

**In the Board Room of the Royal
Conservatoire of Scotland on Friday 25
October 2024 at 10:00am being a
meeting of the Board of Governors**

PRESENT

Jo Buckley (JB)
Andrew Butcher (AB)
Ruth Calder (RC)
Morag Campbell (MC)
Stuart Cross (SC)
William English (WE)
Dr David Hare (DH)
Elizabeth Jenkinson (EJ)
Dr Robert Laidlow (RL)
Alexander Lee (AL)

Ed Monaghan (EM)
Nacim Pak-Shiraz (NPS)
Philip Rodney (PR)
Prof Matthew Rooke (MR)
Caroline Roxburgh (CR)
Prof Jeffrey Sharkey (PJS) (Principal)
John Taylor (JT)
Dale Thrupp (DT) (SU VP)

IN ATTENDANCE

Lydia Demaison (LD)
Janette Harkess (JXH)
Pamela Mathieson (PM)

Helen McVey (HM)
Prof Allan Neave (AN)
Dr Marc Silberschatz (MS)
Steven Smillie
Alan Smith (AS) (DFE)
Heather Black

(Director of Human Resources)
(Director of External Relations)
(Carbon and Sustainability Manager for
Item 10.1)
(Director of Business Development)
(Interim Deputy Director of Music)
(Director of DPF)
(CT for agenda item 7)
(Director of Finance and Estates)
(Quality Enhancement Manager) (Minute
Taker)

IN THE CHAIR

Prof Dorothy Miell (DM) (Chair)

1.	<p>Welcome, Introductions, Apologies for absence and Declarations of Interest The Chair welcomed the attendees and opened the meeting.</p> <p>Apologies were recorded from Stephen Broad, Lois Fitch, Vicky Gunn, Sharon Mair, Jean Sangster, Aaron Shorr, Jean Sangster, Vicky Gunn and Ulysse Tonnele-Verjus.</p> <p>In the Academic Registrar and Secretary to the Board's absence it was noted that the Director of Finance and Estates would undertake the role of Acting Secretary. The minute of the meeting was to be noted by the Quality and Enhancement Manager.</p> <p>It was explained that several of the apologies were as the result of colleagues attendance at the CUK conference in Birmingham.</p> <p>The SU Vice President, Dale Thrupp was welcomed to their first Board of Governors meeting and introduced to the Board.</p> <p>Steven Smillie from CT was welcomed for a discussion at item 7 of the agenda which was discussed at an earlier stage of the meeting.</p> <p>No new declarations of interest were submitted.</p>
2.	<p>Confirmation of the minutes of the meeting of the Board of Governors held on 21 June 2024 The minutes of the previous meeting were APPROVED as an accurate record.</p>

3.	<p>Actions Log and Matters Arising not elsewhere on the agenda</p> <p>The Board reviewed the rolling action plan and was content that the majority of the actions had been completed or would be discussed as agenda items throughout the meeting.</p>
4.	<p>Chair's Update</p> <p>The Chair had spoken to Board members over the summer regarding their experience on the Board to identify any improvements that could be made in terms of how best to use meeting time and to balance larger strategic issues with financial matters along with monitoring of core business. In summary:</p> <ul style="list-style-type: none"> • The provision of clear headline data, and clarity around the progress against plans, is important to inform discussions, particularly in light of the length and volume of papers that were being presented to Board of Governors meetings. • Retaining the option to extend the length of a meeting into the afternoon was reported to be useful. • It was agreed that selected Board of Governors meetings might be held in Wallace Studios in order to create a connection. • Specific topics that had been identified to be explored by the Board had included the areas of research and knowledge exchange, alumni, the new School of Dance, partnership developments, the RCS' relationship with the Trusts and relevant training for Board members. • It had also been raised that it might be beneficial for a broader range of commercial expertise on the Board, noting that an advertisement was about to be published to recruit a new governor, or two if appropriate, with a broader range of expertise, including to replace Ed Monaghan as convenor of the Infrastructure Committee. <p>The Chair encouraged attendance by governors, beyond participation in Board meetings, at performances and/or shadowing relevant departments across the Conservatoire. It was agreed that it would be useful for the governors to receive details of recommended performances to attend (as opposed to the general list of all performances being presented).</p> <p>The Chair reported that a recent meeting of the Chairs of Scottish Universities had provided a concerning narrative of the financial situation across the sector, with issues reported across almost every institution.</p>
5.	<p>Report from CSMT</p> <p>The CSMT report was received and noted.</p> <p>The Principal thanked CSMT colleagues for their contributions to the report and drew the Board's attention to the following headlines:</p> <ul style="list-style-type: none"> • Thanks were due to staff within the RCS academic areas, the Students' Union and Marcomms for the successful Welcome Home gathering event for receiving both new and returning students, which had taken place at the beginning of the academic year. • The Principal was writing to local authorities to raise concern around funding cuts and the impact upon state access to education in the arts at school level. The importance of the Conservatoire prioritising the growth of Scottish talent from deprived postcode areas through the evolving Transitions provision was emphasised. • The Principal continued to lobby the Scottish and UK governments around the funding systems that were in place that did not support the Conservatoire recruiting students from the rest of the UK. • Hard work was being conducted around leveraging available resources thoughtfully to support the artists of the future, for example through the development of new postgraduate programmes and growing the short courses provision. <p>Action: It was agreed that it would be useful for the Deputy Principal to present on the new Curriculum portfolio and the implications of recent changes at a future meeting, including how the Conservatoire would ensure that appropriate systems were in place to support a transition to the new more varied presentation patterns.</p>

	<p>The Board requested further information to be provided around the introduction of the new School of Dance.</p> <p>Action: The Head of Ballet was to be requested to provide the Board with a presentation around the new School of Dance at a future Board of Governors meeting.</p> <p>The Director of DPF provided the Board with examples of challenging behaviours that they had experienced from members of staff. The governors expressed concern, and it was suggested that this issue should be further explored through the People and Culture Committee. DHR noted that a key project this academic year was to review the performance review process which would focus on culture and aims to align with the RCS values and behaviours. It was confirmed that staff conduct had been added to the strategic risk register.</p> <p>In response to a query around the impact of the newly introduced formula approach to budget within the School of Music, with funding following a student rather than a specific pot of funding, it was explained that there had been positive engagement from staff and students which had facilitated an advantageous culture change.</p> <p>The SU Vice President commented that it would be useful for greater clarity to be provided to students about responsibilities related to organisation and management, noting that the RCS had scored disappointingly in this area in the latest National Student Survey (NSS), with this being facilitated through improved communication which could include conducting regular student and staff assemblies and identifying more creative ways to engage with students.</p> <p>In response to a request, the Director of Business Development provided further details around the review of the existing Customer Relationship Management (CRM) system that was in place for Pre-HE and short course provision, noting that the system could function effectively to a basic level but had attempted to meet too many diverse internal needs with sub-optimal results. Meetings had already commenced with stakeholders to specify requirements and to seek a solution over the course of the next year.</p> <p>It was highlighted that the number of staff with significant responsibility for research across the Conservatoire had fallen and this was an issue which would require to be addressed in the run up to the next REF.</p> <p>The Principal informed the Board that the Conservatoire was participating in a pilot for the next REF cycle, which was likely to help with early preparations.</p> <p>The Chair encouraged members who had not applied to become either a friend or patron of the RCS under the re-launched scheme to consider doing so.</p> <p>The Director of External Relations and their Team were commended for a recent development event that had been held at Mansfield House in London.</p> <p>The Chair had been pleased to be informed of the planned lobbying at cabinet level, which was being conducted by the Principal around effective funding for the Conservatoire.</p>
6.	<p>Report from the Students' Union</p> <p>The Board received and noted the report from Students' Union (SU) and was pleased to note the funding that had been achieved to progress the Green Wall project.</p> <p>The SU Vice President informed the Board that the SU had made efforts to empower students to take ownership of spaces within the Conservatoire and had successfully supported the submission of eight applications to set up new student societies, with five having already received approval.</p> <p>It was highlighted that students had reported that mental health support services at the Conservatoire were currently stretched and that this was expected to become more of an issue as plans to increase</p>

	<p>student numbers were progressed. A governor's question was asked about whether the RCS was fulfilling its responsibilities in this regard and assurances were received.</p> <p>The Board was pleased to be informed that Think Positive Scotland would be participating in discussions at the Conservatoire shortly around the range of support that they could offer. It was noted that approximately 50 members of staff had undertaken mental health first aid training, and it was agreed that it would be beneficial to publicise this more widely to students.</p> <p>The Board was pleased to note that staff were leading on projects that had been proposed in the report and encouraged the SU Vice President to also explore utilising the skills and experience of the Board members.</p> <p>Thanks were expressed to the SU Vice President for their report.</p>
7.	<p>Annual Report and Financial Statements 2023-24</p> <p>7.1 Annual Report and Financial Statements 2023-24 The 2023-24 Annual Report and Accounts were received and considered.</p> <p>The operating surplus for the year compares favourably with the operating loss in the previous year but needs to be viewed in the context of the donation from the RCS Endowment Trust of £1.5M and the large positive movement in the FRS 102 pension charge. If these items are discounted there would have been an underlying deficit which continues the trend of a weakening operating position. It is also important to note that there was additional recurrent grant, largely due to the additional SSI grant of £1M from the SFC.</p> <p>CR commented that there had been very few matters raised or items which required to be re-stated by the auditors. The governors' report was full and transparent and provided a balanced view of progress, challenges and ambitions.</p> <p>CR drew attention to the audit work in relation to the pre-HE CRM system. Although the system captures the financial elements it does not meet current or future ambitions, and this is reflected in the narrative and in the work of audit in drawing their conclusions.</p> <p>In response to a question, it was confirmed that RCS currently has sufficient reserves not to rely on the RCS Trusts for the Board's assessment that it can continue as a going concern in the short to medium term.</p> <p>Some drafting points were raised which would be addressed as necessary, including ensuring key metrics are accessible to readers.</p> <p>Subject to these changes the annual report and accounts were approved to be signed and presented to the forthcoming Annual General Meeting.</p> <p>7.2 Report from the External Auditors SS presented the report from the external auditors, CT, and confirmed that they intended to issue an unqualified audit opinion.</p> <p>It was noted that this would be the final year that CT would act as external auditors for the Conservatoire and thanks were expressed for the 10 years of excellent service.</p> <p>7.3 Letter of Representation The Board APPROVED the signature of the Letter of Representation on its behalf by the Chair.</p> <p>7.4 Formal Recommendation of Accounts to AGM It was AGREED TO ADOPT the Annual Report and Accounts and to lay them before members at the Annual General Meeting to be held on 4 December 2024.</p>

<p>8.</p>	<p>Student Recruitment</p> <p>8.1 Student Recruitment Strategy It was explained that the full and final version of the Student Recruitment Strategy would be presented to the Board at the next meeting in January for approval.</p> <p>It was requested that information regarding the way in which the Conservatoire would measure the success of recruitment activity should be included in the strategy.</p> <p>It was acknowledged that the achievement of growth in student numbers was a critical component in securing the Conservatoire's financial position. This would be supported through the RCS leveraging innovative curriculum and partnerships, promoting the Conservatoire's unique selling point of developing both artistic and life skills and developing key international markets. It was agreed that there would be a need to invest in marketing and recruitment support in order to achieve the Conservatoire's goals in this area and to align with the aspirations of the Strategic Plan.</p> <p>Consideration was to be given to the potential change in the nature of the community due to the rise in student numbers and the required resourcing to support this.</p> <p>8.2 Matriculated students at mid-October 2023 by fee category The Board received and noted the paper which showed a comparison between matriculated HE students (excluding inward exchange and Continuing Education) for this year compared to approximately the same time last year.</p> <p>The Board was pleased to note that the number of students undertaking the matriculation process in a timely fashion had significantly increased this year.</p> <p>It was highlighted that the Conservatoire had exceeded targets in terms of intake of Scottish domiciled students but had under recruited in terms of international student targets. Thanks were expressed to individuals and teams that had been involved in achieving the Scots student intake numbers.</p> <p>Updates on recruitment activity and trends in offers and acceptances would be provided to F&GP and the Board of Governors throughout the academic year.</p> <p>8.3 Decliners' Survey Report for 2024-25 intake The Board received and noted the data which had been collected at the end of the application cycle, via an online questionnaire and responses from the RCS undergraduate offer decliners, who had rejected unconditional, conditional, or reserve offers made for AY2024-25. It was noted that caution should be applied due to the small scale of responders involved. It was agreed that ways in which to obtain more information from decliners in future should be explored.</p>
<p>9.</p>	<p>Strategic Plan</p> <p>9.1 KPI 1 Organisational Resilience Summary Dashboard The Board received and noted the KPI summary dashboard updated to October 2024 as presented. It was noted that the dashboard circulated did not reflect data from the full range of KPIs as would be expected each October and that this information would be submitted to the Board at the next meeting in January.</p> <p>The high level KPIs indicated that fee revenues in both HE and pre-HE were lagging the strategic plan targets at this point and that the focus must be on closing this gap.</p>

Action: It was suggested that it would be beneficial to review the calculation behind the allocation of red, amber and green ratings for the KPIs, to be more ambitious than currently allocating green to any KPI which misses the target by less than £100k.

It would also be helpful for a breakdown of the information to be provided across the institution to highlight performance in the different business segments.

10. Approval requests:

10.1 From Finance and General Purposes: Carbon Reduction Plan 2025-30

The Carbon and Sustainability Manager presented the Carbon Reduction Plan 2025-30 which had been previously circulated.

It was recognised that the aspiration to align with the Scottish Government's previous plan to reduce carbon emissions by 75% by 2030 was over ambitious. The plan proposed that RCS sign up to the UN Education Race to Zero pledge, a global initiative to which a number of other Scottish HEIs have signed up. The target states: ***'we are dedicated to achieving net zero carbon emissions by 2045, with maximum effort towards halving the emissions within our control by 2030.'***

It was noted that there will always be residual carbon consumption in the business operation so achievement of net zero will require an element of offset required but consideration of this aspect was may years down the line.

If RCS signs up to the pledge, there is a 12-month period during which the carbon management plan outlining planned actions is to be submitted. This requires to be published with progress reports on an annual basis.

This target recognises that most Scope 3 emissions which form the bulk of our carbon consumption are largely out with our control. The impact of decarbonisation across other sectors – principally energy generation will filter through to RCS carbon consumption over time.

The plan includes a range of possible capital expenditure interventions which would reduce direct emissions, and it will be necessary for RCS to consider how to prioritise these within its overall expenditure budgets, monitoring both emerging technologies and available funding opportunities.

The Board considered and **APPROVED** the plan and thanks were expressed to the Carbon and Sustainability Manager for the work that had been undertaken in the preparation.

10.2 From Research and Knowledge Exchange: Annual Research Integrity Statement 2024

The Board considered and **APPROVED** the statement for publication, subject to receiving a response from the Director of Research and Knowledge Exchange to the related query at 10.3 (as to why Intellectual Property was not mentioned in paper), noting that the statement had previously been reviewed and approved by the Ethics Committee and Academic Board.

10.3 From Research and Knowledge Exchange: Intellectual Property Policy

The Board considered the policy and requested responses to the following points prior to approval:

- It was queried why, in section 5.4 of the policy, the Conservatoire was restricting itself over the use of profits arising from intellectual property, with the use restricted solely to developing further IP;
- At section 7.1 of the policy there is mention of the transfer of moral rights and it was queried as to whether this was in fact possible to have these rights transferred or waived;
- It was queried why Intellectual Property was not mentioned in the Research Integrity paper.

	<p>10.4 From Finance and General Purposes: Charge of deposit with the Bank It was explained that in place of the Surety which had been lodged with the US Education Department Federal Loans it was more cost effective to put in place a Letter of Credit through the RCS' bankers Royal Bank of Scotland and an authorised US intermediary bank. This required RCS to set up a deposit of £300,000 to back the Letter of Credit and it is necessary for a charge to be granted over this account.</p> <p>After considering all the circumstances and on being satisfied that it is (1) in the interests of the Company for the purpose of carrying on its business and (2) consistent with the Directors' duties to promote the success of the Company for the benefit of its members as a whole, it was resolved that a Charge of Deposit be granted to The Royal Bank of Scotland plc in the form produced to secure all the Company's liabilities to the Bank and that the Charge of Deposit be executed by the Company.</p> <p>10.5 From Finance and General Purposes: Anti-Money Laundering Policy The Board received and APPROVED the policy.</p>
11.	<p>Annual Reports 2023-24</p> <p>11.1 Finance and General Purposes Committee The Committee's Annual Report for 2023-24 was received and noted by the Board.</p> <p>It was noted that Rathbones had been appointed as investment manager and that the Committee was satisfied with their performance to date.</p> <p>A review of pension liabilities had been undertaken in light of the high-interest rate environment, involving external expert advice, and a decision had been made by the Committee not to propose any changes at this time and to instead continue to monitor the situation.</p> <p>11.2 Audit and Risk Committee The Committee's Annual Report for 2023-24 was received and noted by the Board.</p> <p>It was noted that in addition to the internal audit programme the Committee had commissioned additional assurance work from the internal auditors during the year to review the implementation of the new Ci Anywhere system. The report incorporated the Annual Report from the Risk Management Group outlining a revised positioning around risk and risk appetite to align with the new strategic plan.</p> <p>11.3 Remuneration Committee The Committee's Annual Report for 2023-24 was received and noted by the Board.</p> <p>The scope of the report had been expanded to include the outcome of a recent meeting of the Committee.</p> <p>The Board had approved updates to associated policies and the Committee assured the Board that payments to CSMT were in line with procedures as presented.</p> <p>The gathering of student and staff feedback had been helpful in informing discussions at Remuneration Committee, and it was noted that it is not only CSMT salaries that are benchmarked against the market.</p> <p><u>Actions:</u></p> <ul style="list-style-type: none"> • A need was identified to size some of the CSMT roles. • It was to be explored whether there should be greater transparency around disclosure of CSMT salary bands in the annual report. <p>11.4 Fundraising Committee</p>

	<p>The Annual Report for 2023-24 was received and noted by the Board.</p> <p>The fundraising target for the year had been successfully achieved and the friends and patrons programme had been relaunched.</p> <p>It was agreed that a review of the objectives and role of the Fundraising Committee should be conducted.</p> <p>11.5 Infrastructure Committee</p> <p>The Committee's Annual Report for 2023-24 was received and noted.</p> <p>It was noted that a recently completed solar power project had been complex but successful.</p> <p>The Health and Safety Committee had recently undertaken an accessibility audit which had resulted in a number of helpful recommendations being made.</p> <p>It was noted that the potential estates development project at 55 Renfrew Street, which was now no longer progressing, had involved a significant amount of work and effort. It was agreed that it would be important to learn lessons from this project in terms of approaching similar plans in future.</p> <p>In response to a query, it was explained that the planned repairs to the lift within Renfrew Street had been delayed due to issues obtaining the required parts.</p> <p>Action: It was suggested that it would be helpful for update notices that provided clarity around the progress of the repair to be provided to staff and students.</p>
12.	<p>Report from the Academic Board</p> <p>12.1 Outcome Framework and Assurance model/TQEF implementation</p> <p>The Board received and noted the paper prepared by the Deputy Principal which confirmed that there would be a requirement for a final self-evaluation of the Outcome Agreement for 2023-24 in the institution's submission in early December and, thereafter, by November 2025, the new Outcomes Framework would supersede this process. Members noted the other reporting deadlines that together would constitute the new Outcomes Framework. The key points of discussion which followed included:</p> <ul style="list-style-type: none"> • It would be important for the RCS to explore the SFC's claim that the move to metrics-based reporting would involve less effort by institutions and that the Conservatoire would therefore be conducting less work in this area. • Ways in which to support students to understand the actions that have been taken in response to their feedback were to be explored. <p>12.2 Annual Report on Fair Access</p> <p>The Board received and noted the comprehensive information pack provided by Fair Access colleagues and commended the interesting and positive report and case studies within. It was agreed that the Fair Access provision was a positive strength of the Conservatoire which helped to support a broader intake which would reflect the diversity of the arts profession.</p> <p>12.3 NSS Outcome Report 2024</p> <p>The Board received considered the NSS Outcome report for 2024 which provided responses from final-year undergraduate students to garner opinion on course quality and the student experience. Members noted that the results of the survey reflected significant variations across the Conservatoire's programmes. The importance of celebrating areas of strength, in addition to identifying plans for necessary enhancement, was stressed.</p> <p>In response to a query, it was explained that few complaints were recorded as being received from students in the area of organisation and management of their programmes through the formal complaints process, despite NSS results in this area being relatively low, as feedback</p>

	<p>in this area was generally raised and responded to through the Programme Committee process.</p> <p>12.4 Annual Complaints, Appeals, Disciplinary and SARD Reports for 2023-24 The Board received and noted annual reports on complaints, disciplinaries (academic and non-academic), and appeals for last session.</p> <p>12.5 Summary report of the meeting held on 9 October 2024 The Principal provided an oral report to update member on the business dealt with by Academic Board on 9 October 2024.</p>
13.	<p>Report from the Finance and General Purposes Committee</p> <p>13.1 Management Accounts The management accounts to end July 2024 were received and noted.</p> <p>13.2 Summary report of the meetings held on 20 September and 11 October 2024 The summary report of the meetings covering the last two meetings was received and noted.</p> <p>AB reported that the Committee had discussed and agreed a data set designed to provide clear information to the Board and also to the Trusts to demonstrate the progress being made to meet the sustainability plan.</p> <p>As part of this the income and expenditure account has been re-worked over a number of years extending to the current budget and forecast years to exclude the distortion caused by FRS102 charges, the donation from the RCS Endowment Trust and exceptional Covid funding from SFC. There is a clear trend of a weakening operating position which continues into the budget year. With income from SFC assumed to be flat in the short to medium term, the most significant item by far is the amount of income projected to derive from tuition fees which will reach 50% of total income through a combination of volume and price growth. This is key to future financial sustainability. The Committee will therefore focus on various aspects of this including: effectiveness of student recruitment investment, return on scholarships in different demographics and student number monitoring and projections.</p> <p>Action: The Committee agreed that it was timely to review the relationship with the Trust and the historical decisions which had shaped it.</p> <p>13.3 Ci Anywhere Status Report The Board received and noted the updated status report on progress to date.</p> <p>It was noted that a significant amount of work was being conducted to implement Ci Anywhere for the HR and Payroll elements with the aim of going live in November 2024. The payroll would continue to be processed in the existing system to act as both a reverse parallel run to ensure the new payroll mirrors it and as a fall back if it is not possible to go live.</p>
14.	<p>Report from the Audit and Risk Committee</p> <p>14.1 Internal Audit Annual Report The Board received and noted the Internal Audit Annual report from Azets.</p> <p>14.2 Strategic Risk Register The Strategic Risk Register was received and noted.</p> <p>14.3 Annual Report to Audit and Risk Committee from the Risk Management Group This item was appended to the Committee's annual report and taken under item 11.2 above.</p> <p>14.4 Summary report of the meeting of 11 October 2024</p>

	The summary report of the meeting held on 11 October was received and noted.
15.	<p>Report from the Infrastructure Committee</p> <p>15.1 Summary report of the meeting of 20 September 2024 The summary report of the meeting held on 20 September 2024 was received and noted.</p> <p>15.2 55 Renfrew Street update The Board received and considered an update from the Infrastructure Committee on the potential development of 55 Renfrew Street and APPROVED the proposal to halt further progression of this project based on the summarised financial projections.</p>
16.	<p>Report from the Nominations Committee The summary report following the meeting on 1 October 2024 was received.</p> <p>Board membership matters The Board supported the Committee's recommendation and APPROVED the nominations of Caroline Roxburgh for renewal for a third and final term and Elizabeth Jenkinson for a second term of office.</p> <p>It was noted that Ed Monaghan was due to demit office on 29 January 2025 and the members were informed that, with this end of office, the Board needed to replace both a lay governor and the convenor of the Infrastructure Committee. The Chair confirmed that the process was underway to provide relevant lay governor job descriptions and progress with recruitment in time for new governors to be present at the April 2025 Board.</p> <p>The Chair reminded members that the current Academic Board elected representative, Jean Sangster, was also due to demit office on 29 January 2025. It was confirmed that Academic Board was progressing with the relevant election process.</p> <p>The Board APPROVED the Committee's request that a two-day extension be allowed for both Ed Monaghan and Jean Sangster to enable both to be present at the Board on Friday 31 January 2025.</p> <p>Board Committee Convenors Philip Rodney would stand down as a member and convenor of the Fundraising Committee and that it was proposed to take the next year to review the committee's effectiveness in governing/ supporting the fundraising agenda. The Board APPROVED the Nomination Committee's proposal that Stuart Cross be appointed as Convenor for this interim period. The Chair expressed thanks to Philip on behalf of the Board for his enormous contribution to the work of the Committee.</p> <p>Quinquennial Governance Review process The Board was updated on the progress of the review process. The governance survey would be live until 6 November and all governors, attendees and observers were encouraged to complete it by the deadline. Members were informed that, in addition to a series of 1-to-1 interviews with four governors, AdvanceHE would like to have two group discussions, each of about 6 people and it had been proposed this would be one group of governors and the other would be comprised of attendees and observers in order to accommodate CSMT members' input. Attendees were asked to contact David Hare should they wish to participate in the group discussions.</p>
17.	<p>Report from the Fundraising Committee The summary report of the meeting held on 3 September 2024 was received and noted.</p>
18.	<p>Report from the People and Culture Committee The summary report of the meeting held on 2 October 2024 was received and noted.</p>

	<p>Thanks were expressed to Sharon Mair and the Director of Human Resources for the work that had been carried out throughout the inaugural year of the committee.</p>
19.	<p>Report from the Convenors' Group A summary report of the meetings held on 2 July and 30 September 2024 was received and noted.</p>
20.	<p>Governance updates</p> <p>Annual Chair's Appraisal Report The Board was reminded of the Scottish Code of Good HE Governance requirement to carry out an appraisal of the Chair's performance at least annually, facilitated by the Senior Independent Governor (SIG), and of the two-stage process that had been agreed at the June meeting. The Chair left the meeting to allow SIG to lead the discussion.</p> <p>Thanks were expressed to members who had submitted their views to SIG which were reported to have been overwhelmingly positive in support of the effectiveness of the Chair. The remainder of the Board agreed with these views and added their support to this view. It was highlighted that interactions with the Chair were very positive and that counsel was readily available whenever necessary.</p> <p>Two minor areas were suggested for the enhancement of the effectiveness of the Board which were:</p> <ul style="list-style-type: none"> • Review the effectiveness of the meeting agendas. • The growth of wider commercial expertise would be welcome within the Board membership (noting that this was being addressed through the current advertising process). <p>The SU Vice President expressed their support for the chair and suggested that it could be useful in terms of visibility to students for the Chair to meet with the student community to introduce their role, which could perhaps take the form of drop-in sessions.</p> <p>The SIG agreed to explore ways in which lessons learned could be effectively translated into practical outcomes with the Chair.</p> <p>Thanks were expressed to the Chair on behalf of the Board.</p>
20.	<p>Any other business: There being no other business, the Chair brought the meeting to a close.</p> <p>Thanks were expressed to the Quality Enhancement Manager for noting the meeting.</p>
21.	<p>Dates of future meetings:</p> <p>Board: 31 January 2024 24 April 2025 (Strategy Planning Day) 25 April 2025 27 June 2025</p> <p>Graduations: 31 October 2024 3 July 2025 30 October 2025</p> <p>AGM 4 December 2024</p>