






**Glasgow School of Art**  
**GSA Board of Governors, 16 June 2022**

This meeting will be held in the Finnieston Suite of the Radisson Blu. Tea and coffee will be available from 10.45 am. Zoom meeting details for those joining digitally will be provided in the circulation email.

16 June 2022 11:00 - 16 June 2022 16:30

# AGENDA

#	Description	Owner	Time
1	Report from the interim Chair	interim Chair	11.00 am
1.1	Welcome and Introductions		
1.2	Apologies for Absence/Declarations of Interest Invitation to members to confirm that they have scrutinised the papers.		
1.3	Minutes from the Meeting of 28 March 2022  Paper 1.3 Board of Governors Minutes 28 March 20... 11		Approval
1.4	Minutes from the Additional Meeting of 28 April 2022  Paper 1.4 Board of Governors Minutes 28 April 202... 21		Approval
1.5	Board Action Points  Paper 1.5 Board Action Points - June 2022.pdf 25	Assistant Secretary to the Board	Noting
1.6	Update from the interim Chair	interim Chair	Oral Report
2	GSA Students' Association		11.30 am
2.1	Report from the President of the GSA Students' Association  Paper 2.1 Report from the President of the Student... 29	President of the Students' Association	Discussion
2.2	GSASA Constitution  Paper 2.2 GSASA Constitution.pdf 35	Director of Development	Approval
3	Report from the Director	Director	11.45 am
3.1	Director's Report  Paper 3.1 Report from the Director.pdf 69		Discussion
3.2	Annual Implementation Plan 2022/23  Paper 3.2 Annual Implementation Plan 2022-23.pdf 73		12.00 pm Approval
3.3	Operational Plan 2021/22: Update  Paper 3.3 Operational Plan 2021-22 - Update.pdf 83		12.15 pm Discussion
3.4	Update on ELIR and Student Experience Surveys  Paper 3.4 Update on ELIR and Student Experience... 91	Deputy Director Academic	12.25 pm Discussion

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3.5	<b>Research Excellence Framework 2021: Results Update</b>  Paper 3.5 Research Excellence Framework 2021 -... 95	Deputy Director Research and Innovation	12.35 pm Discussion
3.6	<b>Report from the Director of Finance</b>  Paper 3.6 Report from the Director of Finance.pdf 101	Director of Finance	12.45 pm Discussion
3.6.1	<b>Financial Plan 2022-2027</b>  Paper 3.6.1 Financial Plan 2022-2027.pdf 105		Approval
3.6.2	<b>Management Accounts to 30 April 2022</b>  Paper 3.6.2 Management Accounts to 30 April 2022... 137		Discussion
	<b>Lunch</b>		13.25 pm
3.7	<b>Mackintosh Building and Estates Strategy</b>		13.50 pm
3.7.1	<b>Mackintosh Building: RIBA Stages 0-1 Report and GSA Estates Strategy</b>  Paper 3.7.1 Mackintosh Building RIBA Stages 0-1 a... 145	Director of Estates	Approval
3.7.2	<b>Mackintosh Building: RIBA Stages 2-7 Project Team Procurement Update</b>  Paper 3.7.2 Mackintosh Building RIBA Stages 2-7... 149	Director of Estates	Approval
3.7.3	<b>Mackintosh Building Costs, Budgeting and Insurance</b>  Paper 3.7.3 Mackintosh Building Costs Budgeting a... 155	Director of Development/ Director of Finance	Discussion
3.7.4	<b>Mackintosh Building: Lessons Learnt Exercise</b>  Paper 3.7.4 Mackintosh Building Lessons Learnt Ex... 161	Director of Estates	Approval
3.8	<b>Report from the Director of Estates</b>  Paper 3.8 Report from the Director of Estates.pdf 169	Director of Estates	14.50 pm Discussion
3.8.1	<b>Reid Building Reinstatement Works: Overall Update</b>  Paper 3.8.1 Reid Building Reinstatement Works -... 177		Approval
3.8.2	<b>Business Continuity and Major Incident Response Plan</b>  Paper 3.8.2 Business Continuity and Major Incident... 187		Approval
3.8.3	<b>Health and Safety Report</b>  Paper 3.8.3 Health and Safety Report.pdf 227		Discussion

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3.9	<b>Institutional Risk Register</b>  Paper 3.9 Institutional Risk Register.pdf 245	Director of Development	15.20 pm Discussion
	<b>Break</b>		15.30 pm
4	<b>Reports and Minutes from Committees</b>		15.45 pm
4.1	<b>Minutes from Audit and Risk Committee, 16 May 2022</b> Includes a link to the following report: Individual Governor and Board of Governors-related Expenses: January - March 2022  Paper 4.1 Audit and Risk Committee Minutes 16 M... 249	A Sutherland	
4.2	<b>Minutes from the Additional Business and Estates Committee Meeting of 18 March 2022</b>  Paper 4.2 Business and Estates Committee Minute... 257	H Motani	
4.3	<b>Minutes from the Additional Business and Estates Committee, 21 April 2022</b>  Paper 4.3 Business and Estates Committee Minute... 261	H Motani	
4.4	<b>Minutes from the Business and Estates Committee, 23 May 2022</b>  Paper 4.4 Business and Estates Committee Minute... 267	H Motani	
4.5	<b>Minutes from the Additional Business and Estates Committee, 30 May 2022</b>  Paper 4.5 Business and Estates Committee Minute... 275	M McAuley	
4.6	<b>Minutes from the Chair Election Committee, 17 March 2022</b>  Paper 4.6 Chair Election Committee Minutes 17 Ma... 281	G Sharp	
4.7	<b>Minutes from the Chair Election Committee, 26 April 2022</b>  Paper 4.7 Chair Election Committee Minutes 26 Apr... 285	G Sharp	
4.8	<b>Minutes from the Chair Election Committee, 4 May 2022</b>  Paper 4.8 Chair Election Committee Minutes 4 May... 289	G Sharp	
4.9	<b>Minutes from the Chair Election Committee, 16 May 2022</b>  Paper 4.9 Chair Election Committee Minutes 16 Ma... 291	G Sharp	

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4.10	<b>Minutes from Health and Safety Committee, 18 May 2022</b>  Paper 4.10 Health and Safety Committee Minutes 1... 295	M Herbert	
4.11	<b>Minutes from the Human Resources Committee, 20 May 2022</b> Includes link to the following item for comment: Personal Relationships Policy  Paper 4.11 Human Resources Committee, 20 May... 299	G Caie	
4.12	<b>Minutes from the Museum and Archive Committee, 12 May 2022</b> Includes links to the following items for approval: Access Policy Collections Development Policy  Paper 4.12 Museum and Archive Committee Minute... 305	K Lampitt Adey	
4.13	<b>Minutes from the Remuneration Committee, 11 April 2022</b>  Paper 4.13 Remuneration Committee 11 April 2022... 311	H Motani	
4.14	<b>Minutes from Academic Council, 4 May 2022</b> Includes links to the following reports: Academic Council Effectiveness - Annual Survey Results 2021/22 Outline Research Strategy  Paper 4.14 Academic Council Minutes of the Meeti... 313	Director	
5	<b>Items Previously Approved by Correspondence</b>		16.15 pm
5.1	<b>Process for Appointment of Chair of the Board of Governors (approval sought 18 March 2022)</b>  Paper 5.1 By Correspondence approval - Process f... 327		Noting
5.2	<b>Text for Chair Election Brochure (approval sought 18 March 2022)</b>  Paper 5.2 By Correspondence approval - Chair Ele... 339		Noting
5.3	<b>Appointment of External Auditors (approval sought 23 May 2022)</b>  Paper 5.3 By Correspondence approval - BoG App... 353		Noting
5.4	<b>Formal Appointment of the Chair of the Board of Governors (approval sought 7 June 2022)</b>  Paper 5.4 By Correspondence Approval - Formal A... 357		

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6	<p><b>Standing Agenda Items</b></p> <p>At this, the final standard meeting of the Board in 2021/22, members are invited to reflect on the inclusion of standing agenda items and provide confirmation that they continue to have a clear purpose and justification.</p>		16.20 pm
7	<p><b>Any Other Business</b></p>		16.25 pm
8	<p><b>Future Meetings of the Board</b></p> <p>Monday 17 October 2022, 11.00am  Monday 12 December 2022, 11.00am  Friday 3 February 2023, all day  Monday 27 March 2023, 11.00am  Thursday 15 June 2023, 11.00am</p>		