

THE GLASGOW SCHOOL OF ART

BOARD OF GOVERNORS

MEETING: 16 JUNE 2022

Governors attending in person:

Ms Kristen Bennie (interim Chair), Professor Graham Caie, Mr Thomas Greenough, Dr Marty Herbert, Professor Penny Macbeth, Mr Michael McAuley, Ms Kathy Molloy, Mr Digger Nutter, Mr Rory O'Neill (until item 212, Ms Ann Priest (Chair Elect), Mr Harry Rich, Dr Graham Sharp, Mr Andrew Sutherland.

Governors attending via video-conference:

Professor John French, Dr Kate Lampitt-Adey (until item 2122.80.6.2), Dr Simon Learoyd, Mr Habib Motani, Ms Marianne McInnes, Mr James Sanderson, Professor Anne Trefethen, Mr Tsz Wu (until item 2122.80.6.2).

GSA Attendees attending in person:

Mr Allan Atlee (from item 2122.79 to 2122.81), Mr Alan Horn (item 2122.79, then 2122.80.7-80.9), Mr Mike Kurtyka (for item 2122.79), Mrs Eleanor Magennis (from item 2122.79), Professor McAra-McWilliam (from item 2122.79-80.6.2), Mr Andrew Menzies (from item 2122.79), Mr Scott Parsons (for item 2122.80.3), and Professor Sarah Smith (for item 2122.80.5).

Governance Office: Ms Lisa Davidson and Ms Edna Docherty.

2122.74 WELCOME AND APOLOGIES

The interim Chair welcomed members, in particular Ms Ann Priest, Chair Elect, to her first meeting of the Board. Apologies were received from Ms Josie Kay-Ogunsola.

2122.75 DECLARATIONS OF INTEREST

The following professional relationships are noted for the record: CMS (Mr McAuley), GSASA (Mr O'Neill), Graven (Dr Herbert and Mr Sutherland), Page\Park (Mr Sutherland).

2122.76 MINUTES FROM THE MEETINGS OF 28 MARCH 2022 AND 28 APRIL 2022 [Papers 1.3 and 1.4]

The minutes from the meetings of 28 March 2022 [Paper 1.3] and 28 April 2022 [Paper 1.4] were **approved**.

2122.77 BOARD ACTION POINTS [Paper 1.5]

The Board noted the updates contained in Paper 1.5 and agreed that the indicated items should be removed from the subsequent iteration of the action points.

2122.78 UPDATE FROM THE INTERIM CHAIR

.1 Appointment of Chair

Ms Priest would take up her post as Chair of the Board of Governors on 27 June 2022. The interim Chair reported that a full induction programme was in place and over the coming weeks, Ms Priest would meet with Governors, in particular the Vice Chair, Student President, Convenors of Board committees, and members of the Senior Leadership Group. Members warmly welcomed Ms Priest and looked forward to working with her.

On behalf of the Board, the interim Chair formally recorded thanks to those individuals that expressed an interest in this role and engaged with GSA enthusiastically at the various stages of the process. The interim Chair also thanked Dr Graham Sharp and the members of the Chair Election Committee for the considerable time and diligence they contributed to the Chair election exercise. Thanks were also extended to the Director of Development, Senior Policy Officer and members of the Senior Leadership Group for effectively delivering the complex and demanding process.

.2 Ann Faulds

On behalf of the Board, the interim Chair formally recorded thanks to Ann Faulds, Independent Governor, who demitted office on 31 May 2022. The interim Chair highlighted that Ms Fauld's wisdom, experience and insights, particularly regarding GSA's significant estates matters, had been greatly valued by the Board and acknowledged the important contribution she made in terms of GSA's preparations for the Parliamentary Committee.

The Board noted that, following Ms Fauld's resignation, Dr Simon Learoyd had agreed to act as the GSA appointed Trustee of the Robert Hart Trust.

.3 Graduate Show and Graduation

The interim Chair congratulated students and staff on the Graduate Show which had received highly positive media coverage. The Board welcomed the report that Graduation celebration ceremonies would be held on Friday 17 June 2022 for those students that graduated during the pandemic and the interim Chair thanked Mr Andrew Sutherland for taking on the role of the Chair for the day. It was noted that this year's Graduation ceremonies would be held on 8 July 2022.

.4 Board-Level Changes: Committee Membership

The interim Chair reported that she would liaise with the Chair Elect regarding convening a Nominations Committee for filling the vacant Remuneration Committee convenorship. It was also noted that four current Board members' current period of appointment would come to an end in autumn 2022, all of whom had an option for extension.

.5 Annual Review of the Director

The interim Chair reported that the process for the review of the Director would commence in summer 2022 and, in line with the process, all Governors would be invited to provide feedback to input to the review. A single-item Board meeting would also be convened as part of the process and further details would be made available once the timescales have been confirmed.

.6 Annual Stakeholder Meeting

The 2022 Annual Stakeholder Meeting would be held on Monday 27 June 2022 and all Governors were invited to attend.

.7 By Correspondence Requests for Approval and Additional Meetings

The interim Chair thanked members of the Board for responding promptly to several recent requests for approvals by correspondence. It was noted that there had been additional Board and Business and Estates Committee meetings in this committee cycle and the interim Chair thanked all members for making time to attend and engage in these meetings.

.8 Office of Scottish Charity Regulator (OSCR)

The Board noted that the Assistant Secretary to the Board had submitted GSA's OSCR return, following discussion with and input from the Head of Finance.

.9 Boardpacks

The interim Chair reported that GSA's contract with Boardpacks would conclude in September 2022. During summer 2022, the Corporate Governance Office would put in place an internal solution for the circulation of Board and Board committee papers and further details would be issued in due course.

2122.79 GSA STUDENTS' ASSOCIATION

.1 Report from the President of the GSA Students' Association [Paper 2.1]

The Board welcomed Mr Mike Kurtyka, Executive Manager of GSASA, to the meeting and the President of GSA's Students' Association provided an update on recent and upcoming activities of the Students' Association.

The Executive Manager of GSASA provided an overview of the approach that GSASA had taken in its development of the business case to facilitate the return of events and commercial activities in the Assembly Building. The Executive Manager assured the Board that the careful four-step phased approach planned for the re-opening of the building in September 2022 and scaling up of activities over the course of session 2022/23 was underpinned by robust structures which would ensure that this was managed successfully. The Executive Manager also shared insights regarding the positive impact on the student experience that re-opening the Assembly Building would have by providing space and support to students for personal and professional development and a centralising, community hub for creative activity.

With regard to the third and fourth phases outlined in Paper 2.1, the Executive Manager reiterated that the intention was to contract a third-party entity for the catering and beverage provision. The Executive Manager confirmed that meetings had been held with the Director of Estates, Director of Finance and Deputy Director Academic and four work strands focussing on: amending the Licence to Occupy; insurance; necessary building works; and procuring and appointing the third-party entity would run in parallel. The Board welcomed the focus that the senior team continued to apply to the partnership with GSASA and noted that the Business and Estates Committee had suggested that a further enhancement would be to identify someone within the senior team as a point person to oversee the relationship and coordinate with GSASA.

The interim Chair thanked the Executive Manager and President of the Students' Association for their considerable work in this regard and, recognising the importance of ensuring that the Assembly Building was ready for re-opening at the start of session 2022/23, offered the Board's support to this end.

.2 GSASA Constitution [Paper 2.2]

The Director of Development presented the GSASA Constitution and confirmed that GSA's legal advisors were content that this met GSA's obligations in relation to the Education Act. The Director of Development confirmed that the Constitution did not preclude the Students' Association from holding a further referendum on joining the National Union of Students.

The Board **approved** the GSA Students' Association Constitution.

2122.80 REPORT FROM THE DIRECTOR

.1 Director's Report [Paper 3.1]

The Director highlighted key aspects of her report set out in Paper 3.1, including: the successful staging of the first physical Graduate Show for two sessions and the external engagement work undertaken by members of the senior team to ensure the benefits were optimised; GSA's highly positive Research Excellence Framework outcome; and the challenges that GSA faced owing to the demanding external economic environment, particularly in light of the complex estates projects and work streams being progressed.

Regarding preparations for session 2022/23, the Director reported that the Estates team continued to review COVID guidance and protocols in line with government advice and it was keenly anticipated that further revised guidance would be forthcoming from the Scottish Government on the level of oversight for 2022/23.

With regard to student recruitment for session 2022/23, the Director reported that there was currently an overall shortfall of 3.2%, driven by several factors including the continuing impact of Brexit, risks associated with the resurgence of COVID in China and for international students being able to take up places at GSA owing to visa issuance rates. The Director provided an overview of the range of measures that had been put in place to maximise recruitment for 2022/23, which included allowing students to arrive until 31 October to enable them to secure their visas after meeting conditions in early September 2022. [REDACTED]

The Director reported that Ms Morag McElhinney would join GSA as the Director of Human Resources in July 2022. Once in post, the Director of Human Resources would progress the recruitment of additional staff to augment the HR team to enable the department to further advance the work of the key People Strategy work streams.

Members of the Board welcomed this update and congratulated the Director and the senior team on their successful delivery of several key pieces of work in session 2021/22.

.2 Operational Plan 2021/22 - Update [Paper 3.3]

The Director provided an overview of Paper 3.3, which provided an update regarding progress against the Operational Plan for 2021/22. It was noted that those actions that had not

completed in session 2021/22 would be carried over to the Annual Implementation Plan 2022/23.

.3 Annual Implementation Plan 2022/23 [Paper 3.2]

The Director of Strategy and Marketing provided an overview of the approach that had been taken to the development of the draft Annual Implementation Plan for session 2022/23, which had been designed to align with the recently approved Strategic Plan 2022-2027. This Plan would, in turn, be supported by and connected to a series of sub-plans. If approved, the Plan would be implemented in August 2022, with a mid-year reporting point taking place at the December 2022 meeting.

Members shared their reflections on the Plan and were keen to understand whether the Board would have sight of the sub-plans. The Director of Strategy and Marketing confirmed that some of the substantial, multi-year plans would be considered at Board-level, citing the Research Strategy as such an example which would be submitted to the Board, via the Academic Council.

Mindful of the significant financial resources which would be required to deliver the Mackintosh Building reinstatement and other key estates projects, members of the Board suggested that it would be beneficial for the Board to consider the Philanthropic Strategy which was being developed to align with GSA's strategic priorities across education, research, and capital development. Members sought clarification regarding the setting of annual targets for philanthropy and regarding reporting mechanisms between the Development Trust and the Board and invited Director to report back on this matter.

[Action: **Director of GSA**]

It was **agreed** that subsequent iterations of the Plan would include a key to the acronyms used.

[Action: **Director of Marketing and Strategy**]

It was **agreed** that it would be beneficial for the Board to regularly receive a scorecard dashboard report, potentially using Red Amber Green (RAG) rating indicators regarding progress against the Plan and its associated performance indicators. The Director of Strategy and Marketing undertook to reflect on this matter further and would report back to the Board in due course.

[Action: **Director of Marketing and Strategy**]

The Board **approved** the Annual Implementation Plan 2022/23.

.4 Update on ELIR and Student Experience Surveys [Paper 3.4]

The Deputy Director Academic provided an update on progress made against the ELIR Action Plan, and the arrangements for the Re-Review visit which was currently underway. The Deputy Director Academic also reported the good progress made in each of the project workstreams, in particular those relating to enhancing student partnership, highlighting the new Student Partnership Agreement that was approved by Academic Council in May 2022 and the inaugural Student-led Teaching Awards.

The Deputy Director Academic confirmed that the results of the 2022 National Student Survey (NSS) would be made available to GSA on Wednesday 6 July 2022 and a headline briefing would be provided to the Board as soon as possible thereafter. The Deputy Director Academic was cautiously optimistic that the considerable focus, engagement and work undertaken in the course of the past eighteen months to significantly improve the student experience would have a positive impact on GSA's 2022 NSS results.

.5 Research Excellence Framework 2021: Results Update [Paper 3.5]

The Board noted the overview of GSA's performance in the Research Excellence Framework 2021 (REF2021) exercise set out in Paper 3.5 in relation to three key contexts: GSA's REF2014 result; Art and Design in Scotland; and the UK's Art and Design small specialist institutions. The Head of Research highlighted that GSA had moved twelve places up the league tables to 36 from 48 (in the previous 2014 exercise), and that 82% of the institution's research was world-leading or internationally excellent. Members warmly welcomed these results, noting that since 2014 GSA had almost tripled its percentage of world-leading outputs and that its performance in REF2021 provided a solid platform from which to further develop its research quality, impact and environment.

In terms of the Research Excellence Grant, the Board noted that, while the overall research funding for the sector had increased by 1.6% (£4.4m), the basis of the allocation and the relative scale of improvement in other institutions had precipitated a 7% reduction in GSA's Research funding for next year. The Director shared her reflections regarding potential alternative sources of funding and provided an update on recent discussions she had held with the Chief Executive of the Scottish Funding Council.

The interim Chair thanked the Deputy Director Research and Innovation and the Head of Research for their considerable work on this exercise and offered congratulations on behalf of the Board.

.6 Report from the Director of Finance [Paper 3.6]

The Board noted the update provided in Paper 3.6 and the Director of Finance drew attention to the updates in relation to: the recent appointment of the new External Auditors and the resignation of GSA's former External Auditors; the Scottish Funding Council Final University Funding Allocations for session 2022/23; the closure of GSofA Singapore; and the repayment of the Barclays loan.

With regard to the forthcoming investment management services appointment, the Board **agreed** to consider the Business and Estates Committee recommendation by correspondence.

6.1 Financial Plan 2022-2027 [Paper 3.6.1]

The Director of Finance delivered a detailed presentation of the proposed the Financial Plan for 2022-2027 set out in Paper 3.6.1 which was, in essence, a budget for session 2022/23, with financial parameters in the form of planned and increasing surpluses set for the subsequent four sessions aligned with the recently approved Strategic Plan 2022-2027. The intention was that this would be updated annually on a rolling basis as clarity regarding expenditure and income generation in future years was established.

Members shared their views on the Plan and the Director of Finance confirmed that a prudential approach had been applied in the development of the Financial Plan, highlighting that it did not make presumptions based on income generation from, for example, donations or philanthropy.

The Director of Finance highlighted that once the level of analysis required to incorporate the Quarter 3 forecast had been undertaken, the document would be updated to reflect the impact of an improvement in the 2021/22 outturn of £645,000 and in this year's forecast cash flow and balance sheet. Once approved by the Board, the Financial Plan would thereafter be submitted to the Scottish Funding Council ahead of the 30 June 2022 deadline.

The Board **approved** the Financial Plan 2022-2027, which included the budget for session 2022/23. The Board also **approved** the proposed block grant to the GSA Students' Association of £249k for session 2022/23.

Many members of the Board had commented on the clarity and comprehensiveness provided in the Financial Plan, particularly in light of the complexity of GSA's financial position and the interim Chair thanked the Director of Finance for his presentation and considerable work in this regard.

6.2 *Management Accounts to 30 April 2022* [Paper 3.6.2]

The Board noted the Management Accounts to 30 April 2022 set out in Paper 3.6.2.

.7 Mackintosh Building and Estates Strategy

7.1 *Mackintosh Building: RIBA Stages 0-1 Report and GSA Estates Strategy* [Paper 3.7.1]

The Board considered the terms of Paper 3.7.1, which contained separate links to the Phase 3 RIBA Stage 0-1 Initial Project Brief and the GSA Estates Strategy. It was noted that on 15 June 2022, the Strategic Technical team had presented the outputs of the exercise to members of the Board and this had been recorded and subsequently made available to those who were unable to attend.

The Director of Estates reported that the Initial Project Brief connected to several aspects of the Strategic Plan and highlighted the following points:

- It was intended that all students and staff would experience and collaborate within the Mackintosh Building at points during their time at GSA through the carefully timetabled use of the studios and learning spaces.
- The Mackintosh Building would accommodate a graduate school, housing the City lab and providing a convening space to enable GSA's networks of individuals and representatives from cultural and creative industries, business, research and enterprise to collaborate.
- The reinstated Mackintosh Building would make a significant contribution to GSA's and Glasgow's net zero targets to mitigate climate change from a baseline of 41.7 carbon kgCO₂/m² to 3.92kgCO₂/m². The Director of Estates highlighted the targets for several assessment methodologies which had been set within the Initial Project Brief, including those for BREEAM, WELL Certification and the RIBA 2030 Challenge, that have been tested using the digital twin model.
- The Initial Project Brief also set out the expectations GSA had with regard to the fire safety plan for construction and the Director of Estates confirmed that the reinstated Mackintosh Building would be significantly more fire resilient than the original design.

The Convenor of the Steering Group (Mackintosh) was of the view that this was an outstanding piece of work, which provided a solid foundation for the next stages of the reinstatement and recommended it to the Board. Thereafter, the Board **approved** the proposal that the Mackintosh Building RIBA Stages 0-1 report would be issued to the short-listed consultants for the Mackintosh project RIBA Stages 2-7, on the basis that they had first signed a confidentiality, non-disclosure document in order that no information could be shared beyond their team.

The Director of Estates then provided an overview of the broad principles of the Estates Strategy, which had identified a series of projects to develop GSA's estate, over and above the significant estate projects already underway. The intention was that those projects set out in Paper 3.7.1,

To be confirmed by the interim Chair

would be developed further and in the course of session 2022/23 separate Strategic Business Cases would be brought to the Board, via the Business and Estates Committee, for approval.

Members shared their views on the Estates Strategy and the consensus was that this was well-thought through, and clearly informed by the extensive stakeholder engagement, benchmarking, building condition and space analysis which had been undertaken in the course of its development. Members recommended that, as the briefs for the separate projects were developed over the coming session, the Estates team should remain mindful of how the physical and digital infrastructure co-existed. The Director of Estates reported that she was working closely with the Director of IT, whom she currently line-managed, and that it was normal practice for there to be IT representation on project working groups.

It was suggested that the following clarifications be made in the Estates Strategy:

- Recognising that GSA appeared to be an outlier in the sector benchmarking, the impact of the specific tranche of funding from the Altyre campus should be noted within Section 6.5 (Research Income £ per NIA m²).
- Section 7.5 (Studio Space Needs) sets out that the benchmarking of studio space factors chart, indicated that most of the academic schools at GSA had lower m² per person compared to their peer institutions. The Director of Estates mentioned other factors which should also be taken in to account, and undertook to engage with the Strategic Technical Team to ensure that GSA's position was accurate.

[Action: **Director of Estates**]

The Board **approved** the principles of the Estates Strategy as outlined in Paper 3.7.1 and supported by the Estates Strategy report.

7.2 *Mackintosh Building: RIBA Stages 2-7 Project Team Procurement Update* [Paper 3.7.2]

The Board considered the terms of Paper 3.7.2 and **approved** the following proposals:

1. The outcome of Stage 1 procurement process, utilising Public Contract Scotland's Portal, through three separate tenders and the selected consultants to go forward to Stage 2, the Invitation to Tender.
2. The identified Stage 2 procurement process to finalise the procurement of the required team to deliver the project, utilising NEC form of contract for the consultants.

It was suggested that at least one Board member should be included on the Stage 2 tender evaluation panel and the Director of Estates undertook to reflect on this matter with the Director.

[Action: **Director of Estates**]

7.3 *Mackintosh Building Costs, Budgeting and Insurance* [Paper 3.7.3]

The Board noted the update provided by the Director of Development and the Director of Finance in Paper 3.7.3, which highlighted current progress with regard to several aspects of GSA's insurance claim, including the further recent steps taken to establish cover under the OCIP policy, together with Mackintosh Building-related expenditure and the RSA claim for the consequential damage to the Reid, Bourdon and Assembly Buildings.

7.4 Mackintosh Building: Lessons Learnt Exercise [Paper 3.7.4]

[Redacted]

.8 Report from the Director of Estates [Paper 3.8]

The Board noted the update provided in Paper 3.8 and the Director of Estates highlighted key aspects therein, including regarding the Mackintosh Building Phase 2 stabilising works, progress relating to the Stow Building refurbishment and on-site catering facilities.

[Redacted]

[Redacted]

The Board **approved** the purchase of the former Royal Hotel for £590,000 and invited the Director of Estates to proceed on this basis.

[Redacted]

8.1 Reid Building Reinstatement Works - Overall Update [Paper 3.8.1]

[Redacted] The Board also noted the progress in arranging the survey of the Jansen steel frame, clear glazing and the associated timescales.

The Board **approved** the proposal to adopt a revised scope of works which would deliver Phase 2A, namely, the rainscreen cladding, stamisol and insulation [Redacted]

8.2 *Business Continuity and Major Incident Response Plan* [Paper 3.8.2]

The Board considered the Business Continuity and Major Incident Response Plan provided in Paper 3.8.2 which had been reviewed and updated to ensure that GSA continued to have a robust approach to dealing with situations that threaten the institution's ability to function.

Following discussion, the Director of Estates undertook to ensure that the Plan was read against the terms of the Management of Contractors Policy and associated guidance, to ensure that all aspects were covered when Contractors were responsible for the control of GSA buildings.

[Action: **Director of Estates**]

Mr Greenough, Trade Union Governor, confirmed that Ms Jenny Brownrigg was the Trade Union representative on the Safe Campus Group and the Director of Estates undertook to update the Plan accordingly.

[Action: **Director of Estates**]

The Board **approved** the Business Continuity and Major Incident Response Plan.

8.3 *Health and Safety Report* [Paper 3.8.3]

The Board noted the terms of Paper 3.8.3 which provided an update on key developments in relation to health and safety matters within GSA, and institutional progress against the Health and Safety Annual Plan 2021/22, and the Director of Estates highlighted key aspects of the report.

.9 **Institutional Risk Register** [Paper 3.9]

The Board noted the Institutional Risk Register as provided in Paper 3.9, which had been approved by the Audit and Risk Committee at its meeting of 16 May 2022.

2122.81 **REPORTS AND MINUTES FROM COMMITTEES** [Papers 4.1 – 4.14]

Board committee Convenors highlighted key matters discussed in the recent cycle of Board committee meetings and the Board noted the following minutes:

- Audit and Risk Committee Minutes, 16 May 2022 [Paper 4.1], which included a hyperlink to a report on the Individual Governor and Board of Governors-related Expenses: January - March 2022
- Additional Business and Estates Committee, 18 March 2022 [Paper 4.2]
- Additional Business and Estates Committee, 21 April 2022 [Paper 4.3]
- Business and Estates Committee, 23 May 2022 [Paper 4.4]
- Additional Business and Estates Committee, 30 May 2022 [Paper 4.5]
- Chair Election Committee, 17 March 2022 [Paper 4.6]
- Chair Election Committee, 26 April 2022 [Paper 4.7]
- Chair Election Committee, 4 May 2022 [Paper 4.8]
- Chair Election Committee, 16 May 2022 [Paper 4.9]
- Health and Safety Committee, 18 May 2022 [Paper 4.10]
- Human Resources Committee, 20 May 2022 [Paper 4.11], which included a hyperlink to the recently approved Personal Relationships Policy.
- Museum and Archive Committee, 12 May 2022 [Paper 4.12], and **approved** the revisions to the Access Policy and the Collection Development Policy.
- Remuneration Committee, 11 April 2022 [Paper 4.13]

- Academic Council, 4 May 2022 [Paper 4.14], which included hyperlinks to the Academic Council Effectiveness - Annual Survey Results 2021/22 and the Outline Research Strategy.

2122.82 ITEMS PREVIOUSLY APPROVED BY CORRESPONDENCE [Paper 6.1]

The Board noted the following paper which had previously been circulated and approved by correspondence:

- Process for Appointment of Chair of the Board of Governors (approval sought 18 March 2022) [Paper 5.1]
- Text for Chair Election Brochure (approval sought 18 March 2022) [Paper 5.2]
- Appointment of External Auditors (approval sought 23 May 2022) [Paper 5.3]
- Formal Appointment of the Chair of the Board of Governors (approval sought 7 June 2022) [Paper 5.4]

2122.72 STANDING AGENDA ITEMS

The Board confirmed that the standing items on the agenda were appropriate and continued to have a clear purpose and justification, and noted that some items, such as those relating to the Strategic Plan and ELIR were completed or nearing completion and would not appear on subsequent agendas in 2022/23. The Director highlighted the recent re-ordering of Report from the Students' Association to high on the agenda helped set the context and focus on the student experience.

Members suggested that the volume of documentation submitted to the Board remained considerable and that potentially various workstreams could be further simplified. To further their knowledge of GSA, members would welcome a return to the deep-dive School or departmental presentations on various areas of interest, and hoping to return to meetings on campus in 2022/23, would also welcome the opportunity for departmental tours to enable them to meet staff and students. The Director and Chair Elect would reflect on this feedback in the course of summer 2022, with a view to ascertaining where adjustments may be made in session 2022/23.

2122.73 ANY OTHER BUSINESS

.1 Interim Chair

On behalf of the Board, the Vice Chair thanked the interim Chair very much for her considerable work and effective leadership of the Board during a highly complex period as GSA sought to hold an election for a permanent Chair.

2122.73 FUTURE MEETING OF THE BOARD

The next scheduled meeting of the Board would be held on Monday 17 October 2022.

Ms Lisa Davidson
Assistant Secretary to the Board
23 June 2022