

Business Plan 2017 – 20 Final Report

The Society Business Plan 2017 - 20 was compiled following an extensive consultation involving branches, committees and staff, and was approved by the Board in 2016. Its mission was:

To grow a vibrant worldwide community of Scottish Dance and Music.

It had five strategic aims:

1. To promote Scottish Country Dance and related dance forms as inclusive and exciting activities
2. To build the number, capacity and networking of branches and other dance groups who share our Aims, to help them grow and deliver SCD activity
3. To maintain and develop high standards of teaching of Scottish Country Dance and music, including the development of dance and music for all ages and abilities
4. To enable enjoyable and high quality Scottish Country Dance opportunities for all ages and abilities worldwide
5. Strengthen and improve the RSCDS, including its governance and long term financial viability, to enable it to deliver on the above Aims

Beneath the aims were specific actions. Below is a summary of the progress made against each of those actions. Each action is assessed as being complete, continuing or having made no real progress.

Complete: Action has been completed or taken as far as reasonably possible within the timeframe of the Business Plan.

Continuing: Good progress has been made, and should be completed early in the next planning period.

No real progress: No progress made worth reporting at this level. Action to be re-assessed.

The Plan has 31 actions. 15 have been completed, 13 are continuing and no real progress has been made on three.

Implementation of the Plan was disrupted by the resignation of the Executive Officer in early 2017. A replacement EO was in post November 2017 – May 2018. In October 2018 the Board dispensed with the position of EO and assumed executive control of the Society. An Office Manager was appointed in June 2019. For much of the planning period the Board and some of the Management Committees were understrength. A new Business Plan for 2020-24 is being developed by the Board and will pick up many of the themes from this Plan.

AIM	Action No.	Action Narrative	Status report
Aim 1	1.1	Develop a clear communications and marketing strategy with targeted messages and methods for different target audiences	Marketing and Communications Working Group to report in March 2020, and recommendations to be included in BP 2020-24. Continuing.
	1.2a	Technical side of new website: Carry out a thorough review and upgrade of RSCDS's online presence, including both website and social media, to make it much more useful, searchable	New website launched in March 2019. Increased quantity and variety of social media content. Complete.
	1.2b	Comms and Content side of new website: Carry out a thorough review and upgrade of RSCDS's online presence, including both website and social media, to make it much more useful, searchable and to develop niche content not provided by other organisations	Additional website content added. More active social media. Continuing.
	1.3	Review, upgrade and deliver on a Health strategy to promote the benefits of SCD	Health strategy updated October 2018. Further update incorporated in BP 2020-24. Continuing.
	1.4	Use choreographed high energy examples of Scottish Country Dancing done by young people to market SCD	During this planning cycle the emphasis has been on promoting SCD as an activity for all ages. No real progress.
	1.5	Promote ceilidh dancing and develop related materials for use by branches, particularly in relation to weddings and other major personal milestones' events	Ceilidh WG formed. Harper Collins book re-published. Some direct sponsorship of ceilidh dancing e.g. at AG, Celtic Connections, Summer School and by branches. Continuing.
	1.6	Plan for the RSCDS Centenary in 2023 to promote the Society and grow its profile	Centenary WG formed. Outline plans presented. Branches informed. Key element in next BP. Complete.

Aim 2	2.1.a	Strengthened online communications with branches and members, through improving the website, including in a number of languages.	Improved website content, branch mailings and e newsletters. Work done on translating website pages. Not yet implemented due to other technical priorities. Continuing.
	2.1.b	Improved branch support materials and guidance, e-mailings and use of social media, and more access to these in different languages.	Guide to Branch Admin revised and updated. Greater use of social media. New members' pack translated into different languages. Complete.
	2.2	Keep up to date with and link with Branches and Affiliated Groups on a regular basis	More and better communication. Continued use of the magazine, regular Branch Mailings, website blogs and vlogs, social media. Complete.
	2.3	Work with Branches and Affiliated Groups to recruit and retain more RSCDS members: (see also section 2.1 above, for online elements of this work)	Matched Funding Initiative 2017-18. Reduction in subs approved 2019. Publicity given to branch success stories. Complete.
	2.4	Support increased branch networking and sharing of experience (also links with 2.1)	Facebook group, GroupSpaces network. Conference Open Forum 2018 given over to branches. Increased branch profile in RSCDS magazine, website and social media. Complete.
	2.5	Review relative benefits of Branch and Affiliated Group status and incentivise Branch status	Review carried out. No major changes adopted. Relaxation of requirements to form a Branch. Complete.
	2.6	Identify areas of the world where we could encourage new Branches and Affiliated Groups to join RSCDS	Two new branches formed during this BP period, both through local initiative. No real progress.

Aim 3	3.1	Carry out a review of the teacher training system, syllabus, current assessment criteria and consider the creation of another assessed course for teachers of social dance, as well as the introduction of digitisation of the exams system and use of IT where appropriate	New course devised (Core Training for Instructors). Due to be launched June 2020. Digitisation of exam system in development. Continuing.
	3.2	Increase and strengthen opportunities for teacher training and for Continuing Development for teachers and musicians around the world, working closely with Teachers Associations and other organisations delivering training through events and ensuring teaching information resources and materials are widely available worldwide	Additional content on the website for teachers and musicians. Courses for teachers and musicians in several countries. DAA assessors training. Continuing.
	3.3	Set up and maintain a Register of qualified teachers globally	Register in place March 2020. Complete.
	3.4	Develop the Music course and access to it globally	Numbers at Summer School music courses have increased. Participants from across the world. Very positive feedback. Complete.
	3.5	Development of a wider E-learning site and section on the website for teachers, ensuring teaching information resources and materials are widely available worldwide	Learning section on new website with resources for teachers and dancers. Further work planned. Continuing.
	3.6	Support the development of Teacher Associations	Existing TAs work well. No new TAs during the BP period. No real progress.
	3.7	Develop a Schools SCD project in Scotland with funding from Scottish Government	Scottish Schools WG formed. Meetings with Scot Govt and Education Scotland. Business Plan written. Scot Govt will not provide funding. Other funding streams being sought. Continuing.

Aim 4	4.1	Develop RSCDS presence at and engagement with existing events around the world	Ad hoc visits by President, Chair, Convenors and Examiners. More activity on social media. Also through the magazine. Complete.
	4.2	Develop and deliver regular globally themed and coordinated events around the world including Dance Scottish Week	Global Youth Week. Virtual Festival. Dance Scottish Week did not run. Complete.
	4.3	Continue to deliver two major schools each year which contribute to the net income of the Society while delivering their key outcomes of learning, teaching, youth development and enjoyment – Summer School and Winter School	Complete.
	4.4	Continue to deliver and develop Youth focused events and youth elements in all events – including Spring Fling, Junior Summer School, Family elements in Summer School, Global Youth Week and publicise the financial support already available for Branches’ to develop new youth focused events	Complete.
	4.5	Work to secure sponsorships or costs in kind for major RSCDS events	Small scale sponsorship of Summer School and Winter School. Large scale sponsorship being sought for Scottish Schools Project. Continuing.

Aim 5	5.1	Review RSCDS management committees and their remits	Review in progress. Proposal will be put to AGM 2020. Continuing.
	5.2	Ensure elected members and RSCDS staff have the relevant skills for their posts.	Appointment of Office Manager. Staff training. MB adopted the Scottish Governance Code. More info about Board and Committee vacancies. Continuing.
	5.3	Review structural relationships within RSCDS: Memberships, Branches, Affiliated Groups and Teachers' Associations to ensure clarity, level playing fields within categories and incentives	Updated Licence Agreement with Branches Aug 2019. Recommendation to branches re distribution of subscription income Nov 2019. No significant changes re AGs and Tas proposed. Complete.
	5.4	Strengthen the financial accountability and transparency of RSCDS	Continuing FGAP oversight. Regular reporting to the Board. Detailed and summary reports to AGM. Complete.
	5.5	Review and develop more effective use of 12 Coates Crescent property	Summer 2019 trial letting of 12CC basement. Continuing.