

**At Glasgow and within the Board
of the Royal Conservatoire of
Scotland on Friday 29 June 2018 at
10.00am being a meeting of the
Board of Governors**

PRESENT

Fiona Ballantyne	Nick Olsen
Dr Laura Bissell	Mark Paris (by telephone)
Professor Norman Gillies	Agnes Robson
John Hylands	Jean Sangster
Tari Lang	Professor Jeffrey Sharkey
Donald MacRae	Maria Taylor
Sharon Mair	Aidan Teplitzky
Ed Monaghan	Colleen Toomey

IN ATTENDANCE Dr Lois Fitch
Ewan Hailey
Janette Harkess
Dr Gordon Munro
Caroline Roxburgh
Jackie Russell
Alan Smith

IN THE CHAIR Nick Kuenssberg

1 APOLOGIES FOR ABSENCE

Apologies were received from Sir Jonathon Mills, Mark Leishman, Carol Main, Professor Norman Sharp, Will Stringer and Dr Anne Lorne Gillies.

2 DECLARATIONS OF INTEREST

There were no declarations of interest.

3 REPORT FROM THE NOMINATIONS COMMITTEE

On the basis of recommendations from the Nominations Committee the following **was agreed**:

That Gavin Reid should be offered Fellowship of the Conservatoire on the basis of his outstanding service to the Conservatoire as a Governor and in other capacities.

That Maria Taylor should be re-appointed as a Governor for a second term of three years i.e. to October 2021.

That Donald MacRae should be reappointed as a Governor for a third and final term of three years i.e. to July 2021.

That Caroline Roxburgh should be appointed from November 2018 as a Governor for a first term of three years i.e. to November 2021 and that she should join the Finance and General Purposes Committee (Ms Roxburgh was already an external member of the Audit Committee).

4 CONFIRMATION OF THE MINUTE OF THE MEETING OF THE BOARD OF GOVERNORS HELD ON 27 APRIL 2018

The minutes of the previous meeting **were approved** as an accurate record. All actions agreed at the last meeting had been actioned or were in hand.

5 MATTERS ARISING NOT ELSEWHERE ON THE AGENDA

There were no matters arising not appearing elsewhere on the agenda.

6 REPORT FROM THE PRINCIPAL

The Principal's report was received.

The Chair congratulated the Principal, staff and students on the successful outcome of the recent ELIR and on the positive outcome of the review of undergraduate programmes. Noting that postgraduate programmes would be reviewed in 2018/19, the Principal reported that he was encouraging colleagues to be bold in their approach to programme design and to seek to exploit opportunities presented by the Edinburgh Festivals in respect of performance opportunities for postgraduate students.

The Principal highlighted the series of positive meetings that he had had recently with Scottish Government Ministers, their officials and SFC to discuss pre-HE performing arts education and funding issues.

The first cohort of the ground-breaking BA Performance in British Sign Language and English would graduate at the forthcoming graduation ceremony – Ms Mair reported that graduates of the programme would work with the BBC in September 2018. The SFC had recently confirmed that funding for the programme would be incorporated into the Conservatoire's teaching grant rather than it being funded from the strategic projects initiative, which placed the programme on a secure financial footing.

The recent *Healthy Body Healthy Mind* and *Cycle Friendly Campus* awards were noted.

In respect of student recruitment, it was noted that whilst rUK recruitment to the School of Music was currently below target, international recruitment was above target. The Principal reported that there were plans to systematically engage with rUK in order to raise the profile of the Conservatoire, which would include enhanced engagement with specialist music schools.

It was agreed that the Conservatoire's various engagements with the Edinburgh Festivals should be circulated to Governors.

7 REPORT FROM THE STUDENTS' UNION

The President's report was received. In his absence, Governors thanked Mr Stringer for his contribution to the work of the Board and to the wider Conservatoire community over the past two years and wished him well in his future career.

In response to a request from the Students' Union, Mr MacRae reported that the Finance and General Purposes Committee had agreed that the Conservatoire should dispose of its investments in oil and other fossil fuels and instead invest in renewable energy.

7.1 Student Partnership Agreement

A Student Partnership Agreement for 2018/19 was noted.

8 THE BOARD'S RELATIONSHIP WITH THE INTERNATIONAL ADVISORY BOARD

A framework to manage and develop the relationship between the Board of Governors and the International Advisory Board **was approved** as circulated.

9 HIGHER EDUCATION GOVERNANCE ACT (SCOTLAND) 2016

The Secretary reported that, following the submission to Scottish

Government of the proposed amendments to the Conservatoire's Order of Council that had been approved by the Board at its last meeting, he had met with Scottish Government officials who had subsequently indicated that they had no comments to make on those proposed amendments. They would now be incorporated into the Order of Council by the Scottish Government Legal Directorate and a draft Order would then be sent to the Conservatoire for comment and approval. Scottish Government officials could not specify a precise timetable for that process, but it was hoped that a revised Order of Council would be provisionally agreed between the Conservatoire and Scottish Government in time for its approval by the Board at its meeting in April 2019. Following Board approval, the revised Order of Council would then be considered by the Privy Council and the Scottish Parliament for approval.

The Secretary confirmed that internal processes to meet the requirements of the Act, for example rules for the election of a Chair, would be developed in parallel with the process to amend the Order of Council.

10 SCOTTISH CODE OF GOOD HIGHER EDUCATION GOVERNANCE

The Chair reminded Governors that compliance with the 2017 Scottish Code of Good Higher Education Governance had been specified by the SFC as a condition of grant and that the Code itself had been commissioned and approved by the Committee of Scottish Chairs.

The Chair reported that John Hylands, Donald MacRae and Agnes Robson had met with the Secretary and the Director of Human Resources to assess the Conservatoire's current state of compliance which, it was agreed, was already close to full. However, some adjustments to current practice were required to achieve full compliance with the Code. The Secretary would circulate a schedule providing evidence of compliance and indicating what needed to be done to achieve full compliance. Governors would be invited to comment on that schedule prior to it being considered for final approval at the Board's next meeting.

On a related governance matter, and with reference to recent OSCR correspondence, **it was agreed** that the Conservatoire's Child Protection Policy and Dignity at Work/Study Policies should be circulated to Governors. It was noted that child protection featured in the Conservatoire's Risk Register (see Item 7.3 below) and that it also was regularly considered by the Health, Safety and Wellbeing Committee (see Item 15 below).

11 REPORT FROM THE ACADEMIC BOARD

- 11.1** A summary report from the meeting 8 May 2018 was received and the Assistant Principal provided an oral report of the meeting of 20 June 2018. The Chair congratulated recent recipients of professorships – the Director of Human Resources would circulate the gender balance of the various categories of professorships.

11.2 Guardian League Tables

Acknowledging that the Conservatoire's position in the 2019 Guardian league table for music was not where the Conservatoire either wished or expected it to be, **it was agreed** that a plan would be formulated to improve performance in those areas covered by the NSS derived data included in the table – noting that it was expected that the outcome of the recent review of the undergraduate curriculum would enhance performance in those areas, especially in respect of assessment and feedback. More generally, efforts would continue to be made to encourage informed student engagement with the NSS.

11.3 SFC Outcome Agreement: 2017/18 – Progress Report

Satisfactory progress in respect of all objectives included in the 2017/18 Outcome Agreement was noted.

The Secretary reported that the Outcome Agreement for 2018/19 as previously approved by the Board had been accepted by the SFC. Accordingly, the Chair and the Principal would shortly be asked by the SFC to formally sign off on that Agreement.

11.4 ELIR

The Early Draft Outcome Report from the recent ELIR was received. The event had been positive and the achievement of 'effective' (the highest outcome available) was welcomed, as were the numerous commendations. Recommendations for consideration were deemed reasonable, and a timescale for their consideration would be established under the auspices of Academic Board.

12 REPORT FROM THE FAIR ACCESS COMMITTEE

- 12.1** A summary report from the meeting of 3 May 2018 was received. SFC's focus on the recruitment of students from SIMD 20 postcode areas was noted.

The list of partners that the Conservatoire worked with to progress fair access would be circulated to Governors, indicating the nature of the

collaborative working.

Revisions to the membership of the Committee **were approved** as circulated.

13 REPORT FROM THE FINANCE AND GENERAL PURPOSES COMMITTEE

13.1 Summary reports from the meetings of 11 May 2018 and 8 June 2018 were received.

13.2 Strategic Plan Forecast 2017/18 to 2020/21

The Strategic Plan Forecast, 2017/18 to 2020/21, which had been prepared in accordance with SFC requirements, **was approved** as circulated for submission to the SFC.

In the context of projected deficits for 2019/20 and 2020/21, it was noted that published data confirmed that similar institutions elsewhere in the UK were significantly better funded than the Conservatoire.

It was agreed that the Finance and General Purposes Committee should keep under review the potential impact of the Conservatoire's various pension commitments on future budgets, and report to the Board when considered necessary.

13.3 Budget 2018/19

The budget for 2018/19 **was approved** as circulated.

13.4 Management Accounts

Management accounts as at 30 April 2018 were noted.

13.5 Scottish Funding Council - Analysis of Recurrent Grant

The overall grant increase of 1.7% was noted.

14 REPORT FROM THE AUDIT COMMITTEE

- 14.1** A summary report from the meeting of 8 June 2018 was received. With reference to the discussion in respect of child protection at Item 10 above, it was reported that that area would be included in the internal audit plan for 2018/19.

14.2 Strategic Risk Register

The current Strategic Risk Register was noted. Mr Hylands reported that good progress was being made in respect of the management of risk and thanked Ms Taylor for her leadership in this area.

15 REPORT FROM THE HEALTH, SAFETY AND WELLBEING COMMITTEE

- 15.1** A summary report from the meeting of 6 June 2018 was received. The Director of Human Resources reported that a Health and Safety Manager had very recently been appointed and that an audit of health and safety would be conducted this month.

It was agreed that the Committee would consider whether there were any lessons to be learned by the Conservatoire following the recent fire at the Mackintosh Building.

15.2 Student Mental Health Submission

Mental Health Support for Students at RCS, prepared by the Students' Union and the Human Resources Department was received and commended.

16 REPORT FROM THE BUILDINGS COMMITTEE

- 16.1** Summary reports from the meetings of 11 May 2018 and 8 June 2018 were received. **It was agreed** that the Committee should consider the possibility of working with other HEIs in the city in order to achieve common objectives in respect of sustainability. A proposal to create a 'living wall' at the front of the Renfrew Street building would be considered by the Committee.

The development of student residences at Dunblane Street was progressing satisfactorily. Health, safety and student support arrangements for the new residences would be negotiated with the managing agents.

16.2 Interim Estate Strategy 2018/20

An Interim Estates Strategy, 2018/20, **was approved** as circulated.

17 CHAIR'S RESPONSE TO THE ANNUAL EFFECTIVENESS REVIEW AND TO FEEDBACK RECEIVED FOLLOWING GOVERNORS' APPRAISAL OF THE CHAIR'S PERFORMANCE

The Chair's response to the annual effectiveness review survey and to feedback received following Governors' appraisal of the Chair's performance **was approved** as circulated. Additionally, **it was agreed** that:

- A schedule of the forthcoming year's business should be circulated at the beginning of each session;
- the format of the annual away-day should be reviewed - its timing should facilitate staff attendance;
- the structure and content of the Principal's report should be reviewed;
- an IoD tool for Board Governance, The Rhythm of the Board, should be considered for adoption;
- items 'to note' should be grouped together at the end of each agenda; and
- dates of meetings for 2019/20 should be set on the basis of consultation with all Governors (dates for 2018/19 would remain as circulated).

18 DATES OF FUTURE MEETINGS

All Friday, at 10.00am

2 November 2018

1 February 2019

26 April 2019

28 June 2019

1 November 2019 (tbc)

AGM: Wednesday 5 December 2018 at 12 noon

Wednesday 4 December 2019 at 12 noon

Graduations

Thursday 5 July 2018

Thursday 25 October 2018 (Graduation and Fellowship)

Thursday 4 July 2019

18.1 Meeting schedules for the Board and its sub-committees

Schedules for 2018/19 and 2019/20 were noted

19. ANY OTHER COMPETENT BUSINESS

On the occasion of their last meeting of the Board, the Chair thanked Fiona Ballantyne and Dr Laura Bissell for their contribution to the work of the Board. Both departing Governors stated that they had found the experience to be very positive. Ms Ballantyne, Lay Governor, indicated her continuing support and advocacy for the Conservatoire and Dr Bissell, Elected Staff Governor, would commend the role to any colleague who might consider standing for election

ACTIONS ARISING FROM THE BOARD OF GOVERNORS' MEETING OF 29 JUNE 2018

Item No.	Person(s)	Action	By/when
3	Secretary	Action decisions in respect of membership and Fellowship.	Immediately.
4	Principal	Continue discussion in respect of engagement with the Edinburgh Festivals and report to the Board.	On-going.
8	Chair, Principal and Chair of IAB	Implement agreed framework to develop the Board's relationship with the IAB.	On-going.
10	Secretary	Circulate compliance schedule in respect of the Scottish Code of Good HE Governance and policies related to child protection.	Immediately.
11.1	Director of Human Resources	Circulate gender balance of various categories of professorships	Immediately
11.2	Principal	Provide the Board with a plan to improve performance in those areas covered by the NSS derived data included in the Guardian league table for music.	For the Board's next meeting.
12.1	Secretary	Circulate the list of partners that the Conservatoire worked with to progress fair access indicating the nature of the collaborative working.	Immediately.
13.2	Director of Finance and Estates	Submit the Strategic Plan Forecast, 2017/18 to 2020/21, to the SFC.	Immediately.
13.2	Director of Finance and Estates	The Finance and General Purposes Committee to keep under review the potential impact of the Conservatoire's various pension commitments on future budgets.	To be determined by the Finance and General Purposes Committee.
15	Director of Human	Health, Safety and Wellbeing Committee to consider	At the Committee's next meeting.

	Resources	whether there were any lessons to be learned by the Conservatoire following the recent fire at the Mackintosh Building.	
16.1	Director of Finance and Estates	Buildings Committee to consider the possibility of working with other HEIs in the city in order to achieve common objectives in respect of sustainability and to consider a proposal to create a 'living wall' at the front of the Renfrew Street building.	To provide a progress report to the next meeting of the Board.
16.2	Director of Finance and Estates	Implement interim Estates Strategy.	On-going.
17	Chair and Secretary	Implement decisions in respect enhancement of effectiveness.	On-going.