

## **STRICTLY PRIVATE AND CONFIDENTIAL**

**At Glasgow and within the Board Room of the  
Royal Conservatoire of Scotland on Friday 6  
July 2012 at 10.30 am**

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

### **PRESENT**

Mr Matthew Chinn	Professor Maggie Kinloch
Sir Sandy Crombie	Professor Donald MacRae
Miss Eileen McKay	Dr Bridget McConnell
Professor Norman Gillies	Mr James Miller
Mrs Joyce Goodwin	Mr Philip Oppenheim
Mr Luke Harris	Mr Gavin Reid
Mr John Hylands	Professor Norman Sharp
Mr Steven Inch	Professor John Wallace
Dr Paul Jourdan	

**IN ATTENDANCE** Professor Celia Duffy  
Mr Hugh Hodgart  
Mr Ian Mills  
Mrs Jackie Russell  
Mr Alan Smith  
Mr Havilland Willshire  
Miss Fiona Wilkie

**IN THE CHAIR** Lord Vallance of Tummel

The Chairman welcomed Professor Donald MacRae and Mr Luke Harris (incoming President of the Students' Union) to their first meeting of the Board. He also wished to record his appreciation on behalf of the Board to Miss Rachael Brimley (outgoing President of the Students' Union) for her leadership of the SU and her contribution as a Governor.

### **1. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Miss Rachael Brimley, Ms Vicky Featherstone, Mr Tom Gilchrist, Sir Brian McMaster, Mr Chris Parr, Dr Donald Runnicles and Mr Mark Saunders.

### **2. CONFIRMATION OF THE MINUTE OF THE MEETING OF THE BOARD OF GOVERNORS HELD ON 27 APRIL 2012**

The minute of the meeting of 27 April 2012 was approved as an accurate record.

### **3. MATTERS ARISING FROM THE MINUTES NOT ELSEWHERE ON THE AGENDA.**

There were no matters arising not elsewhere on the agenda.

### **4. REPORT FROM THE PRINCIPAL**

The Principal reported on what had been 'a difficult but rewarding year'. The main achievements had been in successfully negotiating all the implications of the name change and in preparing for the introduction of the new curriculum due to take effect from September 2012. Whilst there were a number of successes during the year, the Principal drew attention to the results of the pilot National Student Survey which had highlighted several aspects of the student experience where improvements can be made. A full comparative analysis of the results will soon be available for the sector following which appropriate action will be taken in advance of the Conservatoire participating in the National Student Survey for real next year.

In looking forward to next year and to the later discussion on the Strategic Plan 2012-15, the Principal was confident that he and his colleagues would continue to keep the Conservatoire at the forefront of the sector.

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

The Chairman reported that in the coming year, the following six Governors will be leaving the Board – Ms Vicky Featherstone, Mr Tom Gilchrist, Dr Bridget McConnell, Mr James Miller, Mr Philip Oppenheim and Dr Donald Runnicles. The Nominations Committee would look to fill at least three vacancies. In addition, the following five Governors – Mrs Joyce Goodwin, Miss Eileen Mackay, Professor Norman Sharp, Sir Brian McMaster and Sir Sandy Crombie will have completed their period of appointment but have expressed a willingness to continue for a further three years. Those Governors in question who were present then left the meeting during which time the Board agreed unanimously that all five be invited to continue for a further three years.

Mr Hylands referred to the need for the Board to comply with the Companies Act in terms of possible conflicts of interest. It was agreed that Governors should review or complete their recorded Declarations of Interest.

The Chairman outlined details of a Conservatoire Companion Emeritus and the criteria for eligibility. This would be a new form of individual recognition to be conferred by the Conservatoire in addition to the existing Fellowship and Honorary Doctorate awards.

## **6. NOMINATIONS FOR FELLOWSHIP**

The Principal announced the names of those individuals to be nominated for Fellowships in November 2012 and November 2013.

## **7. STRATEGIC PLAN**

The Chairman deferred discussion of this item until later.

## **8. SFC STRATEGIC DIALOGUE**

The note of the meeting held on 20 March 2012 was received.

## **9. SFC OUTCOME AGREEMENT**

The Vice Principal reported on the series of meetings which she, Mr Smith and Mr Hainey had held with representatives of SFC. A final draft agreement would be considered by the Academic Board on 11 July 2012 and thereafter sent to SFC. An extraordinary meeting of the Board of Governors would be held on 27 July 2012 to approve the final SFC Outcome Agreement.

One of the main issues still to be resolved was that of 'widening access'. It was recognised that whilst the Conservatoire pursues a number of initiatives which can be regarded as 'widening access', this should be given fuller consideration by Governors and stated more explicitly in the Conservatoire Mission Statement.

Concerns were expressed at the number of monitoring meetings proposed by SFC. This was considered to be excessive given the size of the institution. It should be suggested to SFC that these meetings be reduced in number and timed to coincide with Board meetings thus allowing the opportunity for both SFC representatives and Governors to share in the monitoring process.

## **10. SCOTTISH DRAMA TRAINING NETWORK**

### **10.1 Director's Quarterly Report**

The report was received.

## **10.2 Response to SFC Review**

The report was received. Professor Kinloch drew attention to the Open Space Day being held in September. She also highlighted the fact that the University of West of Scotland is developing courses in drama and had recently gained 'formal recognition' status from Drama UK, the national accrediting body. In response to a question from Mr Reid, Professor Kinloch commented that the changes in FE provision across the country could lead to a reduction in the number of drama courses available within that sector but the longer term implications for the Conservatoire could not be determined at this stage.

Mr Smith advised that discussions were continuing with Edinburgh Napier and Queen Margaret Universities to resolve issues affecting the funding of the network.

## **11. SCOTTISH GOVERNMENT REVIEW OF HIGHER EDUCATION GOVERNANCE**

### **11.1 Letter to the Cabinet Secretary for Education and Lifelong Learning from the three SSI Chairs**

The Chairman reported on the meeting which the Chairs of the three small specialist institutions had held with the Cabinet Secretary on 19 June 2012. Reference was also made to the statement in Parliament by the Cabinet Secretary on 28 June 2012 in which he outlined the government's response to the review of higher education governance. This statement included the announcement of the creation of a group led by the Committee of Scottish Chairs of Higher Education Institutions to develop a new Scottish code of good higher education governance. Whilst details were awaited of the membership of this group, the Cabinet Secretary had stipulated the inclusion of small specialist institutions.

### **11.2 Consideration of the Conservatoire's response to the Report of the Review of HE Governance**

The note of the meeting of 21 May 2012 was received. Whilst this was regarded as a useful exercise in considering the Conservatoire's position, there had been no requirement to submit a formal response to the government.

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

The minutes of the meeting of 22 June 2012 were received. The Principal indicated that the wording in paragraph 3 relating to HE Governance, would be amended in the light of the information provided by the Chairman with regard to the group being established to develop the code of HE governance.

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

The minutes of the meetings of 18 May 2012 and 15 June 2012 were received. Mr Miller highlighted the following:

#### Pension Provision

Further guidance was awaited from UCEA on auto-enrolment procedures such that communication could be made with those staff affected. The Finance Committee would consider information which had now been received from Strathclyde Pension Fund on the costs of closing the fund to new entrants.

#### Edinburgh Festival

A location owned by Edinburgh University had been identified as a possible venue for a collaborative project involving Scottish Opera, the Conservatoire and Edinburgh University whereby various events and performances would take place each year from 2013 onwards during the period of the Edinburgh Festival Fringe. A business plan was being prepared for consideration by the Finance Committee.

#### Budget 2011-12

The projected outturn for the year of £112k was noted.

#### Budget 2012-13

Information was provided on the factors taken into account in drawing up the budget for 2012-13. Having heard Mr Smith respond to questions, the Board approved the budget for 2012-13.

#### 3 year forecast

The 3 year forecast required by the Scottish Funding Council and appended to the draft Strategic Plan was duly noted.

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

The minute of the meeting of 22 June 2012 was received.

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

The minute of the meeting of 13 June 2012 was received along with the Annual Report. The Chairman reported that Mr Parr had expressed his satisfaction with progress made during the past year and was confident this would continue in the coming year.

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

The minutes of the meetings of 23 March 2012 and 15 June 2012 were received. In the absence of Mr Gilchrist, Mr Inch highlighted the following:

### Speirs Locks Units 2 and 3

Discussions continued with CV Panels on their relocation. An outline design for units 2 and 3 had been prepared which included provision for further development in the future if required. The proposed design and budget as outlined in paragraph 6 of the minute of the meeting of 15 June 2012 was approved by the Board.

## **17. HUMAN RESOURCES**

The report from the Director of Human Resources was received.

## **18. STUDENTS' UNION**

The President's report and the proposed Students' Union Constitution were received. On behalf of Miss Brimley, Miss Wilkie thanked the Board of Governors, the Principal and Conservatoire staff for the support given to SU office bearers during the year.

The Board ratified the SU Constitution.

## **19. REVIEW OF THE BOARD'S EFFECTIVENESS**

The Chairman reminded Governors to complete the questionnaire issued by Mr Hainey by the end of July such that collated responses could be considered at the next meeting.

## **20. DATES OF FUTURE MEETINGS**

Fellowship Ceremony 15 November 2012

26 October 2012

25 January 2013

26 April 2013

12 July 2013

AGM Wednesday 12 December 2012 12 noon

## **21. ANY OTHER COMPETENT BUSINESS**

The Principal informed the Board of the sudden death of Mr Sam Hutchings, a young part time member of staff in the Junior Conservatoire. He was also well known in choral circles being the repetiteur for several choirs including the RSNO Chorus and Edinburgh Festival Chorus.

## **22. ITEMS FOR INFORMATION**

### **22.1 T3 Market Research Report: Executive Summary**

The report was received.

Following the completion of the business agenda, Governors then considered the following items:

- (i) Strategic Plan 2012-2015 : Create the Future for Performance**
- (ii) Structures, Operation and Management Task Group report**
- (iii) National Youth Arts Centre Task Group report**

#### **(i) Strategic Plan 2012-2015: Create the Future for Performance**

A draft version of the Plan including Financial Forecasts 2011-12 to 2014-15 was received. The Principal summarised the main points in the plan – much of which was based on outcomes from the Governors' Strategic Planning discussions earlier in the year and the work of the various Task Groups. The Conservatoire Senior Management Team would develop an implementation plan to accompany the final version of the Strategic Plan.

Governors made reference to the earlier discussion ( agenda item 8) on 'widening access' and the need for the Vision and Strategic Aims sections in the Plan to be more specific on this issue. Governors also sought clarification on the meaning of the word 'education' as described in the Plan as there was a danger of confusion with 'higher education'. There was interest in how standards within various departments are evaluated relative to other conservatoires. It was agreed that Governors should engage more fully in future with key elements of the Plan by receiving presentations from appropriate members of staff.

*(Dr Jourdan and Dr McConnell left the meeting at this point)*

#### **(ii) Structures, Operation and Management Task Group report**

The Task Group report was received. The Chairman indicated that Mr Parr fully supported the content of the report. The Principal referred to concerns expressed earlier by Governors on 'management overstretch' within the Conservatoire. Whilst the proposed structures retained the current number of senior staff, it was intended to delegate more

responsibility to middle management staff in various areas across the Conservatoire.

The Principal responded to questions seeking clarification on certain roles and responsibilities outlined in the report and agreed to provide further details on those issues identified in section 6. Professor Duffy would also provide further information on the 'Exchange' function.

*(Sir Sandy Crombie left the meeting at this point)*

### **(iii) National Youth Arts Centre Task Group report**

The report of the Task Group was received. Mr Inch made reference to discussions with Creative Scotland, the status of the National Youth Arts Strategy (currently with the Cabinet Secretary) and the role of the Conservatoire in the context of national youth arts developments.

A wide ranging discussion followed in which Governors expressed concerns at the lack of detail currently available on the nature and purpose of the proposed National Youth Arts Centre. Concerns were also expressed at the extent to which Conservatoire management staff time and resources may be required to support the project and the impact of this on other areas of Conservatoire activity. It was agreed that no financial commitment should be made by the Conservatoire at this time.

Despite these reservations, the Board agreed to proceed at this stage on the basis of the recommendations contained in section 6.3 of the Task Group report. It was accepted that the Conservatoire has a responsibility in promoting national youth arts provision and should show leadership in developing the concept of the National Youth Arts Centre in partnership with other national companies. The Principal was encouraged to develop further ideas in consultation with colleagues in the Conservatoire and beyond.

There being no further business the Chairman closed the meeting.