








**Glasgow School of Art**  
**GSA Board of Governors, 23 November 2021**

This meeting will be held via video conference. Further details will be provided in the circulation email.

23 November 2021 11:00 - 23 November 2021 13:00

# AGENDA

#	Description	Owner	Time
1	<b>Welcome/Apologies for Absence/Declarations of Interest</b> Invitation to members to confirm that they have scrutinised the papers.		
2	<b>Minutes of Board Committees held on 8 November 2021</b>		
2.1	<b>Minutes from the Joint Audit and Risk Committee and Business and Estates Committee meeting of 8 November 2021</b>  Paper 2.1 Joint ARC and BEC Minutes 8 November... 5	A Sutherland	Noting
2.2	<b>Minutes from the Business and Estates Committee meeting of 8 November 2021</b>  Paper 2.2 Business and Estates Committee Minute... 11	H Motani	Noting
3	<b>Annual Report and Accounts 2020/21</b>		
3.1	<b>Annual Report and Financial Statements to 31 July 2021</b>  Paper 3.1 Annual Report and Financial Statements... 15	Director of Finance	Approval
3.2	<b>Audit Findings Letter</b>  Paper 3.2 Audit Findings Letter.pdf 77	Azets	Noting
3.3	<b>Letter of Representation</b>  Paper 3.3 Letter of Representation.pdf 101	Azets	Noting
3.4	<b>Statement of Assurance over the Letter of Representation to the External Auditor</b>  Paper 3.4 Statement of Assurance over the Letter o... 109	Director of Finance	Noting
4	<b>Mackintosh Building Phase 2 Interim Stabilisation Works</b>  Paper 4 Mackintosh Building Phase 2 Interim Stabili... 119	Director of Estates	Approval
5	<b>Future Meeting</b> Monday 13 December 2021, 11 am		