it was on a ‘sale or return’ basis, the discount would be lower.</p> <p>4) It was confirmed that the target for production of minutes after a Board meeting was two weeks.</p>	EG	ongoing
2	<p>Notes of Meeting of 11 August 2012 The notes were accepted as an accurate record.</p>		
2.1	<p>Matters arising from 11 August 2012</p> <p>1) There was discussion as to whether or not the complainant was a member at the time of the complaint, and the difficulty of establishing that. Although the membership year was July-June, in practice many branches did not collect subscriptions until classes started in September. Branches could not be forced to collect subscriptions at a particular date. RB concluded that the main point was to check a complainant’s membership status, whatever limitations there might be on that check.</p> <p>2) There had been no further comeback or response from the complainant.</p> <p>3) It was confirmed that BA had formally resigned. RB had been asked by the Board to write and thank him for all his effort, but BA had stated that he did not want a letter, and RB had already thanked him by telephone and email.</p> <p>4) EW had not been brought into the meeting until after it had started. Although these were emergency circumstances and the technicalities more complicated than at HQ, it was accepted this was unsatisfactory. EW suggested it might be useful to identify training for new convenors/chairman elect about chairing and managing meetings, particularly if tele- or video-conferencing.</p>		
3 3.1	<p>Matters Arising /Chairman’s Remarks <i>AGM 2012</i></p> <p>1) The Branch mailing with the final AGM Agenda was circulated on 5th October. The only motion was the subscription.</p> <p>2) When presenting the motion, WW proposed to mention that future Boards would consider whether to add future regular increases. As members wished the subscription to be put as a motion each year, this was felt to be unnecessary. WW noted that if asked, however, he would answer honestly. The short piece on the motion in the magazine mentioned that the Board was minded to go for small, regular increases.</p> <p>3) Convenors’ updates should focus only on what had happened since the Annual Review was produced. There may be interest/questions on progress on the Manual.</p> <p>4) It was agreed that the motion on subscriptions would be proposed by WW, with NC to second.</p>		

3.2	<p><i>Scroll of Honour</i></p> <p>When RB previously had read out the list of Scroll recipients, there had been an oversight in acknowledging an application from NZ within the timescale. The Panel had reconvened, and agreed to award a Scroll to Murray Corps.</p>		
4	Finance		
4.1	<p>Quarterly Accounts to end June 2012</p> <ol style="list-style-type: none"> 1) EF pointed out that first quarter results were not a good guide to second or third quarter, as they included several upfront payments. Presentation of the accounts had been amended; I&E had been organised to better reflect presentation in the annual accounts. A SoFA (Statement of Financial Activities) had been included to provide a fuller picture; payments due from JMMF were transferred at year end. 2) It was confirmed that on several pages where it says “Audited Mar 11”, it should be Mar 12. 3) JM asked whether £4K was a realistic figure for exam fee income for the full year; EF replied that the previous year had been almost £3.5K, and fees would increase from July 2013, so it should be about right. 4) WW advised that depreciation was incorrect as it included the website and would be corrected in the next quarter. Property costs were due to a one-time insurance payment. 5) Special events was incorrect, as the Robert Mackay DVD had been put in the wrong place; EF felt, however, that the placement might be appropriate, as it was not in the budget. WW and EF to discuss outwith the meeting. 6) NC asked if the Board could see budgets for Schools against actual, for a clearer picture; JW saw no reason why not, the draft budget for next year was already in place. 7) JM was concerned that the Board did not see detailed information on finances, and had insufficient time to discuss them fully; she felt a financial group should do so. WW pointed out that he, EF, RB and JW did so, but JM did not think that was enough. EW believed FGAG lacked people with governance skills; WW strongly disagreed, as Richard Austin had a great deal of experience of governance in the charity sector but, JM argued, he was not an RSCDS trustee. NC was comfortable with the opportunity to scrutinise figures when EF presented the budget to the Board. It was suggested that, if there were concerns, another member of the Board could sit on FGAG. 8) JP suggested that the budget should be considered at the February meeting. EF noted a problem insofar as previous year’s income was not known until after the year end. There was a lot to balance, and she would be concerned if the budget became “set in stone” in February, rather than used as a tool. NC suggested a 6-month point review. Improved communication with convenors on plans and budgets was essential. 9) RB stated her disappointment at the outturn this year. WW pointed out, however, that there had been a significant surplus 	WW/EF	Dec 12

	the previous year, and the Board had decided to spend money on useful and appropriate things.		
4.2	Treasurer Report		
4.2.1	<p><i>Investments</i></p> <ol style="list-style-type: none"> 1) WW felt that the full report from Newton was unhelpful and, meeting infrequently, with limited time, the Board should be relying on the Treasurer and the Investment Panel. 2) He had held the annual meeting with Newton the previous day. Results to end of September were very good. All investments were doing quite well and in line with market tendencies. 3) Following discussion as to whether or not the full report should be circulated, there was a vote; only one Board member wished to receive the full report. It was agreed that in future WW would include the summary pages' data in his one-page report, but any Board member could request the full report if they wished. 	WW	ongoing
4.2.2	<p><i>Affiliation fee</i></p> <ol style="list-style-type: none"> 1) WW proposed that this be discussed at the first meeting after the AGM, as debate at the AGM may change the picture. 2) It was agreed to bring this to the December Board meeting. 3) RBa asked the Board to consider encouraging university/ youth groups by offering a reduced affiliation fee and would prepare a proposal for the December meeting; WW was happy to advise. 	JW/EF RBa/WW	 16/11/12
5	Management Board Strategic Plan		
5.1	Executive Officer		
5.1.1	<p><i>EO Report</i></p> <ol style="list-style-type: none"> 1) One FT member of staff remained on long-term sick leave; EF had been managing that situation with support from Peninsula, and had taken full details to the HR panel a week or so previously. 2) A lot of work was being done on health strategy, website/ database proposals, and strategic plan. 3) A decision on DC's contract was a key matter for the Board. 4) Susan Rhodes now worked one day/week with the interim YSC; her contract would finish at the end of March. EF had no member of staff to support YSC, which she had pointed out when the decision to create the committee was made. 5) Sara would go on maternity leave at the end of November. Ewan Chalmers would provide maternity leave cover. Design work would be directed to It's All Good, maybe DC, and Sara hoped to work up to 10 'keeping in touch' days. Ewan would assume responsibility for products and online shop; Sara will train him. 6) It had been a difficult period, with strain on all the staff. Julia was progressing E&T work, with Moira providing backup, while Ewan been processing orders etc. 7) It was suggested that the words "son of a close friend of Julia Parr" should be removed from the papers. 8) EF confirmed that, as Diane had now been on sick leave for 3 months, she would be placed on Statutory Sick Pay. EF had held one welfare meeting with her and, if she came back next Tuesday, she would hold a "return to work" meeting. A compromise agreement could be considered, but only if Diane raised it. She 	EF	Immed.

	<p>had been offered a return on a part-time basis, or staggered reintroduction, but wanted to come back full-time with full-time pay on a reduced workload. Peninsula had provided very helpful support; it was essential to have accurate advice in this situation. PW felt the Board should acknowledge the extreme pressure on the staff in the last few months.</p> <p>9) In response to a comment regarding the MS Review paper, EF made clear that she was very unhappy about some of the comments that had been made regarding her role and practice in relation to the Board. Her role was not the same as EG's had been, she had a different job description and different role. She had agreed with RB and JW that it might be useful at the training day for her to explain her role in relation to the Board.</p> <p>10) NC requested that for the AGM & Conference Weekend 2013 in Perth, the bands be consulted in advance about the PA system, and NC advocated hiring a professional system. PW to discuss further with NC.</p> <p>11) DC role – At the last MB meeting, David had explained some of the difficulties he had encountered. As highlighted in EF's report re: website development, Joomla had been chosen as it was going to be cheaper, managed by staff, etc but this had not happened due to the complexity of the database integration which meant bolt-on solutions were not straightforward. Because of concerns shared by DC, EF and EG, and difficulties with event applications, it was felt appropriate to review the website and database, which had been done, with JW. This had impacted on DC's work.</p> <p>12) WW noted that when DC's contract was proposed, it was clear that it was going to be long-term; commitment was projected at around 3 years. Although some income would eventually be generated, the bulk of what he was doing was still development work and appropriate for the Development Fund.</p> <p>13) Remits such as managing Facebook and other social media could be undertaken by volunteers, but they were critical, requiring specific skills and ongoing management. EF would struggle to find capacity in the current staff team; this was not an immediate problem but would need consideration in the next year.</p> <p>14) WW proposed that DC's contract be extended for another 12 months. JM requested a check that his contracts would not run end-on without a break as she believed there had to be a small gap or a person could become an "employee". David's remuneration for the year would be £18k. It was agreed to extend DC's contract for 12 months, subject to checking as above.</p> <p>15) In response to a query regarding a possible TV documentary, EF explained the history; EF and LF were concerned about the potential lack of editorial control, which seemed risky and was not currently being progressed.</p> <p>16) It was noted that there were some errors in Youth Ezine #6. It was pointed out that it was produced by young people for young people; SR's role was co-ordinating and distributing.</p>	PW/NC	asap
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5.1.2	<p>Risk Management Plan (RMP)</p> <p>The RMP was compiled with input from the Board, committees and staff. Any input or comments should be directed to EF. In the light of recent complaints, KE asked whether something further should be included. WW noted that reputational risk already was included. EF suggested that it might be more useful to review and improve the complaints procedures.</p>	All	
6	MB Panels & Working Groups		
6.1	Panels		
6.1.1	<p>Conferences</p> <p>1) <i>Regional</i></p> <p>RB had held a forum in Portland, which had gone well. There were some issues RB had undertaken to follow up, e.g. questions re Manual, on exams (insufficient technique practice); a suggestion that it was easier to pass exams at Summer School than elsewhere; a query on finances; suggestions of bands & musicians, etc. There was a request for regular articles from HQ for TAC quarterly newsletter, and a TAC request for a larger discount; JW was planning to review discounts with EF. TAC was concerned not to have had advance notice that the Jubilee Dances and Magazine Dances books were about to be published. A young female archivist was happy to provide advice on the archive.</p> <p>2) <i>Scotland & N Ireland</i></p> <p>The Branch Secretaries Workshop was to be held on 13th October, with 13, possibly 14 attendees. There had been interest from others who could not attend due to cost/travel time. 127 branches had responded to the questionnaire, providing a lot of excellent information for the workshop. The outcome would be an updated Guide to Branch Administration and, if successful, a template for running similar workshops elsewhere.</p> <p>3) PW had been involved with various questionnaire analyses in the last 12 months, involving some 50 hours work in total, with the branch secretary analysis taking around 7 hours. BA had suggested using an online service for surveys, with automated analysis. PW will investigate further and discuss with EF and JW. (Post-meeting note: It has been agreed to sign up with Survey Monkey as a trial, for one year, cost £299 incl. VAT)</p>		
6.1.2	<p>HR</p> <p>The Panel had spent a good deal of time discussing the situation regarding Diane (covered in 5.1.1 above).</p>		
6.2	Working Groups		
6.2.1	<p>RSCDS President</p> <p>In view of Alastair's comment that he hoped to remain in post until 2013, JW had not taken this further. Alastair had suggested strongly that Ian Hall would be an ideal successor.</p>		
6.2.2	<p>External Events</p> <p>1) Health strategy material had been distributed, and there would be a launch next week at Glasgow Caledonian University, with the BBC likely to attend.</p> <p>2) The limited edition Jubilee Dances book had sold out. A plain</p>		

	<p>version would be printed for the AGM/Conference Weekend.</p> <p>3) 90th anniversary – the Guinness Book of Records idea had come to a standstill. RB had been in contact with the person taking over from Major Roy Robertson, who was co-operative and still wished to work with us. RB had put forward some suggestions for working together in the Society’s 90th anniversary year. The Grand Hall at the Castle was booked, and it may be possible to arrange an event there.</p> <p>4) Burns Federation had provided a short piece for the magazine.</p> <p>5) Photos of men not in kilts should be made available; the photo used in the Health Strategy material to be added to the download library on the website.</p>	EG	30/11/12
7	<p>Membership Services Review (BA was in attendance for this item)</p> <p>1) RB thanked BA for coming in to speak to the review paper, and for his ongoing offer of help and advice, as appropriate.</p> <p>2) BA hoped the paper spoke for itself; a lot of effort had gone into the original, with additions on cost and staff representation. The original paper was viewed as a start point, but no-one on the group imagined what was proposed would introduce any significant additional cost to the Society.</p> <p>3) The main question was whether MS, in its current form, was fit to take the Society forward. It had worked narrowly for some time, concentrating on books and music, and had not touched wider issues on membership, or carried out research in terms of what members would like. Decisions had been taken, but it was not clear on what basis.</p> <p>4) There had been some comments along the lines that the committee had not worked well <i>only</i> in the last few years. The recording programme had gone well, although the use of JMMF to fund recordings later formed the subject of a complaint to OSCR; money had been spent on a membership database which was now not fit for purpose; the remit was not manageable. More people needed to be involved in book production; the skills base existed among the membership who just needed to be asked. Processes needed to be tightened. He believed that there was general agreement among the Board on the need for research into what the membership needs and wants.</p> <p>5) There were now enough dances for two books. In spring of 2013, there could be a call for dances for the following year, the process could be kept going on a rolling basis.</p> <p>6) BA felt that there was a need for skilled, professional research. The information gathered would allow the Board to take informed decisions.</p> <p>7) David Cunningham and George Meikle were working reasonably well together. DC’s role was temporary, although perhaps longer term than originally thought. BA felt strongly that the Music Director was still essential, but that the remit/job description should focus more on direction, and that no decisions regarding music should be taken without reference to the Music Director.</p>		

	<p>8) On the archive, Alastair MacFadyen’s paper gave another perspective. It had never been envisaged as a full-time job, and there had never been a suggestion that it should be income-generating, the aim had simply been to make the archive more accessible. The online “catalogue” was not fit for purpose. An Archivist could be in post for up to six years; if locked into a particular perspective for a long time and a voting member, it was not particularly healthy; BA believed the Archivist should report directly to the Board. He supported the idea of bringing someone in to look at the archive, and investigate links with eg the School of Scottish Studies. There was also scope to look at the STDT archive; a project could be built around it and our own.</p> <p>9) BA did not think anyone could expect a costed proposal at this stage; most input required was in areas that had not been touched on in the past, eg research, where he did not have answers. He recognised that what was proposed was radical, but he felt that was not in itself a bad thing.</p> <p>10) Lastly, the Board should set the direction, and could take views from MS, but he did not think anything would be lost in terms of representation by removing the committee and replacing it with panels/working groups. It was difficult to find sufficient elected members in any case, even for the Board.</p> <p>11) The discussion was opened to Board members.</p> <p>12) WW did not feel there was anything in Alastair MacFadyen’s paper that was contradictory to what was proposed re MS. A Mac noted that an archivist was not necessarily there to carry out research themselves, they could simply manage the archive.; the key was to encourage others to carry out research. The archive should be in a standardised form compatible with other archives and research institutes. Alastair MacFadyen proposed something that STDT had done, to employ a trained archivist for a year, and it may be possible to find grant funding towards it. The STDT archive was held by two of their trustees.</p> <p>13) As there were no further questions, RB thanked BA for his attendance and input, and he left the meeting.</p> <p>14) JW agreed with BA’s point about using the skills of members; as not enough people were standing for election, it was better to find people with the skills required to “fill the gaps”.</p> <p>15) JM thought that one of the problems was that for 2 years, four years ago, MS was effectively leaderless, and that had become known, so people did not stand for the committee.</p> <p>16) EF felt that one of the problems was that Membership Services, even in its name, did not make it clear to new or potential members what it was there to do - and that those elected, therefore, brought their own agenda to it. Spare time was precious to many people, who may be more interested in being involved in a particular project than serving on a committee.</p> <p>17) JM agreed with MB that members needed to feel valued and to be able to make a contribution; she felt there was a role for another elected committee, although perhaps not MS. She was not clear</p>		
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	<p>why there should be elected committees for E&T and YS, but everything else put into small working groups, and felt that members would not understand. She felt there was a need for an elected committee to be responsible for products.</p> <p>18) RB made clear that a decision was not expected here, she recognised that Board members needed more time to reflect. She crystallised the issues:</p> <ul style="list-style-type: none"> • the growing corporatism of the Society, with reduced opportunity for someone who simply wanted to contribute; • MS had not fulfilled the purpose/role it was set up to do, in 2001; • other issues associated with the decision that may have to be considered; • member perception of any decision. <p>19) Of the five main headings in the paper, it was estimated that around 80% of time was spent on publications.</p> <p>20) If there were questions at the AGM, the answer would be that MS and its remit were under review. Either RB or JW would respond.</p> <p>21) EF commented that a “committee” was simply one type of structure/mechanism/means to an end. Following the accepted [architectural] paradigm that “form follows function”, the issue is whether a “committee” is the most appropriate and efficient way to carry out the wide range of functions currently allocated to “membership services”; or whether alternative mechanisms might not prove more efficient and effective.</p>		
	<i>The meeting returned to the main agenda.</i>		
8	<p>Panels:</p> <p>Constitution/Articles of Association</p> <p>1) WW had nothing to add to the report. There was a clean statement from OSCR that the MAA was acceptable, and that we could retain the same name and charity number. WW was concerned, however, that various unexpected expenses may arise. He worried about the effect on overseas branches with different legal systems e.g. Moscow and the Japanese branches. He also wondered whether the Palace should be asked for its view beforehand, or informed after the event.</p> <p>2) JW recently attended a meeting of another organisation which was being forced to make the change to CLBG; it had taken them two years to get their bank account changed.</p> <p>3) No more money had been spent so far. The working group would put together information for delegates and branches in advance, and for the website. Handouts for “casual” attendees of the session may also be required. JW suggested that the MAA should not be distributed, but copies could be available, along with WW’s brief presentation, if people asked for them. Generally it was felt the MAA should not be made available on the website.</p> <p>4) EG to email branches and put notice on website inviting questions in advance.</p> <p>5) RB suggested the Board consider the difficulties caused by the Board’s inability, per the Constitution, to dismiss elected</p>	EG	asap

	<p>members; this may be a disciplinary process.</p> <p>6) JP also noted that two people who had resigned from posts without completing full terms of office had been able to stand for election, and felt this should be reviewed.</p> <p>7) It was suggested that there should be clear guidelines in the spring edition of the magazine as to what should be included in the personal profile; it must include information on what the individual can offer. A stronger line could be taken by vetting nominations, for return if they did not do what was requested. Some people may need help or guidance in being directed to working groups or panels to utilise their skills effectively.</p> <p>8) DR suggested that the Board should consider not simply accepting someone standing unopposed; there could still be a vote, requiring 40% support for confirmation. EF noted that RSCDS had a very large Board of 18 members compared with a more usual 12. This made it possible for all standing to be elected.</p> <p>9) It was agreed the Board would review the Constitution in terms of dealing with dismissal of elected members.</p> <p>10) It was agreed the Board would consider reducing the number of Board members.</p> <p>11) It was agreed to further discuss the suggestion that the Board should try to get more members involved, and the issue of members standing for election, who had resigned without completing a full term of office.</p> <p>12) The Constitution Panel should not yet start work on any of these issues. EF suggested all Board members might research/ identify some options for the Board to consider in the first instance.</p>		
9	<p>Working Groups <i>Review update</i></p> <p>It was now clear which panels and working groups had concluded or changed direction; any further decision should be left until new members had joined the Board.</p>		
10	Management Committees		
10.1	Education & Training Committee – 8th September 2012		
	<p>1) <i>Minutes</i> – For clarity, a legend was requested for all Minutes.</p> <p>2) <i>Examiners’ Seminar</i> – This had been included in the Strategic Plan, and previously the Board had agreed to support examiners with a seminar every five years. Not being feasible in 2012, this had been put back to 2013, making six years since the last. E&T had been asked to consider reducing the cost to the Society of funding this seminar, which DR believed was wholly funded by the Society in 2007. E&T had agreed that it might be acceptable to fund travel but not accommodation, however, a number of examiners had taken exception to that. There were 22 examiners in total (5 from USA, one of whom could not attend, 4 from Aus/NZ, 13 from UK). JM recalled that at the seminar in 2002, examiners had received their accommodation and a proportion of the fare. The seminar could be shortened slightly from 4/5 days, but that would not save much. DR noted that there was an expectation that the seminar would take place, and there were a</p>		

	<p>number of contentious issues that would best be debated together. Cancelling the seminar would provoke a very negative reaction. A proportion of the costs would go into Summer School, as some may teach/examine. NC suggested: assume all will attend, work out the cost, consider ways to reduce the overall cost. As this could not wait until the next Board meeting, DR and WW to liaise, check with EF, RB and JW and produce a proposal on maximum cost, for circulation to the Board for a decision. WW reiterated that this would be in the 2013/14 accounts.</p> <p>3) There had been some email correspondence about where responsibility lay for <i>Jigs & Reels</i>, CforE and CPD. The general thinking was that CPD should stay with E&T.</p> <p>4) DR congratulated all those involved with <i>Jigs & Reels</i>; an excellent product. She also thanked JM for the CPD training carried out with some people who were not part of the main initiative.</p> <p>5) DR was concerned about how long the Manual was taking. The work was meticulous, however, and the group conscious it was looking to the future, with some things for change but not others.</p>	DR/WW	asap
10.2	<p>Interim Youth Services Committee – 15th September 2012</p> <p>1) 18 <i>Jigs & Reels</i> packs had been sold over the two days of the Scottish Learning Festival and 75-80 names collected of teachers who were interested, but had no authority to buy. A letter would be sent shortly to head teachers of those schools registering interest, following which a similar letter might be sent to every other primary school in Scotland.</p> <p>2) In addition to publicising the pack, the letter would highlight that the Society is a registered CPD provider, and training could be provided to individual schools, school clusters or head teacher clusters. RBa asked the Board's view on charging for training. NC believed there should be a charge, even if at token level. RBa to come back to the Board with a proposal.</p>	RBa	asap
10.3	<p>Membership Services Committee – 1st September 2012</p> <p>The affiliated group survey had not yet been circulated, and it was not yet agreed how it should be analysed. It was agreed PW should move quickly on investigating survey options (see 6.1.1 (3)); EG to hold other material awaiting circulation to affiliated groups, so all could be sent together.</p>	PW EG	asap Nov/Dec 2012
11 11.1 11.2	<p>Appointed Posts</p> <p><i>Youth Director</i> Letter to be sent to Deb Lees thanking her for her contribution.</p> <p><i>Archivist</i> Alan Macpherson has agreed to be "caretaking" Archivist, "holding" the role pending a longer term decision being reached re: the archive. The Board endorsed this proposal.</p>	RB	asap
12	<p>Branches</p> <p>1) Aberdeen Branch had responded that it did not feel it appropriate to contribute to a plaque to Bobby Watson.</p> <p>2) Brighton Branch had requested the Board consider giving a copy of each new book to branches and affiliated groups. The Board agreed to reply that it did not feel this would be appropriate.</p>	RB	Asap.

	3) Southport Branch had indicated that they were likely to disband.		
13	<p>Affiliated Groups</p> <p>The following applications for affiliation were approved:</p> <ul style="list-style-type: none"> • Gay Gordons (Manchester) - the group to be encouraged to get a RSCDS-qualified teacher • Grupa de Danca Escocesa da ART (Associacao de Residentes de Telheiras, Portugal) - no letter of support required 		
14	<p>Board Member/Trustee Issues</p> <p>14.1 <i>Website/database</i></p> <p>There had been several areas of dissatisfaction around the performance of the database. There were no technical people on the staff. JW believed Joomla to be the right platform, but the way ours was constructed, because of the database, was not “open source”. In the circumstances, JW felt it appropriate to conduct a review; eCom had been hired to facilitate discussion and conclusions, and had identified steps to take along with several products that would benefit RSCDS. JW would come back with costed proposals, which would include considering alternatives to the custom database that JW had informed the Board about previously. The restricted fee for eCom was £1300. WW noted that it had been agreed at an earlier meeting that any expenditure not budgeted for should be brought to the attention of the Treasurer, who should have been informed.</p> <p>14.2 <i>Annual subscription fees</i></p> <ol style="list-style-type: none"> 1) JP felt there should be a date by which members had to pay, otherwise they would not be considered a member. EF noted that action could be taken if a branch/ affiliated group did not pay, but no action could be taken against an individual member who did not pay, as this is not paid directly. JP believed an increasing number of branches in North America were creating a “friends” category, which he felt could become a big problem. 2) WW noted two branches where getting fees had been a problem: Sacramento had now paid, leaving Nairobi unpaid for 2011/12. 	JW	
15	<p>Correspondence</p> <p>There was no correspondence.</p>		
16	<p>AOCB</p> <ol style="list-style-type: none"> 1) It was agreed to retain 1st December as a training day. After discussion, it was agreed to hold a Board meeting at 9.30am, for one hour. Committee members would arrive for 10.30am and combine with Board members for the training session. 2) RB expressed her thanks to everyone for all the work done while she had been Chairman, she appreciated all the help and support she had received; she also thanked the staff. 3) WW thanked RB for her dedication in the last two years, and for her forbearance and tolerance during that period, which had been difficult in many ways. 		
17	<p>Date of Next Meeting</p> <p>1st December. 2012: MB meeting 9.30-10.30am, training 11.00 - 4.00. 16th February 2013 – regular meeting.</p>		

BA	Bill Austin	AM	Alan Marchbank	DCI	Diane Claymore
RBa	Roy Bain	JM	Jean Martin	SC	Shona Coyle
RB	Ruth Beattie	JP	Jack Pressley	DC	David Cunningham
MB	Malcolm Brown	DR	Di Rooney	LF	Liz Fraser
NC	Neil Copland	HR	Helen Russell	AG	Alex Gray
KE	Keith Evans	KS	Keith Stacey	SR	Susan Rhodes
EF	Elizabeth Foster	PW	Philip Whitley	MT	Moira Thomson
EG	Elsbeth Gray	EW	Elaine Wilde		
IH	Iain Hutchison	JW	John Wilkinson		
AMac	Alan Macpherson	WW	William Whyte		

MANAGEMENT BOARD MEETING

Saturday 1 December 2012

King James Thistle Hotel, Edinburgh, 9.30 - 10.45am

AGENDA

Enclosures/Papers

- 1 **Apologies**
- 2 **Notes of Meeting of 6 October 2012** *Note Attached*
- 3 **Matters arising from Notes not listed elsewhere**
 - 3.1 Chairman's Remarks
4. **Finance**
 - 4.1 Half-yearly Accounts to end of September 2012 *Accounts Attached*
 - 4.2 Treasurer Report
 - 4.2.1 RSCDS Investments
 - 4.2.2 Subscription Rates in 2013-14 *Paper Attached*
 - 4.3 Affiliation Fees and Concessions (Roy)
- 5 **Management Board Strategic Plan**
 - 5.1 Executive Officer *AGM Report Attached*
- 6 **Management Board Panels & Working Groups 2012**
 - 6.1 Chairman's Comments
 - 6.2 Panels
 - 6.2.1 Conferences
 1. AGM/Conference Weekend (Philip)
 2. Scottish and NI Branches Conference 2013 (Philip/Jean)
 - 6.2.2 Constitution/Articles of Association (William)
- 7 **Management Committees**
 - 7.1 Education and Training Committee
 - 7.1.1 Examiners Conference
- 8 **Date of Next MB Meeting: 16 February 2013**

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

**Notes of meeting of the Management Board
held on 1st December 2012
at Radisson Blu Hotel, Edinburgh at 9.30am**

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

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

Apologies: Neil Copland, Keith Evans, Iain Hutchison, Rachel Wilton

	Decision/Action	Member/s responsible	Date to be completed
1	Meeting of 6 October 2012		
1.1	Notes of meeting 1) <i>Minute 7(17)</i> – Delete “She was not clear why there should be” and replace with “She felt it was inconsistent for there to be”. 2) With this amendment, the minutes were accepted as an accurate record.		
1.2	Matters arising 1) <i>Minute 4.1.3</i> – JM noted that the fee increase referred to would not take place until the next financial year, and asked again if £4K was a realistic budget figure for this year. WW noted that the latest ‘actual’ figure was £1,152 which was a little disappointing, but it was not clear whether there were still transfers to be made for Summer School and TAC exams. 2) <i>Minute 6.2.1</i> – JW assured the Board that, although a name had been mentioned, it was not a fait accompli and there would be full discussion with Board members. 3) <i>Minutes 8.8, 8.9 and 8.10</i> – These points would be discussed during the training day, and possibly at a future Board meeting depending on the outcomes. 4) <i>Minute 11.2</i> – A letter should also have been sent to Marilyn Healy thanking her for her services as Archivist, and that had now been done.		
2	Chairman’s Remarks 1) There had been a very successful Convenors’ meeting the previous day. They had considered all plans that were in mind for the next 1-3 years; these would be costed and the information given to Board members in good time for the February Board meeting. 2) JW proposed that in future, in order to avoid large volumes of		

	<p>paperwork, summarised, bulleted reports would be circulated; Board members could receive full reports on request.</p> <p>3) JW also planned to ensure that anything submitted later than two weeks before a Board meeting would come to the Board only if necessary, otherwise it would wait until the next meeting. From the schedule, apart from the July meeting, there was at least three weeks between the last committee meeting and the following Board meeting.</p> <p>4) In order to ensure that, as trustees, Board members had sufficient information to make decisions, however, papers such as financial reports would not be summarised unnecessarily.</p> <p>5) JH had been asked to review the budget, with a view to creating a more coherent framework.</p> <p>6) The main purpose of the Convenors' meeting had been to combine all plans for the next 3 years; to reduce the demand for 'out of budget' expenditure, forward planning was essential.</p>		
3	Finance		
3.1	<p>Quarterly Accounts to end September 2012</p> <p>1) The bottom line showed £48K over budget. WW pointed out that the budget was not necessarily accurate at the quarterly point and did not always correlate with expenditure flow.</p> <p>2) There was £9K in depreciation and an amount in website project costs; a total of around £12K, which should be in the Development Fund.</p> <p>3) Summer School contribution was around £69K against a budget of £85K. Figures were not complete, however, and there may be more expenses.</p> <p>4) Income from sales was £35K against a budget of £60K. EF had asked Shona to produce comparative sales figures for Sept-Nov; last year, it was £15,500 and this year it was £27K. This indicated that new products continued to sell well after Summer School, and she anticipated improved performance in the next Quarter.</p> <p>5) Cost of meetings was a little higher; there had been a number of meetings on projects like CPD, which had created additional expense.</p> <p>6) Bank and credit card charges (almost solely credit card charges) were fairly high compared with the budget, and in the coming months, Summer School payments would further increase the figure. It may be time to again consider whether to make an additional charge for payment by credit card. Agreed to have on the agenda for the next Board meeting.</p> <p>7) WW felt the figures overall were disappointing but not disastrous. He had warned members at the AGM that outturn this year was likely to be more negative than budgeted. By the nature of investments and other activities being pursued, he believed this was likely to be the picture for the next few years.</p> <p>8) The JMMF appeal insert in the magazine had been quite successful, in terms of number of responses. DR noted that the allocation of Summer School scholarships for 2013 had just been</p>	JW/EF for agenda	11/01/13

	<p>completed; there had been 27 applications, and because of donations from Manchester Scots Night and Cheshire Branch, they had been able to give at least some money to most applicants. She asked Board members to remind their branches that they can contribute to the scholarship fund. It was noted that some branches support their own young people going to Summer School, but some branches have no young people to support.</p> <p>9) WW had not yet carried out a detailed examination of the Summer School accounts, but suspected the reason for the shortfall was related to holding it in McIntosh Hall and having to put people up in other places; JW agreed.</p> <p>10) CH suggested that the Board should be able to consider more up to date figures, rather than make decisions on figures that were two months out of date. WW responded that there was very limited capacity for producing financial figures with a 3-day per week bookkeeper; a lot of higher level work had to be done by the accountants, which cost money. Additionally, at this time of year, he could think of no board decisions which needed to be made, whatever the financial situation. The Board should be making decisions on the basis of the budget.</p> <p>11) EF noted that the accounts were issued on a quarterly basis, and the only way to get round this would be to adjust the meetings schedule. Indeed, six to eight weeks beyond the quarter end was not unreasonable for producing figures.</p> <p>12) JH believed what was missing was a 'latest estimate' of what the end of year figure would be. WW thought that was reasonable and was happy to work with EF to produce a revised estimated year end figure for each meeting.</p> <p>13) EF commented that the RSCDS budget was difficult to project with accuracy as expenditure (e.g. SS) tended to be frontloaded in the year, whilst income (membership fees) was backloaded to the last Quarter. The budget, perhaps, could be better profiled, but much income (eg from new shop products) and its timing were difficult to predict, determined by variables which were difficult to control. The RSCDS budget can best be viewed as a tool and a guide, being less reliable as an expressed statement of intent.</p> <p>14) CH was happy with the solution that JH had suggested. Agreed that a further column be added to the accounts.</p>		
<p>3.2 3.2.1 3.2.2</p>	<p>Treasurer Report</p> <p><i>RSCDS Investments</i></p> <p>The investment report had been circulated with meeting papers. WW reported that some investments had been liquidated to ensure sufficient cash was available for the full year into the summer.</p> <p><i>Subscription rates 2013-14</i></p> <p>The basic subscription increase had been approved at AGM. WW had circulated the proposed range of subscription rates for 2013-14, done by arithmetical calculation with some rounding. The figures were agreed (with the exception of affiliation fee, see next item).</p>		

3.3	<p>Affiliation fee and concessions</p> <ol style="list-style-type: none"> 1) WW had suggested increasing the affiliation fee from £35 to £37, in the same proportion as the membership subscription increase. He had considered suggesting £40, but was aware that efforts were being made to improve relations with affiliated groups. PW recommended waiting until results of the affiliated groups' survey were known. 2) Affiliation renewals are sent out in April. Agreed to postpone decision to the February meeting. 3) RB hoped to involve more youth groups, to encourage membership, and proposed offering a discount of 40-50% to groups with a certain percentage of under-25s. Around 20-odd groups were in that category, and although it was not a lot of money, he felt it would be good PR. 4) LB noted that turnover in young groups was very high; he thought active effort was needed to keep them involved, but a discount was a good idea. 5) Agreed to offer a discount to youth groups, the exact figure to be determined once the base affiliation fee had been agreed. 	JW/EF for agenda	11/01/13
4	Management Board Strategic Plan		
4.1	<p>Executive Officer</p> <ol style="list-style-type: none"> 1) EF had circulated the report that she had delivered at the AGM, rather than her usual report. 2) The staff situation continued to be complex. Diane had been on long-term sick leave since 13 August. Sara was now on maternity leave (<i>post-meeting note: Sara gave birth to a girl, Aubin, on 6th December</i>), but may work some of the 10 'keeping in touch' days that she was entitled to; otherwise design work would go to Dougie Gibson. Ewan continued as maternity cover for Sara, picking up some of her work, and supporting Julia who had picked up exams and medal tests. EF hoped to have an early meeting with the HR Panel, and had received ongoing advice from Peninsula. 3) All staff members had worked very hard over the last six months or so; there had been a lot of sickness, and EF calculated that the office was functioning with 2 days/week staff down time. JW was heading work to improve the website and communications management, and it was becoming clear that there was a need to review additional skills needed for fit. 4) DR commented that the changes of staff since she had become Convenor had been a source of strain for her. 		
5	MB Panels & Working Groups		
5.1	<p><i>Chairman's comments</i></p> <p>The proposed allocation of Board members to Panels and Working Groups had been circulated. A decision on a Chairperson for SNIBC would wait until the February meeting. LB asked about External Events; once there was an actual event to plan, if appropriate, his name could be added. 6/7 skills registers were outstanding and should be sent to Julia; if one was completed last year, it should be used again this year, Julia to be informed. HR confirmed the</p>	All	asap

	Adjudication Panel was usually ad hoc, the E&T Convenor would gather together those required if the need arose. All to let JW know if there were any other areas to address.	All	asap
5.2	<i>Panels</i>		
5.2.1	<i>Conferences</i>		
5.2.1.1	<p><i>AGM & Conference Weekend</i></p> <ol style="list-style-type: none"> 1) The review meeting would be held next weekend. Around 15% of attendees completed the survey; there was overwhelming support for starting the AGM at 2.00pm, and for holding the Ball on Saturday, both of these would be repeated in 2013. 2) Conference Weekend numbers had decreased by about 200-250 since 2003. If that continued, we would not be able to afford current venues by about 2016. There would be an insert in the next magazine to make people aware that anyone can attend, and that there are social dances. 3) George Meikle had agreed to loan his PA equipment for the whole of the 2013 weekend, a very generous gesture that should be acknowledged. 4) PW recommended that the venue should be Perth on a fairly regular basis, with other venues such as Aberdeen and Glasgow used only occasionally. JM suggested Aberdeen in 2015 for the branch's 90th anniversary; JW reported this had been discussed at the Convenors meeting, and would come to the February Board. 5) PW noted that another survey, aimed at people who did not regularly attend the AGM/Conference Weekend, was about to go live, and hoped it would provide some useful data. 		
5.2.1.2	<p><i>SNIBC</i></p> <p>The Belfast Branch would discuss involving a member from NI on the committee, at its meeting on 14 December. PW was standing down as Chair of this Panel; there had been some confusion over who was taking over, but this would be resolved.</p>		
5.2.2	<p><i>Constitution</i></p> <p>There was nothing more to add except to emphasise that going forward with CLG was affected by whether or not to make serious changes to the Constitution at the same time. The afternoon's discussions would feed into that decision. WW stressed there was not a lot of time available and suggested it was already too late for a decision at AGM 2013. There was a need to inform/consult with all overseas members, consider whether overseas branches would be reimbursed if they had to seek legal advice, etc. JW believed the whole issue may need to be revisited, and should be discussed separately. RB noted that the Pipe Band Association was going through the same procedure and would give contact details to WW. JM agreed that, if further amendments to the Constitution were to be proposed as well, branches would have to have the information by May. Any suggestions from today's discussions would come to the Board in February for formal discussion.</p>	RB/WW	asap

6	Management Committees		
6.1	Education & Training Committee		
6.1.1	<p><i>Examiners' Seminar</i></p> <p>JW reported that the overwhelming response from Board members supported holding the Examiners' Seminar, and the majority agreed with WW's advice that it should come out of JMMF. The Examiners' Seminar would take place in Week 3 of Summer School 2013, and for that week only, we had been given access to Wardlaw. Travel expenses for examiners from overseas had been set at a maximum rate and they would not be charged for accommodation.</p>		
6.2	<p>Youth Services Committee</p> <p>1) RB had asked Lindsey Ibbotson to attend the Sunday morning meeting at the Conference Weekend, without prior consultation with other committee members. Noted that committees may co-opt, but only the Board has the authority to appoint.</p> <p>2) Agreed to confirm that Lindsey is appointed to YSC for one year.</p>	EG	asap
7	<p>Date of Next Meeting</p> <p>16th February 2013.</p> <p>A Convenors' meeting will be held on Friday 1st February 2013.</p>		

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

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