

**At Glasgow and within the Board Room of
the Royal Conservatoire of Scotland on
Friday 26 January 2018 at 10.00am being a
meeting of the Board of Governors**

PRESENT

Dr Laura Bissell	Mr Nick Olsen
Dr Anne Lorne Gillies	Mr Mark Paris (by telephone)
Mr John Hylands	Mrs Agnes Robson
Ms Tari Lang	Ms Jean Sangster
Mr Mark Leishman	Professor Jeffrey Sharkey
Mr Donald MacRae	Professor Norman Sharp
Ms Sharon Mair	Mr Will Stringer
Sir Jonathan Mills	Ms Maria Taylor
	Mr Aidan Teplitzky

IN ATTENDANCE

Dr Lois Fitch
Mrs Janette Harkess
Mr Hugh Hodgart
Ms Helen McVey
Dr Gordon Munro
Mrs Jackie Russell
Mr Alan Smith

IN THE CHAIR Mr Nick Kuenssberg

The meeting was preceded by a presentation to the Board about the BA British Sign Language in English and Performance by the head of the programme, Ms Claire Lamont and students Ciaran Stewart and Conor Bryson.

The Chairman welcomed Mr Nick Olsen, Governor elected by support staff, to his first meeting of the Board.

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Mrs Fiona Ballantyne, Professor Norman Gillies, Ms Carol Main, Mr Ed Monaghan, Mr Gavin Reid and Ms Colleen Toomey.

2. DECLARATIONS OF INTEREST

There were no declarations of interest notified.

3. CONFIRMATION OF THE MINUTE OF THE MEETING OF THE BOARD OF GOVERNORS HELD ON 27 OCTOBER 2017 AND PROGRESS IN RESPECT OF PREVIOUSLY AGREED ACTIONS

It was noted that Ms Jean Sangster had been present at the meeting and that the date of the next Governors' Away Day was 28 June 2018. The minute was confirmed subject to these amendments.

Actions previously agreed had been actioned or were in hand.

4. MATTERS ARISING FROM THE MINUTE NOT ELSEWHERE ON THE AGENDA

It was noted that the Student Union would not be advocating a boycott of the 2018 National Student Survey. (Item 7.2)

5. REPORT FROM THE PRINCIPAL

The Principal's report was received.

Professor Sharkey welcomed Dr Lois Fitch, who had recently taken up the new role of Assistant Principal.

The Principal was pleased to report that the review of the undergraduate music programmes had been completed with a number of commendations and only a small number of technical conditions. The review of the undergraduate drama, dance, production and film programmes would occur in March.

The Conservatoire had hosted a meeting of the Education and Skills Committee of the Scottish Parliament and used the opportunity to focus on the widening access work and express concern about the dwindling opportunities for young Scots to study the performing arts in our local authorities. Presently only 4 of 32 local authorities offer free music tuition.

Professor Sharkey had also been invited to make a presentation to the Scottish Government Education Department Away Day on the role of the Conservatoire in Scotland, the challenges it faced and its vision for the future. He would emphasise the importance of having a coherent approach to access to musical training and of the societal benefits of investing in culture.

The Conservatoire had bid successfully to Creative Scotland for a follow up audit of provision of, and participation in, music education in Scotland. A similar study had been undertaken by the Conservatoire Research department in 2003. This is a timely commission to feed into the national discourse and to position the Conservatoire as a lead for the development of strategy.

The Chairman reported that at a meeting of the HEI Chairs, the Chairman of the SFC, Mike Cantly, had invited each institution to provide a visioning statement.

The Principal referred to recent changes to the management structure, details of which would be circulated to Governors.

6. REPORT FROM THE ACADEMIC BOARD

6.1 Summary report from the meeting of 10 January 2018

The summary report from the meeting of the Academic Board held on 10 January 2018 was received.

The Principal reported that the preparations for the Enhancement-Led Institutional Review were proceeding satisfactorily. The importance of reflecting the 'student voice' in the documentation to prepare for the event was acknowledged.

6.2 Annual report on Quality for Session 2016/17

The Annual Report on Quality for Session 2016-17 from the Academic Board to the Board of Governors was received.

The Board requested that the report for next year include an evaluation of the effectiveness of student engagement and feedback, which might provide a better understanding of the NSS results.

In response to a question about the cause of the fall in the placing of Music within the Guardian league tables, the Director of Music replied that the relatively small number of first class honours degree awards and the methodology used to determine value added by the institution had negatively affected the result.

6.3 SFC Guidance to HE Institutions on Quality from August 2017/22

The Board noted that a full and definitive response in respect of the Conservatoire's compliance with the Guidance is emerging as the institution prepares for ELIR, and particularly through the preparation of the Reflective Analysis.

7. REPORT FROM THE PRESIDENT OF THE STUDENTS' UNION

The President of the Students' Union reported that an outcome from a meeting with fellow students from other small specialist institutions had

been a unified message about the importance of public investment in the arts and culture as well as in STEM subjects.

The Student Union was increasing its support for sports and well-being activities, and it was supporting the introduction of the Big White Wall on-line mental health resource.

The Union had passed a motion urging the Conservatoire to divest from direct investment in oil, gas and mining which had been presented to the Finance and General Purposes Committee.

8. REPORT FROM THE FINANCE AND GENERAL PURPOSES COMMITTEE

8.1 Summary report from the meeting of 12 January 2018

The summary report of the meeting of the Finance and General Purposes Committee meeting held on 12 January 2018 was received.

It was noted that the Committee had received a motion from the Students' Union requesting that the Conservatoire divest of direct investment holdings in oil, gas and mining. A report had been commissioned from the Investment Manager on the exit options and potential impact.

The 31 March 2018 valuation of Strathclyde Pension Fund was noted. That valuation which showed a funding level of 105% with no change proposed to employer contribution rates for the next three years.

8.2 Approval of TRAC Return to SFC

The amended TRAC Return for 2016-17 was tabled and approved by the Board for onward submission to SFC.

8.3 Management Accounts

The Management Accounts for the 4 months to 30 November 2017 were received. It was noted that the forecast outturn for the year was broadly in line with the modest budget surplus.

8.4 IT Governance Committee

The minute of the meeting of the meeting held on 15 December 2017 was received.

The GDPR implementation action plan was progressing satisfactorily. The Audit Committee would receive a detailed report at its March meeting.

9. REPORT FROM THE HEALTH, SAFETY AND WELLBEING COMMITTEE

9.1 Summary report from the meeting of 10 January 2018

The summary report from the Health, Safety and Wellbeing Committee meeting held on 10 January 2018 was received.

Professor Sharp reported that the Conservatoire would be launching and promoting the 'Big White Wall' app, which was a website and online mental health support resource for both students and staff to supplement existing counselling services.

In light of recent high profile events pertaining to sexual harassment and inappropriate behaviour in sections of the drama industry, the Conservatoire was engaged with industry partners in the review of a number of relevant external codes of conduct. That external engagement would inform the development of the Conservatoire's own, already comprehensive and robust policies.

10. REPORT FROM THE BUILDINGS COMMITTEE

10.1 Summary report from the meeting of 12 January 2018

The summary report from the Buildings Committee meeting held on 10 January 2018 was received.

REDACTED DUE TO COMMERCIAL SENSITIVITY

An amended planning application to increase the size of the student accommodation development at Dunblane St had been submitted and is being considered by Glasgow City Council. Demolition of the existing structure had commenced and the developer was about to appoint a main contractor.

Follow up work to the space utilisation study was underway in a number of areas including a review of the room booking system operation, the provision of quiet space for students and staff and a review of student facilities in the Opera School.

10. REPORT FROM THE INTERNATIONAL ADVISORY BOARD

Ms Lang reported.

A strategy/objectives paper was being developed, which will be presented to the IAB. It would identify the various stakeholders and provide a view of the capacity required to deliver the strategy in a sustainable manner. The

IAB had to become much more aligned with the Conservatoire's strategic thinking, particularly with the challenges of Brexit ahead. It was noted that an International Strategy was currently being drafted, and it was agreed that the IAB paper, together with details about the constitutional aspects and the relationship between the IAB and the Conservatoire, and presented to the April meeting of the Board.

An event was being held in the Lotos Club in New York in March. It would be important to follow up prospects assiduously.

There followed a discussion about the Conservatoire's relationship to the profession, particularly over the summer period during the Edinburgh Festivals. In addition to raising international profile there was potential to differentiate the offering of the Conservatoire in the highly competitive marketplace.

Sir Jonathan Mills kindly offered to brief the Senior Management Team on how to achieve an impactful Edinburgh presence, recognising that it was probably a 5 to 10 year strategy.

It was noted that the Company of Donors had been refreshed with a number of new members and the vast majority of existing members renewing at the same or a higher subscription level. The Chairman encouraged the Board to participate.

12. GOVERNANCE

12.1 Higher Education Governance (Scotland) Act: 2016

The Secretary had received legal advice on the matter which would be reported to the Chair's Committee, which would be convened to formulate a recommendation to the Board on whether or not to seek an exemption.

12.2 Scottish Code of Good Higher Education Governance

It was noted that the SFC had accepted the 2017 Code as best practice and expects compliance by HEIs by August 2018. A paper outlining an initial indicative view of the Conservatoire's level of current compliance was received.

It was agreed that the Chairman's Committee would scrutinise the paper on behalf of the Board, noting that this exercise required to be completed and compliance confirmed by the June 2018 meeting.

13. DATES OF FUTURE MEETINGS

27 April 2018
29 June 2018
2 November 2018
1 February 2019
26 April 2019
28 June 2019

Strategy 'away-day'
28 June 2018 (in house)

AGM
5 December 2018 at 12noon

Graduation
Thursday 5 July 2018
Thursday 25 October 2018
Thursday 4 July 2019

14. ANY OTHER COMPETENT BUSINESS

14.1 Blue Sky Thinking and Black Swan Prediction

The Chairman requested the executive attendees to leave the meeting and led a discussion on how the Conservatoire might proactively engage with possible future scenarios.

ACTIONS ARISING FROM THE BOARD OF GOVERNORS' MEETING OF 26 JANUARY 2018

Item No.	Person(s)	Action	By/when
5	Principal	Draft a visioning statement for SFC	April 2018
6.2	Quality Assurance Officer	Annual Report on Quality to include evaluation of effectiveness of student engagement and feedback	January 2019
6.3	Quality Assurance Officer	Report on the Conservatoire's compliance with the SFC Guidance to HE Institutions on Quality	April 2018
8.2	Director of Finance and Estates	Submit TRAC Return to SFC	January 2018
11	Principal	International strategy incorporating IAB strategy and constitutional framework	April 2018
11	Principal	Arrange a briefing with Sir Jonathan Mills on Edinburgh Festival engagement	April 2018
12.1	Chairman and Secretary	Recommendation to the Board on whether or not to seek an exemption from the HE Governance (Scotland) Act 2016	April 2018
12.2	Chairman and Secretary	Confirm compliance with the Scottish Code of Good HE Governance 2017	July 2018
B/fwd			
17	Director of External Relations	Confirm an alumni strategy.	April 2018
20.1	Chairman and Secretary	Implement decisions in respect of enhancements to Board effectiveness.	On-going