

At Glasgow and within the Board Room of the Royal Conservatoire of Scotland on Friday 31 January 2020 at 10:00am being a meeting of the Board of Governors

PRESENT	Andrew Butcher (AB) Morag Campbell (MC) John Hylands (JH) Tari Lang (TL) Prof Donald MacRae (DM) Sharon Mair (SM) Ed Monaghan (EM) Jasmine Munns (President of the Students' Union) Dr Lois Fitch (Assistant Principal)	Dorothy Miell (DXM) (by telephone) Philip Rodney (PR) Caroline Roxburgh (CR) Jean Sangster (JS) - Academic Board Representative Professor Jeffrey Sharkey (Principal) Maria Taylor (MT) Aidan Teplitzky (AT) VP of the Students' Union (Music)
IN ATTENDANCE	Janette Harkess Jackie Russell Lindsey Shields Alan Smith Stephen Broad	(Director of External Relations) (Director of Human Resources) (Secretary) (Director of Finance and Estates) (Director of Research and Knowledge Exchange) (presentation at start of the meeting)
OBSERVER	Martin Mallorie (staff member)	
IN THE CHAIR	Nick Kuenssberg	

Prior to the meeting, a group photograph of the Board of Governors was taken and it was agreed that those unable to attend the meeting should send photographs to be added to the group photograph.

The meeting commenced with a presentation from the Director of Research and Knowledge Exchange (DRKE) on an early draft of the Research and Knowledge Exchange Strategy.

- The DRKE introduced the tabled paper and addressed:
 - (i) the distinctiveness and diversity of research made it different compared to other institutions;
 - (ii) research was still developing, even after twenty years as it was a long-term project;
 - (iii) practice based research had gathered a different sense of momentum internationally over the last twenty-five years;
 - (iv) strands of work engaged with other disciplines, for example sociology and science; and
 - (v) Research Excellence Framework (REF) was a UK wide process however the Scottish context was important too as it's the Scottish Funding Council that allocates funding, sets the funding mechanisms and priorities on work in knowledge exchange and innovation.
- The DRKE introduced the strategy for the next planning period and acknowledged two variations to the approach:
 - (i) both Research and Knowledge Exchange were brought together as a strategy; and
 - (ii) it formed part of suite of strategies that sit underneath the overall strategic plan and had been co-opted from the draft Learning and Teaching strategy developed by the Assistant Principal in proposing Aims and Strategic Delivery Projects.
- The DKKE drew attention to:
 - (i) the development of 'Outcomes' after the model of the National Performance framework and the crystallisation into three of these, one for each perspective; and
 - (ii) the series of strategy delivery projects which were essential for the delivery of the overall strategy.
- The DKKE invited general discussion around the direction of travel and it was noted that:
 - (i) the wording "compassionate community" captured the ethos in the Conservatoire of working together which was a necessary condition for creative work to happen.
 - (ii) the review of the doctoral programmes in the Conservatoire was underway and there had been an increase from 16 doctoral students in 2013 to 42 students presently;
 - (iii) more clarity would be provided around measuring the outcomes;
 - (iv) other UK Conservatoires approached research differently.
 - (v) It was further noted that research was intertwined and integral to the Conservatoire in:

- (a) opportunities for pedagogical research (integral to the development of teaching);
 - (b) the emphasis on practice based research (which has grown throughout the REF period and has increased the emphasis on Impact and how research affects practice in fields outside academia);
 - (c) inter-disciplinary work and collaboration with different institutions; and
 - (d) its international reputation which was determined by its research credibility and reputation and drives student recruitment and fundraising opportunities.
- (vi) The strategy delivery projects did not qualify as research projects. The DRKE clarified that the majority of the projects were in the existing staffing budget but that, for example, Project 5 ‘All Systems Go’ was extremely important and still needed to be resourced.
- (vii) consideration of the language in the draft Research and Knowledge Exchange Strategy and “groups”, “themes”, “centres”, “institutes” used around the three basic groupings of:
- New Work
 - The Performing Arts in Society
 - Creative Innovation and Enterprise
- (viii) for example, the “Institute for Performing Arts in Society” and the DRKE welcomed feedback from the Board, together with the nomenclature around the words “Innovation” which had the commercial edge but had become diluted and “Knowledge Exchange” which was lesser known and understood. Due to time constraints the Innovation Hub discussion would take place at a future Board meeting.

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Stuart Cross, Susan Lee Kidd, Mark Leishman, Carol Main, Sir Jonathan Mills, Agnes Robson, and Coleen Toomey. The Chair welcomed Martin Mallorie as an observer.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. CONFIRMATION OF THE MINUTE OF THE MEETING OF THE BOARD OF GOVERNORS HELD ON 4 DECEMBER 2019

The minute was approved as an accurate record, subject to a few minor corrections. All actions agreed at the last meeting had been actioned or were in hand.

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

There were no other matters arising not elsewhere on the agenda.

5. REPORT FROM THE PRINCIPAL

The report from the Principal was received and noted. The Principal highlighted the following:

- The development of high level KPIs through the senior management team would be shared with the Governors’ working group and groups of students and staff in the near future. The focus would be on being the ‘creating Conservatoire’ and what makes it distinctive.
- The external review has taken longer than expected but was anticipated soon and would be communicated to the staff, student and Governors.
- The Associated Board of the Royal School of Music was clarifying its governance rules as a charity.
- The recent meeting hosted by Richard Lochhead with Scotland’s Higher Education Institutes about Brexit where it was lobbied to keep Erasmus alive.

The Assistant Principal advised of the recent working group meeting with the Scottish Funding Council CEO Karen Watt and Universities Scotland to discuss the future of the Outcome Agreement and how it could work better for the Conservatoire. It was noted that the ‘one size fits all’ approach does not work for Scotland’s nineteen Higher Education Institutes and that the opportunity to change this through the consultation should not be lost.

The Board noted the positive press around the Oscar nominated Conservatoire graduate Krysty Wilson-Cairns for best screenplay in the film “1917” in addition to the numerous mentions and

performances of students, staff and alumni.

6. REPORT FROM THE STUDENTS' UNION

The President of the Students' Union report was received and noted. The President of the Students' Union drew attention to:

- Use of the grant received from 'Think Positive':
 - (i) the SU Sports Officer's encouragement of students to participate in free Sports events and activities around Glasgow (for example the Kelvin Hall) which had been well attended; and
 - (ii) the meeting with the BA Performance cohort in furtherance of translating the Student Mental Health Agreement into British Sign Language;
- SU Elections:
 - (i) the move away from Survey Monkey to make it easier for students to vote; and
 - (ii) the election date moved slightly later until after the Spring break as this is a less stressful time should students want to campaign;
- the Student partnership agreement which had been to the Academic Board;
- the Glasgow Student Forum and the campaign for more affordable travel for students in Glasgow; and
- the student sustainability group which fed into the Conservatoire's Sustainability Committee.

There was general discussion around the Students' Union working with Where the Monkey Sleeps with regard to using the Wee Chimp bar in the AGOS foyer for functions and it was noted that, with regard to licensing, this was more about the social element than making a profit.

7. REPORT FROM THE ACADEMIC BOARD

The summary report of the meeting of 15 January 2020 was received and noted. The Principal drew attention to:

- Professor Frank Coton, Vice Principal of Learning and Teaching at the University of Glasgow, attending the Academic Board as the external member and would provide a useful contribution;
- The approval of three Honorary Doctorates with a fourth to be announced;
- The Annual Appeals Report and the positive impact of the informal process and early intervention in concluding all appeals.

8. REPORT FROM THE FINANCE AND GENERAL PURPOSES COMMITTEE

8.1 The summary report of the meeting held on 17 January 2020 was received and noted.

8.2 The TRAC Return for 2018-2019 was received **and approved** by the Board for onward submission to SFC. DM noted that the Margin for Sustainability and Investment was slightly below the figure of 4.5% and that the Conservatoire was not run to make large surpluses to fund capital spend.

8.3 The Statement of Investment Objectives was received **and approved** by the Board.

8.4 The Summary of proposed changes to the BASE Student Accommodation Lease was received **and approved** by the Board.

8.5 The Management Accounts to November 2019 were received and noted. DM drew attention to the:

- (i) surplus of £52,000;
- (ii) forecast of £7,000 being due to the recurrent pension service charge and recruitment figures; and
- (iii) the hope to break even this year assuming that the provision for student drop-out is not exhausted.

9. REPORT FROM THE BUILDINGS COMMITTEE

A summary report from the meeting held on 17 January 2020 was received and noted. EM

commented on:

- (i) the recent meeting with the Head of Estates and Director of Finance and Estates to create a working party focusing on the benefits of developing the Wallace Studios to be brought to the March Building Committee and on to the Board;
- (ii) the Sustainability Initiatives proving complex, although the initial feedback on the Conservatoire's activity in this area was positive. There would be further deliberation, involving Mott MacDonald, as to whether there was a project to take forward.

The Board noted that the fire drill procedure at Dunblane Street was the responsibility of the building operator and it was agreed that the Buildings Committee should seek confirmation about the test regime.

10. REPORT FROM THE HEALTH, SAFETY AND WELLBEING COMMITTEE

The summary report from the meeting of 15 January 2020 was received and noted. The Director of Human Resources reported on:

- (i) MC and SM's attendance at their first Health, Safety and Wellbeing Committee;
- (ii) The approval of the Student Mental Health Agreement;
- (iii) The training update, much of which is done in-house;
- (iv) The Healthy Conservatoires Network and the noise assessment update;
- (v) The two reportable minor accidents in 2019; and
- (vi) No child protection incidents.

The Board noted that the Conservatoire had issued plenty of publicity and communication to students and staff in connection with the coronavirus.

11. REPORT FROM THE FUNDRAISING AND DEVELOPMENT COMMITTEE

The summary report from the meeting of 4 December 2019 was received. TL introduced the report and drew attention to the requirement for:

- (i) a significant change of culture in fundraising at the Conservatoire, to be led by the Board with integrated effort between Board, the Senior Management team and alumni, this being emphasised by the Chair.
- (ii) external support, and why this should not be left to the in-house professionals alone, in order to build the development income and new business;
- (iii) more funds to strengthen the Conservatoire's reputation internationally and how one could not happen without the other;
- (iv) Increased infrastructure,
- (v) being more courageous about asking for serious sums of money;
- (vi) Board approval of the plan to raise seed funding

There was general discussion around:

- (i) the world of fundraising being difficult and that the Board needed to be more thoughtful, inquisitive and innovative about the various potentials;
- (ii) The requirement for the Conservatoire to resonate with desirable markets and portray itself positively in these markets;
- (iii) Rebuilding the U.S. team to think bigger and populate it with like-minded people;
- (iv) the business development opportunity and the potential income through consultancy and short courses;
- (v) the need for the Conservatoire to
 - (a) integrate the fundraising strategy into its strategy plan and
 - (b) cultivate its alumni more effectively so they could give back and make personal introductions;

and it was noted that:

- (i) Governors were invited to comment on where they could help, particularly or with specific projects, and to share this with the fundraising team;
- (ii) This renewed approach should be spread throughout the Conservatoire including students and staff. The President of the Students' Union would share the report with the Student Union Council and, if helpful, the Chair and members of the fundraising committee would speak to the Student Union Council.
- (iii) In connection with the call for investment in the fundraising operation it was noted that it was important to develop the business case and not simply do more of the same.
- (iv) It was proposed that the RCS Endowment Trust should be approached for funding.

The Board **approved** the proposals.

12. RECOMMENDATIONS FROM THE NOMINATIONS COMMITTEE

The Chair presented the recommendations from the Nominations Committee meeting held on 17 January 2020 and:

- (i) It was noted that the first item would return to the Nominations Committee for further discussion;
- (ii) Martin Mallorie was introduced to the Board by the Chair. The Board noted that Martin lectures in Design and Props in the Production Department, was attending the meeting as an observer and should be nominated as a Governor by the Trade Union, Educational Institute Scotland, in the near future.
- (iii) **The Board approved** the award of fellowship to Nigel Boddice to be awarded at the graduation ceremony on 29 October 2020.

The Chair advised the Board that the Strategy Planning session with the Board would be on 23 April, the day before the April Board, this to include the full CSMT. The intention was to meet at 15:00 to 19:00 and have dinner together thereafter.

13. GOVERNANCE

The Secretary reported that the Conservatoire's Amendment Order of Council had been issued by the Privy Council Office and laid before Parliament. The end of the laying period is forty days and the Amendment Order of Council should come into force on 28 February 2020.

14. DATES OF FUTURE MEETINGS

Board

24 April 2020
26 June 2020

30 October 2020
9 December 2020 (after AGM)
29 January 2021
23 April 2021
25 June 2021

AGM

Wednesday 4 December 2019
Wednesday 9 December 2020

Graduations

Thursday 2 July 2020
Thursday 29 October 2020

Strategy Planning

Thursday 23 April 2020:
15:00 to 19:00 Board of Governors and
CSMT meet to 'sense-check' the plan;
19:00 to 21:00 drinks and dinner.

15. ANY OTHER COMPETENT BUSINESS

The Chair (and staff attendees except the Secretary) left the meeting and JH, in his capacity as Senior Independent Governor, facilitated an annual appraisal of the Chair's performance. JH would collate the comments after which he would provide feedback to the Chair.

ACTIONS ARISING FROM THE BOARD OF GOVERNORS' MEETING OF 1 NOVEMBER 2019

Item No.	Person(s)	Action	By/when
12 (i)	Chair/Secretary	To call a meeting of the Nominations Committee in order to discuss this fully and bring a recommendation to a future Board meeting.	Immediately