











**Glasgow School of Art**  
**GSA Board of Governors, 13 December 2021**



This meeting will be held in the Robert Burns Suite of the DoubleTree by Hilton Hotel Glasgow Central. Tea and coffee will be available from 10.45 am. Zoom meeting details for those joining digitally will be provided in the circulation email.

13 December 2021 11:00 - 13 December 2021 16:30

# AGENDA

#	Description	Owner	Time
1	Report from the interim Chair		11.00 am
1.1	<b>Welcome/Apologies for Absence/Declarations of Interest</b> Invitation to members to confirm that they have scrutinised the papers.		
1.2	<b>Minutes from the Meeting of 18 October 2021</b>  Paper 1.2 GSA Board of Governors Minutes 18 Oct... 9	interim Chair	Approval
1.3	<b>Minutes from the Meeting of 23 November 2021</b>  Paper 1.3 GSA Board of Governors Minutes 23 Nov... 21	interim Chair	Approval
1.4	<b>Board Action Points</b>  Paper 1.4 Board Action Points - December 2021.pd... 25	Assistant Secretary to the Board	Noting
1.5	Update from the interim Chair	interim Chair	Oral Report
1.6	GSA Board Attendance at Academic Council	interim Chair	Discussion
2	Report from the Director	Director	11.20 am
2.1	<b>Director's Report</b>  Paper 2.1 Director's Report.pdf 29		Discussion
2.2	<b>Operational Plan 2021/22: Update</b>  Paper 2.2 Operational Plan 2021-22 - Update.pdf 67		Discussion
2.3	<b>Strategic Plan Update</b>  Paper 2.3 Strategic Plan Update.pdf 75		Discussion
2.4	<b>ELIR: Update</b>  Paper 2.4 ELIR Update.pdf 77	Deputy Director Academic	12.20 pm Discussion
2.5	<b>Student Experience Surveys</b>  Paper 2.5 Student Experience Surveys.pdf 83	Deputy Director Academic	12.30 pm Discussion
2.6	<b>Equality Outcomes 2021-2025: Action Plan</b>  Paper 2.6 Equality Outcomes 2021-2025 Action Pla... 101	Deputy Director Academic	12.40 pm Approval

#	Description	Owner	Time
2.7	<b>SFC Outcome Agreement 2021/22</b>  Paper 2.7 SFC Outcome Agreement 2021-22.pdf 117	Director of Strategy and Marketing	12.50 pm Approval
	<b>Lunch</b>		13.00 pm
2.8	<b>Report from the Director of Finance</b>  Paper 2.8 Report from the Director of Finance.pdf 153	Director of Finance	13.30 pm Discussion
2.8.1	<b>Management Accounts to 31 October 2021</b>		Discussion
2.8.2	<b>Early Repayment of Barclays Secured Loan</b>  Paper 2.8.2 Early Repayment of Barclays Secured... 157		Approval
2.9	<b>Institutional Risk Register</b>  Paper 2.9 Institutional Risk Register.pdf 161	Director of Development	14.00 pm Discussion
2.10	<b>Mackintosh Building</b>		14.10 pm
2.10.1	<b>Mackintosh Building: Critical Path Schedule of Key Decisions</b>  Paper 2.10.1 Mackintosh Building - Critical Path Sc... 165	Director of Estates	Discussion
2.10.2	<b>Mackintosh Building Costs, Budgeting and Insurance</b>  Paper 2.10.2 Mackintosh Building Costs, Budgeting... 169	Director of Development/ Director of Finance	Discussion
2.11	<b>Report from the Director of Estates</b> Includes recommendations for approval.  Paper 2.11 Report from the Director of Estates.pdf 175	Director of Estates	14.30 pm Discussion
2.12	<b>Health and Safety Annual Reporting</b>	Director of Estates	15.00 pm
2.12.1	<b>Health and Safety Annual Reporting: Overview</b> Includes recommendations for approval.  Paper 2.12.1 Health and Safety Annual Reporting... 187		Discussion
2.12.2	<b>Occupational Health and Safety Annual Report 2020/21</b>  Paper 2.12.2 Occupational Health and Safety Annu... 191		Approval
2.12.3	<b>Occupational Health and Safety Annual Plan 2021/22</b>  Paper 2.12.3 Occupational Health and Safety Annu... 213		Approval

#	Description	Owner	Time
3	<b>Governance Matters</b>		15.10 pm
3.1	<b>Report from the Registrar and Secretary</b> Includes recommendations for approval.  Paper 3.1 Registrar and Secretary's Report.pdf 229	Registrar and Secretary	Discussion
3.2	<b>Chair Election Committee: Update</b> Includes recommendations for approval.  Paper 3.2 Chair Election Committee - Update.pdf 247	Registrar and Secretary	Discussion
3.3	<b>Minutes from Chair Election Committee, 17 November 2021</b>  Paper 3.3 Chair Election Committee Minutes - 17 N... 249	G Sharp	Noting
	<b>Break</b>		15.20 pm
4	<b>GSA Students' Association</b>	President of the Students' Association	15.30 pm
4.1	<b>Report from the President of the GSA Students' Association</b>  Paper 4.1 Report from the President of the Student... 253		Discussion
5	<b>Reports and Minutes from Committees</b>		16.00 pm
5.1	<b>Minutes from Audit and Risk Committee, 15 November 2021</b>  Paper 5.1 Audit and Risk Committee Minutes 15 No... 257	A Sutherland	
5.2	<b>Minutes from the Business and Estates Committee, 22 November 2021</b>  Paper 5.2 Business and Estates Committee Minute... 265	H Motani	
5.3	<b>Minutes from Health and Safety Committee, 17 November 2021</b>  Paper 5.3 Health and Safety Committee Minutes - 1... 275	M Herbert	
5.4	<b>Minutes from the Human Resources Committee, 16 November 2021</b>  Paper 5.4 Human Resources Committee Minutes - ... 281	G Caie	
5.5	<b>Minutes from the Museum and Archive Committee, 11 November 2021</b> Includes recommendations for approval.  Paper 5.5 Museum and Archive Committee Minutes... 287	K Lampitt Adey	

#	Description	Owner	Time
5.6	<b>Minutes from Academic Council, 13 October 2021</b>  Paper 5.6 Academic Council Minutes of the Meetin... 293	Director	
5.7	<b>Minutes from Academic Council, 8 December 2021</b> Owing to the timing of this meeting, the minutes will be circulated on 10 December 2021.	Director	
6	<b>Items Previously Approved by Correspondence</b>		16.20 pm Noting
6.1	<b>Board Update, including Chair Election arrangements</b> This paper was circulated by correspondence on 5 November 2021.  Paper 6.1 Board Update including Chair Election ar... 305	Registrar and Secretary	
6.2	<b>Board Update, including recommendations from Nominations Committee</b> This paper was circulated by correspondence on 10 November 2021.  Paper 6.2 Board Update including recommendation... 309	Registrar and Secretary	
7	<b>Any Other Business</b>		16.25 pm
8	<b>Future Meeting of the Board</b> Friday 4 February 2022, Strategic Away-Day (all day)		