

**STRICTLY PRIVATE AND CONFIDENTIAL**

**At Glasgow and within the Board Room of the Royal Conservatoire of Scotland on Wednesday 27 January 2012 at 10.30am**

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

**PRESENT**

Miss Rachel Brimley	Dr Paul Jourdan
Mr Matthew Chinn	Professor Maggie Kinloch
Mr Tom Gilchrist	Miss Eileen Mackay
Professor Norman Gillies	Dr Bridget McConnell
Lady Joyce Goodwin	Mr James Miller
Mr John Hylands	Mr Philip Oppenheim
Mr Steven Inch	Professor Norman Sharp
	Professor John Wallace

**IN ATTENDANCE** Professor Celia Duffy  
Mr Ewan Hainey  
Mrs Jackie Russell  
Mr Alan Smith  
Mr Havilland Willshire

**IN THE CHAIR** Lord Vallance of Tummel

**1. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Sir Sandy Crombie, Miss Vicky Featherstone, Mr Chris Parr and Mr Mark Saunders.

**2. CONFIRMATION OF THE MINUTE OF THE MEETING OF THE BOARD OF GOVERNORS HELD ON 28 OCTOBER 2011**

The minute of the meeting of 28 October 2011 was approved as an accurate record.

**3. MATTERS ARISING FROM THE MINUTE**

### **3.1 Commercial Music Programme**

The Principal reported that the Scottish Funding Council had indicated that it would not provide additional resource to the Conservatoire to support the introduction of commercial music.

### **3.2 National Student Survey**

The Principal reported that the Deans were leading on the Conservatoire's response to the 2010/11 pilot of the National Student Survey and that the survey was being piloted again in the current session.

### **3.3 Putting Learners at the Centre: Consultation Response**

The Conservatoire's response to the Government's consultation process in respect of its proposals set out in the publication 'Putting Learners at the Centre' was noted.

### **3.4 Progress Report on Outcome of Strategy Away Day: 30 August 2011**

A progress report would be made to the next meeting of the Board.

## **4. MEMBERSHIP AND REPORT FROM THE NOMINATIONS COMMITTEE**

The Chairman reported that the recent advertisement inviting expressions of interest from those wishing to become Governors had elicited a significant response, both in terms of quality and quantity.

The Nominations Committee had met twice to look at applicants and had agreed that, although up to four Governors could be appointed this year, two new appointments would be appropriate at this time. Governors concurred with that view.

On the basis of its consideration of all expressions of interest, the Nominations Committee recommended that Gavin Reid, Director of the BBC Scottish Symphony Orchestra and currently a member of the Conservatoire's Academic Board, should be invited to join the Board. Governors approved that recommendation.

The second vacancy was reserved for a future Convenor of the Finance Committee as Mr Miller was due to step down from that role in March 2012. Whilst there was no immediate prospect of appointing a replacement for Mr Miller, there were two possibilities which were being progressed and Mr Miller had very kindly agreed to continue as Convenor of the Finance Committee until such times as his successor had been identified.

*The Chairman left the meeting at this point.*

Dr McConnell, Vice Chair, reported that the Chairman's current period of office ended in October 2012. On that basis, and on behalf of the Nominations Committee, Dr McConnell proposed that Lord Vallance should be re-appointed as Chairman for a further three years (to 30 September 2015). Governors wholeheartedly approved that proposal.

*The Chairman returned to the meeting at this point.*

The Chairman accepted Governors' nomination and thanked them for their support.

## **5. OUTCOME OF THE STRATEGY AWAY DAYS**

Governors noted the outcome of the Strategy Away Days which were held on 12 and 13 January 2012 which, it was agreed, had been very productive. The formation of four short-life working groups to take forward the themes considered at the Strategy Away Days were noted as follows:

- Higher Education
- Education
- Performance
- Structures

The output of each group would be reported to the Board at its next meeting and would also inform the 2012/15 Strategic Plan.

### **5.1 Strategic Plan**

The 2012/15 Strategic Plan would be presented to the Board for approval at its July 2012 meeting. The Plan would include the finalised form of the Conservatoire's mission, aims and values and related KPIs for final approval.

## **6. REPORT FROM THE PRINCIPAL**

The Principal highlighted the following:

- A very productive visit by staff and students to Scotland House, Brussels. Amongst other things, that visit had raised awareness of the possibilities of European funding for the Conservatoire, which would be pursued.
- Co-operation between Universities UK and CUK in respect of the development of an appropriate funding methodology for English Conservatoires. Sir Alan Langlands, CEO of HEFCE, would be the keynote speaker at the forthcoming CUK conference.
- The development of the Conservatoire's archive, which would both form a significant academic resource and relate the Conservatoire's history.
- The potential for fruitful collaboration offered by Creative Scotland's plans to create a National Youth Performing Arts Centre at Speirs Locks.

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

The report from the President of the Students' Union was received. It was agreed that the proposal to appoint a second sabbatical officer would be considered by the Senior Management Team.

The Student Union, and particularly the President, was commended on the way that it/she had dealt with issues related to the Board's decision in respect of RUK tuition fees.

## **8. AMENDMENT TO STATUTORY INSTRUMENT AND STRUCTURE OF THE COMPANY**

The Secretary reported that the proposed amendments to the Conservatoire's Statutory Instrument were still being considered through the Scottish Parliament's approvals' process.

Governors noted the current structure of the Royal Conservatoire as a company limited by guarantee with a single known shareholder.

## **9. BRIBERY ACT 2010**

Governors noted a policy drafted by the Director of Finance in response to the Bribery Act 2010. It was agreed that the Audit Committee should consider that policy in detail and report back to the Board. It was also agreed that the Conservatoire's policy in respect of the acceptance of gifts by staff should be reviewed by the Audit Committee.

## **10. REVIEW OF HE GOVERNANCE**

It was noted that the report of the Government's review of HE governance would be published on 1 February 2012.

## **11. SCOTTISH DRAMA TRAINING NETWORK**

The Vice-Principal reported that the report of the Scottish Funding Council's review of the Scottish Drama Training Network was expected very soon. It was anticipated that that report would confirm that the SFC was satisfied with the Conservatoire's leadership of the Network and that enhanced funding received by the Conservatoire, and which was contingent upon the effective operation of the Network, had been appropriately applied.

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

The minute of the meeting of 9 November 2011 was received.

### **12.1 New Curriculum**

The Vice Principal reported that all undergraduate programmes would be reviewed in a series of events which would take place between 7 and 24 February 2012.

### **12.2 Academic Committee Structure**

Governors noted the revised academic committee structure as approved by Academic Board for adoption in session 2012/13. Governors approved the proposed changes in respect of membership of Academic Board, noting that the substitution of co-opted internal members for external members would engender a greater sense of involvement in the work of Academic Board across the Conservatoire. Governors were

also content that external input was being enhanced elsewhere in the committee structure. The introduction of Programme Committees in place of the current Monitoring, Evaluation and Review process was also viewed positively, particularly as Programme Committees would have a strong student focus and would foreground the role of Programme Leader (however described) in the management of programmes.

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

The minute of the meeting of 13 January 2012 was received and the following was noted:

#### Pension Provision

The Finance Committee's intention to review the Conservatoire's approach to the provision of pensions.

#### Treasury Management

The decision to place deposits with HSBC and the Bank of Scotland, as well as RBS.

#### Management Accounts

The current forecast outturn of £200k, which was £53k under budget.

#### Indicative Recurrent Grant 2012-13

The uplift in recurrent funding of 11% for session 2012/13. Whilst that settlement was most welcome, Governors were mindful that the funding position for subsequent years might well be less favourable than that for next year and therefore urged caution in how the additional recurrent funding was applied.

#### **13.1 Approval of TRAC Return to SFC**

The 2010/11 TRAC return was approved prior to its submission to the SFC.

### **14. REPORT FROM THE HEALTH AND SAFETY COMMITTEE**

The minute of the meeting of 11 January 2012 was received.

Governors noted the successful re-launch of the Health and Safety Committee and, in his absence, thanked Mr Parr for his leadership of that Committee.

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

The minute of the meeting of 13 January 2012 was received. It was noted that progress in respect of achieving access to Units 2 and 3 at Speirs Locks was satisfactory.

Governors agreed that the design team to take forward the development should now be appointed, with a view to commencing work on site in Autumn 2012.

## **16. REPORT FROM HUMAN RESOURCES**

The report from the Director of Human Resources was noted. It was agreed that the Conservatoire should not seek a formal relationship with Universities and Colleges Employers Association (UCEA).

## **17. SFC STRATEGIC DIALOGUE: 20 MARCH 2012**

Governors noted that a group of members and officers of the SFC would visit the Conservatoire on 20 March 2012 to engage in a 'strategic dialogue' with Governors, management and students.

## **18. ANY OTHER COMPETENT BUSINESS**

There was no other competent business.

## **19. DATES OF FUTURE MEETINGS**

27 April 2012

6 July 2012

Graduation

3 July 2012