

**At Glasgow and within the Board  
Room of the Royal Conservatoire of  
Scotland on Friday 28 April 2017 at  
10.00**

**Being a meeting of the Board of  
Governors**

<b>PRESENT</b>	Mrs Fiona Ballantyne	Sir Jonathan Mills
	Dr Laura Bissell	Mr Ed Monaghan
	Ms Victoria Chen	Mr Mark Paris (by telephone)
	Dr Anne Lorne Gillies	Mr Gavin Reid
	Professor Norman Gillies	Mrs Agnes Robson
	Mrs Catherine Jackson	Ms Jean Sangster
	Ms Tari Lang	Professor Jeffrey Sharkey
	Dr Shonaig Macpherson	Professor Norman Sharp
	Mr Donald MacRae	Ms Maria Taylor
	Ms Carol Main	Ms Colleen Toomey
	Ms Sharon Mair	

**IN ATTENDANCE** Mr Andrew Comrie  
Mr Ewan Hainey  
Mrs Janette Harkess  
Mr Hugh Hodgart  
Dr Gordon Munro  
Mrs Jackie Russell  
Mr Alan Smith

**IN THE CHAIR** Professor Nick Keunssberg

**1. APOLOGIES FOR ABSENCE**

Apologies were received from Mr Hylands, Mr Leishman and Mr Stringer.

Dr Gillies, Ms Mair, Sir Jonathan Mills and Ms Toomey were all welcomed to their first meeting of the Board.

**2. CONFIRMATION OF THE MINUTE OF THE MEETING OF THE BOARD OF GOVERNORS HELD ON 27 JANUARY 2017**

The minute of the previous meeting was approved as an accurate record.

**3. MATTERS ARISING FROM THE MINUTE NOT ELSEWHERE ON THE AGENDA**

There were no matters arising from the minute not elsewhere on the agenda.

All of the actions agreed at the last meeting had been actioned or were in hand.

#### 4. REPORT FROM THE PRINCIPAL

The Principal's report was received.

**It was agreed** that a schedule of projected student numbers and related programme developments over the next five years should be presented to the Board's October 2017 meeting. That schedule would be of fundamental importance in informing space planning needs

Governors noted recent engagement with Scottish Government and SFC in respect of funding and related issues. It was anticipated that that engagement would continue at ministerial level and **it was agreed** that the Conservatoire should gather data in respect of levels of funding available to international comparators to inform further discussions. The economic contribution made by Conservatoire graduates should also be emphasised in discussions with Government, with reference to objective data.

Noting that increases in the number of applicants to the Junior Conservatoire were not matched by a corresponding increase in quality, **it was agreed** that further thought needed to be given to how the Conservatoire engaged with the secondary sector and with Government in respect of the need to improve the quality of education in the performing arts at pre-HE level, appreciating that much work had already been undertaken in that regard.

Recognising that the Conservatoire was very well-placed to form symbiotic partnerships with other HEIs and cultural organisations e.g. the Victoria and Albert Museum through its Dundee project, the Senior Management Team was encouraged to develop a partnerships strategy.

**It was agreed** that a publicly available Conservatoire register of experts should be compiled, to include staff who were able to offer comment/expert opinion on cultural issues to a range of stakeholders – key stakeholders should be made aware of the list.

#### 5. QS RANKINGS

An internal analysis of the factors that most likely led to the Conservatoire being ranked as third in the world for performing arts education in the 2017 QS rankings was noted and discussed.

The Principal undertook to consider setting up a working group to identify what steps the Conservatoire might take to maintain, or improve, on its current QS ranking. In the meantime staff were encouraged to take every opportunity for the Conservatoire to participate in international events that would take place in Glasgow and elsewhere in Scotland e.g. the forthcoming European Championships.

Enhanced engagement with the Edinburgh Festivals was recognised as a means of enhancing the Conservatoire's international profile, and **it was agreed** that immediate thought should be given to how that might be achieved in the current year and beyond.

## **6. REPORT FROM THE STUDENTS' UNION**

The President's report was received.

The Secretary requested that any proposed amendments to the Students' Union constitution be sent to him for comment prior to their submission to the Board of Governors for approval.

## **7. STRATEGY AWAY-DAYS**

### **7.1 Summary Outcomes: 30/31 March 2017**

The summary outcomes of the Board's away-days of 30/31 March 2017 were noted. The Principal would identify which of these recommendations would be taken forward and when and report to the next meeting of the Board.

### **7.2 Progress Report: 17/18 March 2016**

Progress in respect of recommendations arising from the Board's 2016 away-days was noted.

## **8. REVIEW OF SCOTTISH CODE OF GOOD HE GOVERNANCE**

The consultation draft of the Scottish Code of Good Higher Education Governance was noted. **It was agreed** that the Chairman, Mr Hylands, Dr Macpherson, Mrs Robson and the Principal (together with Mr Hainey and Mr Smith) would formulate the Conservatoire's response to the draft, which would be circulated to the Board for approval prior to its submission to the Code Review Steering Group.

On a related matter, the Principal reported on a meeting that he and colleagues had had with the Minister for Further Education, Higher Education and Science, in the course of which the Minister had reiterated Government's expectation that the Higher Education Governance Act (Scotland) 2016 should be complied with across the higher education sector, without exception. Nevertheless, it was noted that the Conservatoire's unique corporate structure might yet provide the basis for a compelling case to be made to Government to exempt the Conservatoire from certain of the Act's provisions. The possibility of the Conservatoire re-stating its declared case for exemption (with refinement where appropriate) to Government therefore remained a distinct possibility.

## **9. OUTCOME AGREEMENT**

### **9.1 Session 2017/18**

The confirmed 2017/18 Outcome Agreement was noted.

### **9.2 Session 2016/17: Progress Report**

Progress in respect of the 2016/17 Outcome Agreement was noted.

## **10. REPORT FROM THE NOMINATIONS COMMITTEE**

The Chairman reported that the Nominations Committee would meet on 12 May 2017, at which time it would focus on committee roles for new Lay Governors.

## **11. REPORT FROM THE ACADEMIC BOARD**

Reports from the meetings of 11 January 2017 and 26 April 2017 were received, and the Principal highlighted the following:

- The undergraduate review process was now on a secure footing and that a revised Academic Framework had been approved.
- The Students' Union led boycott of the NSS had resulted in student participation rates that fell below the level required for publication, therefore there would be no publicly available NSS results for the Conservatoire for the current session. The Principal expressed the hope that the Students' Union would not persist with its boycott into next session.

Professor Sharp reminded Governors that NSS was not the only indicator of student satisfaction, and that NSS data should be considered in the context of all indicators of student satisfaction.

## **12. REPORT FROM THE FINANCE AND GENERAL PURPOSES**

A report of the Finance and General Purposes Committee's meeting of 17 March 2017 was received, and Mr Macrae highlighted the following:

- It was anticipated that Theatre Tax Relief would make a contribution of £120k in the current year.
- It was anticipated that the forecast surplus of £150k would be achieved.
- Next year's budget would be particularly challenging – notable cost

pressures were increasing salary costs and rates charges. In view of those rising costs, either further savings or further support from the Trust would be required.

- Additional income from the ABRSM would go to the Trust.

### **13. REPORT FROM THE AUDIT COMMITTEE**

A report from the Audit Committee's meeting of 17 March 2017 was received, and (in Mr Hylands' absence), Mrs Robson highlighted the following:

- Scott Moncrieff had been appointed for a further two years in respect of internal audit services.
- Whilst the Conservatoire had a robust approach to the identification and management of risk, the Risk Register did not accurately reflect the Conservatoire's risk appetite.

### **14. REPORT FROM THE BUILDINGS COMMITTEE**

A report from the Building Committee's meeting of 17 March 2017 was received, and Mr Monaghan highlighted the following:

- The main contractor's final account had been received for the R6/D2 redevelopment – it was marginally higher than previously forecast.
- Following on from the discussion at the away-day regarding mental health and well-being, the Buildings Committee would explicitly consider the impact of the Conservatoire's estate on mental health and well-being.
- There was a long process to be followed in respect of real estate plans – projected student numbers and related programme developments would be critical elements of effective space planning.

### **15. REPORT FROM THE HEALTH, SAFETY AND WELL-BEING COMMITTEE**

A report from the Health, Safety and Well-Being Committee's meeting of 22 March 2017 was received, and Ms Main highlighted the following:

- The Committee's appreciation of the time spent discussing mental health and well-being at the Board's recent away-days.
- The positive impact of the recently appointed Health and Safety and Well-Being Manager.
- The recent achievement of a Bronze Award for Healthy Working Lives.
- The imminent mental health symposium hosted by the Conservatoire, to be opened by the Chairman.

## 16. REPORT FROM THE INTERNATIONAL ADVISORY BOARD

A report from the International Advisory Board (IAB), together with minutes of its meeting of 28 March 2017, were received, and Mr Paris highlighted the following:

- The extended membership of the Board, which now included Mitch Markson, a world-leading international brand consultant.
- The pledging of an anonymous gift to support the development of diversity within the student community which, in total, could amount to \$1.25m (dependent upon the extent of match funding up to \$500k).

**It was agreed** that protocols should be developed to regulate the receipt of donations (both via the IAB and more generally) in similar fashion to the Conservatoire's existing investment protocols. Specifically in relation to the IAB, **it was agreed** that procedures for the management of its finances should be presented for approval by the Board.

Immediate priorities for the IAB would be increasing student recruitment from the USA and the identification of potential US donors.

Governors discussed the possibility of setting up a Development Board, which would operate in tandem with the IAB, and **it was agreed** that a fully developed proposal would be considered at the next meeting of the Board.

## 17. ANNUAL COMPLAINTS REPORT

The annual complaints report for 2015/16 was noted.

## 18. DATE OF THE NEXT MEETING

The next meeting would take place on 30 June 2017.

The Chairman reported that he would not be present for the next Board or the July Graduation as result of commitments that would take him out of the country which were planned before his appointment as Chairman and as previously advised to the Secretary in the course of the recruitment/selection process.

Dates of future Board and committee meetings were tabled.

## 19. ANY OTHER COMPETENT BUSINESS

The Chairman invited Governors to pass any suggestions that they may have for the award of Fellowship to the Secretary. Fellowship is awarded to an individual who has given outstanding service to the Conservatoire.



**ACTIONS ARISING FROM THE BOARD OF GOVERNORS' MEETING OF 28 APRIL 2017**

<b>Item No.</b>	<b>Person(s)</b>	<b>Action</b>	<b>By/when</b>
4	Principal	<b>Present</b> a schedule of projected student numbers and related programme developments over the next five years to the Board's October 2017 meeting.	<i>For the Board's meeting of 27 October 2017.</i>
4	Director of Finance and Estates	Gather data in respect of levels of funding available to international comparators to inform further discussions with Government.	Beginning now – complete in time to inform discussions with Government.
4	Principal	Emphasise the economic contribution made by Conservatoire graduates in discussions with Government, based on data.	In the course of discussions with Government – begin now to identify data.
4	Principal	Give further to how the Conservatoire engages with the secondary sector and with Government in respect of the need to improve the quality of education in the performing arts at pre-HE level.	Beginning now – complete in time to inform discussions with Government.
4	Principal	Consider developing a partnerships strategy.	For the Board's meeting of 30 June 2017.
4	Director of External Relations	Compile a register of experts.	Beginning now.
5	Principal	Consider setting up a working group to identify what steps the Conservatoire might take to maintain, or improve, on its current QS ranking	Immediately.
5	Principal	Consider how the Conservatoire could enhance its engagement with the Edinburgh Festivals in the current year and beyond.	Immediately.
7.1	Principal	Identify which of the away-day recommendations would be taken forward, with timescales.	For the Board's meeting of 30 June 2017.
8	Chairman and Secretary.	The Chairman, Mr Hylands, Dr Macpherson, Mrs Robson and the Principal (together with Mr Hailey)	In time to meet the consultation submission date of 21 June 2017.



		and Mr Smith) to formulate the Conservatoire's response to the draft Scottish Code of Good HE Governance prior to its circulation to the Board for approval.	
9	Director of Finance and Estates	Develop protocols to regulate the receipt of donations (both via the IAB and more generally) in similar fashion to the Conservatoire's existing investment protocols.	For the Board's meeting of 30 June 2017.
9	Director of Finance and Estates	Develop procedures for the management of IAB finances, for approval by the Board.	For the Board's meeting of 30 June 2017.
19	All Governors	Pass any suggestions for the award of Fellowship to the Secretary. Fellowship is awarded to an individual who has given outstanding service to the Conservatoire.	Immediately.

