







Glasgow School of Art
GSA Board of Governors, 17 June 2021




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



17 June 2021 11:00 - 17 June 2021 16:30

AGENDA

#	Description	Owner	Time
1	Report from the Chair		11.00 am
1.1	Welcome/Apologies for Absence/Declarations of Interest Invitation to members to confirm that they have scrutinised the papers.		
1.2	Minutes from the Board Meeting of 29 March 2021  Paper 1.2 Board of Governors Minutes 29 March 20... 7	Chair	Approval
1.3	Board Action Points  Paper 1.3 Board Action Points -June 2021.pdf 19	Assistant Secretary to the Board	Noting
1.4	Update from the Chair The report will include an update on Committee of Scottish University Chairs and other sector-level discussions.	Chair	Oral Report
2	Report from the Director	Director	11.20 am
2.1	Director's Report  Paper 2.1 Report from the Director.pdf 25		Discussion
2.2	Strategic Plan Update  Paper 2.2 Strategic Plan Update.pdf 37		Discussion
2.3	Mackintosh Building		11.40 pm
2.3.1	Mackintosh Project: Strategic Outline Business Case The following document will be circulated (as a separate item) with the papers: Annex: Cost Model  Paper 2.3.1 Strategic Outline Business Case.pdf 43	Director of Estates	Approval
2.3.2	Presentation on 2014-18 Mackintosh Building Project	Senior Project Manager	Presentation followed by Discussion
2.3.3	Mackintosh Project: SOBC Financial Assessment  Paper 2.3.3 Financial Assessment.pdf 245	Director of Finance	Discussion
	Break		12.40 pm

#	Description	Owner	Time
2.4	Operational Plan 2020/21: Progress  Paper 2.4 Operational Plan 2020-21 - Progress.pdf 249	Director	13.00 pm Discussion
2.5	Draft Operational Plan 2021/22  Paper 2.5 Draft Operational Plan 2021-22.pdf 259		Discussion
2.6	ELIR Recovery Approach and Action Plan  Paper 2.6 ELIR Recovery Approach and Action Pla... 267		13.15 pm Discussion
2.7	Equality Outcomes 2021-2025  Paper 2.7 GSA 2021-2025 Equality Outcomes.pdf 273	Deputy Director Academic	13.35 pm Ratification
2.8	Report from the Director of Finance  Paper 2.8 Report from the Director of Finance.pdf 285	Director of Finance	13.45 pm Discussion and approval where indicated
2.8.1	Financial Plan 2021-2024  Paper 2.8.1 Financial Plan 2021-2024.pdf 289		Approval
2.8.2	Management Accounts to 30 April 2021  Paper 2.8.2 Management Accounts to 30 April 2021... 317		Discussion
2.8.3	Mackintosh Building Costs, Budgeting and Insurance  Paper 2.8.3 Mackintosh Costs, Budgeting and Insur... 323	Director of Development/ Director of Finance	Discussion
2.9	Institutional Risk Register  Paper 2.9 Institutional Risk Register.pdf 327		14.25 pm Discussion
	Break		14.35 pm
2.10	Report from the Director of Estates This report summarises key developments in relation to Estates matters. This will include updates on all items which are listed below.  Paper 2.10 Report from the Director of Estates.pdf 331	Director of Estates	14.40 pm Discussion and approval where indicated
	Mackintosh Building: Procurement Route for the Design Team for the RIBA Stage 1 of the Mackintosh Project and Overall Estates Strategy		Discussion
	Forward Schedule of Steering Group (Mackintosh) Engagement regarding the Mackintosh Building		Discussion
	Mackintosh Building Interim Stabilisation Works		Approval

#	Description	Owner	Time
	Stow Defects Contractor Appointment		Approval
	Stow: Detailed Design Proposal		Approval
	GCC Underline Project		Approval
2.11	Health and Safety Summary Report  Paper 2.11 Health and Safety Summary Report.pdf 343	Director of Estates	15.10 pm Discussion
2.12	Development Trust and Fundraising  Paper 2.12 Development Trust and Fundraising.pdf 349	Director of Development	15.20 pm Discussion
3	GSA Students' Association		15.30 pm
3.1	Report from the President of the GSA Students' Association	President of the Students' Association	Discussion
3.2	GSA-GSASA Relationship Agreement: Update  Paper 3.2 GSA-GSASA Relationship Agreement U... 353	Director of Development	Discussion
4	Reports and Minutes from Committees		15.40 pm
4.1	Minutes from Audit and Risk Committee, 17 May 2021 Includes Internal Audit Plan 2021/22 for approval (as annexed to the minutes).  Paper 4.1 Audit and Risk Committee 17 May 2021 -... 355	A Sutherland	
4.2	Minutes from the Business and Estates Committee, 17 and 24 May 2021  Paper 4.2 Business and Estates Committee Minute... 383	H Motani	
4.3	Minutes from Health and Safety Committee, 19 May 2021  Paper 4.3 Health and Safety Committee Minutes 19... 403	J Sanderson	
4.4	Minutes from Human Resources Committee, 11 May 2021  Paper 4.4 Human Resources Committee 11 May 20... 409	K Bennie	
4.5	Minutes from the Museum and Archive Committee, 13 May 2021 Includes one policy for approval (as hyperlinked at the end of the minutes).  Paper 4.5 Museum and Archive Committee Minutes... 415	K Lampitt Adey	

#	Description	Owner	Time
4.6	<p>Minutes from Academic Council, 5 May 2021</p> <p>Includes a hyperlink to the Academic Council Effectiveness Survey Report</p> <p> Paper 4.6 Academic Council Minutes of the Meetin... 419</p>	Director	
5	<p>Report from the Registrar and Secretary</p> <p>Includes recommendations for approval.</p> <p> Paper 5 Registrar and Secretary's Report FC.pdf 429</p>	Registrar and Secretary	16.05 pm Discussion and approval where indicated
6	<p>Standing Items on the Board Agenda</p> <p>At this, the final meeting of the Board in 2020/21, 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>	Convener	
7	Any Other Business		16.20 pm
8	<p>Future Meeting of the Board</p> <p>Monday 18 October 2021, 11 am</p>		

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THE GLASGOW SCHOOL OF ART

BOARD OF GOVERNORS

29 MARCH 2021

Governors: Ms Muriel Gray (Chair), Ms Kristen Bennie, Ms Polly Christie, Ms Ann Faulds, Professor John French (until Item 2021.53), Mr Thomas Greenough, Dr Marty Herbert, Dr Kate Lampitt Adey, Professor Penny Macbeth, Mr Michael McAuley, Ms Kathy Molloy, Mr Habib Motani, Mr Harry Rich, Mr James Sanderson (until Item 2021.51), Professor Sarah Smith, Mr Andrew Sutherland, Ms Lesley Thomson, Mr Spike Wright and Mr Tsz Wu.

Attendees: Mr Allan Atlee (Item 2021.49.4 – 51.1), Ms Lesley Coyle (Item 2021.51.2), Mr Alan Horn (Item 2021.49.5 – 50.2), Mrs Eleanor Magennis (Item 2021.42 and 2021.49.6.3 – 49.7.5), Mr Andrew Menzies (Item 2021.42 and 2021.49.1 - 52).

Governance Office: Dr Craig Williamson (Registrar and Secretary), Ms Lisa Davidson (Assistant Secretary to the Board).

[This meeting was held via video-conference.]

2021.40 WELCOME AND APOLOGIES

The Chair welcomed members to the meeting and apologies were noted from Mr Alessandro Marini.

2021.41 DECLARATIONS OF INTEREST

The following professional relationships were referenced: CMS (Mr McAuley, Ms Faulds), Graven (Dr Herbert, Mr Sutherland, Ms Thomson), GSASA (Mr Wright), Page\Park (Mr Sutherland), Scottish Futures Trust (Ms Faulds).

2021.42 SCOTTISH FUNDING COUNCIL LOAN FUNDING FOR STOW BUILDING WORKS [Paper 2.7.3]

The Director of Estates provided an overview of Paper 2.7.3, which included a briefing note (circulated to the Board on 26 March 2021) setting out the key points raised during the item's by-correspondence consideration by the Business and Estates Committee.

The Convenor of the Business and Estates Committee confirmed that, following consideration by members of the Business and Estates Committee and further engagement from Director of Finance with GSA solicitors, the Scottish Funding Council and GSA's Director of Estates, as of 26 March 2021 the Committee had confirmed its approval and onward recommendation to the Board of Governors.

Following discussion, the Board:

- **approved** the terms of and the transaction contemplated by the Loan Documents (as previously shared with the Board on 19 March 2021).
- **approved** that a copy of the Board resolution confirming the necessary approvals and authorisations be furnished to the Scottish Funding Council at the time of the submission of the documents and notices.

- **authorised** the Director to execute the Loan Documents on its behalf.
- **authorised** the Director, on its behalf, to sign and despatch all documents and notices (including the Drawdown Notice) to be signed and despatched by it under or in connection with the Loan Documents
- **approved** that [REDACTED] of design fees from the loan funding be used to appoint a Faithful and Gould led design team for RIBA Stage 1 so that the project could progress immediately. It was noted that this fee was based on a construction value of [REDACTED] which related to and was included in the [REDACTED] total cost.

2021.43 MINUTES FROM THE MEETING OF 23 NOVEMBER 2020 [Paper 1.2]

The minutes from the meeting of 23 November 2020 were **approved**.

2021.44 MINUTES FROM THE BOARD STRATEGIC AWAY-DAY OF 5 FEBRUARY 2021 [Paper 1.3]

The minutes from the meeting of 5 February 2021 were **approved** subject to the adjustment of:

- The number of months that the Director had been in post in section 2021.37.3; and
- Paragraph 1 of section 2021.37.5 to be amended to clarify that the external consultants had been engaged to facilitate the stakeholder workshops.

[Action: **Assistant Secretary to the Board**]

2021.45 BOARD ACTION POINTS [Paper 1.4]

The Board noted the updates contained in Paper 1.4.

2021.46 UPDATE FROM THE CHAIR

.1 Professor Penny Macbeth

The Chair congratulated the Director on her Professorship from the University of Glasgow.

.2 Board Recruitment Process

The Chair reported that the Governor Appointment Sub-Group met in early February 2021 to discuss the applicant pack, advertising materials and routes, and was currently in the process of reviewing the recruitment materials and considering the timelines. The Board would be notified in due course when the recruitment process has been launched.

.3 GSA Success

The Chair noted that GSA had retained its ranking as 8th in the world for art and design in the QS World University Rankings 2021. The Chair also offered her congratulations to staff and students involved in the Fashion Showreel 2021 which had launched on 19 March 2021.

.4 Meetings with the Director

The Chair reported that she continued to meet with the Director on at least a monthly basis.

2021.47 RECOMMENDATIONS FROM NOMINATIONS COMMITTEE [Paper 1.6]

The Board ratified the recommendations from the Nominations Committee relating to the re-appointment of Independent Governors and the minor adjustment of Board committee memberships as set out in Paper 1.6.

2021.48 DRAFT PRINCIPLES: SUSTAINABILITY [Paper 1.7]

Members of the Board warmly welcomed Paper 1.7, authored by Professor French, which provided a high level set of principles to enable GSA to address the subject of Sustainability in its widest interpretation and more specifically the institution's response to the climate crisis as a significant subset of the sustainability agenda. It was intended that the principles would be refined and adopted as GSA developed a further informed and proactive position.

It was noted that Glasgow City Council had set highly ambitious targets in terms of addressing the climate emergency and it was suggested that GSA should seek, as far as possible, to support and align with these. It was recommended that, in due course, Councillor Anna Richardson, Glasgow City Council's City Convener for Sustainability and Carbon Reduction, be invited to share her insights with GSA.

[Action: **Director of GSA**]

Subject to the minor adjustment of Principle 9 to refer to developing a clear understanding of *opportunities provided by strategic partnerships* in delivery of the strategy, the Board was supportive of the Principles set out in section 5 and invited the Director to take these forward.

On behalf of the Board, the Chair thanked Professor French for his timely paper and for sharing his substantial expertise in this regard with GSA.

2021.49 REPORT FROM THE DIRECTOR

.1 Director's Report [Paper 2.1]

The Board noted the update provided in Paper 2.1 and the Director highlighted key aspects such as those related to the institutional planning and response to the continuing COVID-19 situation; recent sector discussions, including those with the Scottish Government's Minister for Further Education, Higher Education and Science; the recent appointment of a new Head of the School of Fine Art; student recruitment; plans for the Graduate Showcase in June 2021; and preparations for the Research Excellence Framework exercise.

The Director welcomed that GSA had retained its position in the global QS rankings and highlighted that it was important that GSA was also well-positioned in the domestic UK league tables, with a five year aim of being in the top quarter of a league table of choice. It was anticipated that a paper contextualising this information and a range of benchmarking activities would be presented, via Academic Council, to the Board at its meeting of 17 June 2021.

[Action: **Assistant Secretary to the Board** to add to the June 2021 agenda]

The Board noted that the Scottish Fire and Rescue Service investigation report was now expected at the end of July 2021. The Director confirmed that a careful communications strategy was being developed and that she would ensure the Board was sighted on this in due course.

The Board noted the list of external meetings that the Director had participated in since the last meeting. In considering the update provided regarding GSA's partnership and scholarship activities, Mr Wu suggested that some of his clients may be interested in working with GSA in this regard and agreed to engage directly with the Director to explore these potential opportunities in greater detail.

[Secretary's Note: It was subsequently confirmed that, in terms of the Research Excellence Framework, there were 49.4 FTE GSA staff in the submission and an adjusted copy of the paper was submitted for the file copy.]

.2 Progress Against GSA's Operational Plan 2020/21 [Paper 2.2]

The Board noted the update provided in Paper 2.2 and the Director highlighted that there had been good progress made against many of the actions contained within its Operational Plan for 2020/21. Given the ongoing COVID-19 situation and emerging matters such as the ELIR outcome and the desire to ensure that each action was addressed in full, the Director confirmed that some items would necessarily conclude in session 2021/22.

The draft Operational Plan for 2021/22 would be submitted to the 24 May 2021 meeting of the Business and Estates Committee and the 17 June 2021 meeting of the Board for consideration and comment, with a final version submitted in October 2021 via the Business and Estates Committee.

[Action: **Director of GSA**]

With regard to the draft 2021/22 Operational Plan, it was suggested that sections 2.6 and 2.7 of the current plan scheduled to be completed in December 2021, should be re-framed to refer to the development of a Career Framework.

It was also suggested that the next iteration of the Operational Plan included the development of a Partnership Strategy.

With regard to innovation, the Board discussed the potential for GSA to resource seed funding for student start-ups and members shared their insights and experiences in this field. It was agreed that the Director would discuss this matter further with Professor French, Ms Thomson, Ms Bennie, and the Deputy Director Research and Innovation, with a view to providing a high-level scoping paper to the Board meeting of 17 June 2021.

[Action: **Director of GSA**]

.3 Strategic Planning Update [Paper 2.3]

The Board considered Paper 2.3 which provided an update regarding the progress of the development of GSA's next Strategic Plan. It was noted that, as matters stood, it was likely that this would be a five-year plan and that the final version would be submitted to the Board for final consideration and approval in December 2021.

.4 GSA's Approach to the Outcomes of the Enhancement-led Institutional Review [Paper 2.4]

The Board noted the update contained in Paper 2.4 which provided an overview of the approach GSA had adopted in response to the QAA Scotland Enhancement-led Institutional Review (ELIR) outcome of limited effectiveness and the associated Cause for Concern Reports. The Deputy Director Academic confirmed that the Action Plan to address the recommendations was under development. The Action Plan to address the recommendations would be presented, via Academic Council, to the Board meeting of 17 June 2021.

The Director and Deputy Director Academic shared insights regarding how they intended to work in partnership with GSA's staff and students, QAA Scotland, the Scottish Funding Council and the University of Glasgow to address the matters raised in the recommendations. The Deputy Director Academic noted that there were some matters which could be addressed relatively quickly, while other items may require more detailed consideration and time. As matters stood, GSA's progress would be reviewed in spring 2022.

Recognising the potential reputational impact, members were keen to understand GSA's communication strategy. The Director confirmed that this strategy was in place and that there would be careful, consistent messaging to staff and students ahead of the publication of the report. It was suggested that the Director and Deputy Director also meet with the staff and students who had engaged with the QAA Review Team as part of this process.

The Director confirmed that Academic Council would have a critical role in terms of monitoring GSA's progress against the ELIR Action Plan.

.5 Institutional Risk Register [Paper 2.5]

The Board noted the updated Institutional Risk Register in Paper 2.5.

.6 Report from the Director of Finance [Paper 2.6]

The Board noted the report provided in Paper 2.6 and the Director of Finance provided a further update on a range of matters.

GSA had received confirmation of its allocation of the additional COVID-19 funding from the Scottish Government, via the Scottish Funding Council. Of the £40m which had been allocated to Higher Education, GSA had been allocated [REDACTED]. The primary purpose of the funding was to contribute to some of the additional expense and lost revenue from the last year and would be targeted towards meeting GSA's emerging post-graduation support for this year's graduating students. In addition, it had been confirmed that the majority of the £20m additional research capital would also be allocated to Higher Education and that GSA would receive [REDACTED] from this allocation. The Scottish Funding Council had also distributed £10m specifically to support institutions which had lost revenue through providing flexibility to students regarding residence fees. In terms of GSA, this Scottish Funding Council funding would make a contribution of [REDACTED] towards GSA's overall costs in this regard of c. [REDACTED].

GSA had also received notification of its indicative funding allocation from the Scottish Funding Council for session 2021/22, further to which the Director of Finance confirmed that GSA's combined teaching and research grants would [REDACTED]. GSA would also benefit from a 4.4% increase in Small Specialist Institution funding and the weighting of the increases towards teaching (+8.8%). GSA's funding allocation also included [REDACTED] for additional places to support any consequence resulting from the SQA examination results. The Board welcomed this news and were keen to understand how the funding was allocated.

The Director of Finance highlighted the update regarding the Strathclyde Pension Fund triennial revaluation and the resultant significant increase of GSA's individual employer contribution. The Director of Finance reported that he had negotiated a phasing-in of this additional expenditure.

The Board **approved** the Endowment Investment Policy.

.6.1 Management Accounts to 31 December 2020 [Paper 2.6.1]

The Director of Finance provided an overview of the Management Accounts to 31 December 2020, which presented



In terms of the update provided regarding the management of staff vacancies as a means of making cost savings, there was discussion regarding the possible impact on the wellbeing and work-life balance of staff, following which it was recommended that a report on this matter should be considered by the Trade Union Forum and the Human Resources Committee. The Director of Finance agreed to take this matter forward with input, as appropriate, from the Director of Human Resources.

[Action: **Director of Finance**]

The Director of Finance confirmed that income generated through the Development Trust appeared in the Management Accounts as *other income*. Whilst noting the unique situation, the Board asked to receive a summary position regarding income during the post-fire period as part of an updated on the Development Trust's Mackintosh Building fund-raising plans and GSA's wider fundraising plans. It was agreed that the Director of Development would be invited to report on these matters on 17 June 2021, via the Business and Estates Committee on 24 May 2021.

[Action: **Director of Development**]

.6.2 Reappointment of Internal and External Audit Services [Paper 2.6.2]

Following its consideration of Paper 2.6.2, and on the recommendation of the Audit and Risk Committee, the Board **approved**:

- offering a 10-month extension to the appointment of Azets as External Auditor, to 31 February 2022, at an additional cost of [REDACTED] over the originally tendered cost; and
- offering a 25-month extension to the appointment of MHA Henderson Loggie as Internal Auditor, to 31 July 2023, with no change to cost over that originally tendered.

.6.3 Mackintosh Building Costs, Budgeting and Insurance [Paper 2.6.3]



.6.4 Providing Support for the Presumption of Going Concern in the Preparation of GSASA's Annual Accounts [Paper 2.6.4]

The Director of Finance provided an overview of Paper 2.6.4. The Board considered the options available to GSA to support GSASA in satisfying its Trustees of a presumption of going concern and providing its External Auditors with the evidence they required of GSA's commitment to adequately finance GSASA.

Following discussion, it was agreed that the Director of Finance would be authorised to provide confirmation to GSASA's External Auditors of the indicative funding at the level set out in Paper 2.6.4 which would enable the Auditors to compare this with the financial plan provided by GSASA's Executive Manager.

[Action: **Director of Finance**]

In the event that the Auditor was not satisfied by the confirmation of the indicative funding, the Board authorised the Director of Finance to prepare a *letter of support* and agreed that the Business and Estates Committee would be invited to consider the wording of the letter prior to it being issued. The Board also granted the Convenor of the Business and Estates Committee delegated authority to approve the final wording on its behalf. A report on the outcome of this matter would be provided to the Board at its meeting of 17 June 2021.

[Action: **Director of Finance**]

.7 Report from the Director of Estates [Paper 2.7]

The Board noted the updates provided in Paper 2.7, wherein the Director of Estates highlighted key aspects relating to the Scottish Futures Trust-run workshops planned to establish the procurement strategy for the Mackintosh Building; the ongoing work to address the Stow Building defects; the prospect of future proposals relating to the Reid Building fire alarm system; the draft Heads of Terms for the Underline Project; implementation of the new project management procedures, and the completion of the Post Occupancy Reviews of the Reid and Stow Buildings.

The Board noted the update regarding the Bourdon, Assembly and Reid Building reinstatement works and that the original cost of [REDACTED] (approved by the Board in November 2020) had increased by [REDACTED]. This was owing to the finalisation of the construction programme, contractor's proposals, and contractor's prime costs, the latter of which had been adjusted to reflect the agreed programme and the inclusion of Radio Frequency monitors and training. The Board **approved** the additional costs of [REDACTED].

The Board also **approved** [REDACTED] for two part-time Project Managers on a consultancy basis from 1 April 2021 to 30 November 2021, noting that this was in addition to the previous resourcing of [REDACTED], deployed against various aspects of work. [REDACTED]

.7.1 Interim Strategic Outline Business Case for the Mackintosh Project [Paper 2.7.1]

The Board noted the terms of Paper 2.7.1 which provided an update regarding the development of the Strategic Outline Business Case for the Mackintosh Project and the recent work of the Project Development Board and the Steering Group Mackintosh in this regard. The Convenor of the Steering Group Mackintosh confirmed that the process appeared to be working well and that the Scottish Futures Trust workshops on procurement, which would include attendees from the

Steering Group and the Business and Estates Committee, would aid members' understanding of this important exercise.

The Director of Estates confirmed that the Steering Group Mackintosh would consider the final version of the Strategic Outline Business Case at its meeting of 6 May 2021. The Business and Estates Committee would consider the Case on 17 May 2021.

.7.2 Mackintosh Building Stabilisation Works [Paper 2.7.2]

The Director of Estates provided an overview of the proposal set out in Paper 2.7.2 and confirmed that this exercise would identify enabling works which would make use of the standstill period following the conclusion of the Scottish Fire and Rescue Service investigation and debris clearance phase and before the main works could commence; significantly reduce the footprint of the existing scaffolding; shorten duration of the rebuild; demonstrate stewardship of the building to statutory bodies and halt further deterioration of the structure.

The Director of Estates confirmed that, once the debris clearance work had been completed,

[REDACTED]

Members were supportive of the proposals and suggested that options and costs for screening or banner wrapping the building should also be sought and provided to the Business and Estates Committee in due course for consideration.

[Action: **Director of Estates**]

The Board also invited the Director of Estates to further develop and submit to the Business and Estates Committee in due course for consideration, a Gantt chart setting out various elements including the programme timeline for the procurement of the design team and delivery of the reconstruction.

[Action: **Director of Estates**]

[REDACTED]

With regard to next steps, it was anticipated that when the above exercise had been completed, proposals would be submitted in due course to the Business and Estates Committee on 24 May 2021 and thereafter to the Board of Governors on 17 June 2021. Should GSA decide to proceed with these works, the Director of Estates cited indicative costs of [REDACTED] excluding VAT, contingencies, professional fees and Optimism Bias.

.7.3 Scottish Funding Council Loan Funding for Stow Building Works [Paper 2.7.3]

Please see item 2021.42.

.7.4 Security arrangements for GSA's Glasgow Campus [Paper 2.7.4]

On the recommendation of the Business and Estates Committee, the Board **ratified approval** of the following mainly retrospective campus security costs set out in Paper 2.7.4:

- [REDACTED] incurred from 14 September 2020 to 21 February 2021

- [REDACTED] of security costs from 22 February 2021 to 22 May 2021

Members welcomed confirmation that a review of internal security staff versus external security personnel had commenced, noted the intention that this activity would not be outsourced in future, or only considered in such circumstances where a viable internal staffing solution could not be found. Appropriate consultation with GSA's Trade Union Forum would take place.

.7.5 Health and Safety Report [Paper 2.7.5]

The Director of Estates highlighted key aspects of Paper 2.7.5 which summarised key developments in relation to health and safety matters within GSA including those related to COVID-19, and institutional progress against the Health and Safety Annual Plan 2020/21.

The Chair noted with sadness the recent news of a student fatality in a traffic accident and thanked the Director and senior staff for their sensitive and professional engagement with the student's family and other affected students.

2021.50 GSA STUDENTS' ASSOCIATION

.1 GSASA Students' Association: Update

There was no update from the Students' Association.

.2 Formalising GSA-GSASA Relationship Agreement: Update [Paper 3.2]

The Board noted the update provided in Paper 3.2. The Director of Development confirmed that the finalised Relationship Agreement, and its associated annexes, together with GSASA's Constitution, would be presented to the Audit and Risk Committee on 17 May 2021 for consideration and recommendation to the Board of Governors for approval at its meeting of 17 June 2021.

2021.51 EQUALITY REPORTING

.1 Equality Report 2020/21 [Paper 4.1]

The Board welcomed Paper 4.1, which provided a final assessment of progress for the period 2017 – 2021 as well as an overview of the current position with regard to compliance and progress in mainstreaming equality and delivering equality outcomes.

The Deputy Director Academic reported that the new 2021 – 2025 Equality Outcomes were currently being determined and would be published with the associated action plan in April 2021 to ensure compliance with publication requirements. These will be submitted to the Board, via the Human Resources Committee, for comment and ratification at its meeting of 17 June 2021.

[Secretary's Note: It was subsequently confirmed that Paragraph 10.12 of the report was included in error and an adjusted copy of the paper was submitted for the file copy.]

.2 Equal Pay Review 2021 [Paper 4.2]

The Board welcomed Paper 4.2, which provided an analysis of the relevant equality considerations and associated recommendations. The Director of Human Resources confirmed that the 2021 Equal Pay Review had established that there were no significant equal pay issues at GSA. While there remained a gender pay gap of -9.5% in favour of men (compared to the

overall sector average of -15%), this position had improved slightly since 2019. The report illustrated that, overall, the pay gaps for each of the protected characteristics covered within the report could be accounted for and were objectively justified and mainly driven by the fact that more men than women occupied senior positions and often had longer service.

The Director of Human Resources highlighted the tendency for the figure relating to Ethnicity to fluctuate given the small number of staff within this category and reported that there had been a helpful discussion at the Human Resources Committee in March 2021 regarding potential barriers in this regard. The Director of Human Resources confirmed that the Equality Outcomes Action Plan would include a series of proactive measures that would be implemented with the intention of broadening the diversity of GSA's staff body.

In the course of the discussion on this item, it was noted that, while GSA currently paid the National Living Wage, a commitment had been made to consider whether there was scope for GSA to move to paying the Scottish Living Wage, which was slightly higher.

2021.52 ORAL REPORTS FROM COMMITTEE CONVENORS

.1 Audit and Risk Committee Minutes, 1 March 2021 [Paper 5.1]

The Board noted the minutes from the meeting of 1 March 2021. The Convenor provided an overview of the key discussion points, including those relating to the recent positive Internal Audit of GSA's UKVI Compliance and the broader good progress within GSA in addressing Internal Audit actions.

.2 Business and Estates Committee, 19 January 2021 [Papers 5.2]

The Board noted the minutes from the meeting of 19 January 2021.

.3 Business and Estates Committee, 8 March 2021 [Papers 5.3]

The Board noted the minutes from the meeting of 8 March 2021. The Convenor provided an overview of the key discussion points. These included the approval of a Treasury Management Policy and strategic topic discussions regarding the lessons learned from the GSA Singapore partnership.

[Secretary's note: Regarding BECM 2021.44.4, the Avison Young additional fee request was subsequently reduced to [REDACTED]. The Committee then by-correspondence, exceptionally, approved this payment.]

.4 Health and Safety Committee, 11 March 2021 [Paper 5.4]

The Board noted the minutes from the meeting of 11 March 2021. The Vice-Convenor provided an overview of the recent discussions on the Reid Building fire alarm system and the request to include regular reports on the progress of the removal of the galbestos from the Stow Building.

.5 Human Resources Committee, 9 March 2021 [Paper 5.5]

The Board noted the minutes from the meeting of 9 March 2021. The Convenor reported that the particular focus of the meeting had been on the equality reports provided by the Deputy

Director Academic and the Director of Human Resources. The Committee had also approved amendments to three policies, which were hyperlinked within the minutes.

.6 Museum and Archive Committee, 25 February 2021 [Paper 5.6]

The Board noted the minutes from the meeting of 25 February 2021. The Convenor highlighted that the 2014 Mackintosh Recovery Project was drawing to an end and that it had been agreed that, on its conclusion, a summary paper reflecting the project would be submitted for consideration. The Convenor also highlighted the recent accession of an extensive collection of silversmithing artefacts and jewellery bequeathed to GSA by [REDACTED]

.7 Academic Council, 14 December 2020 [Paper 5.7]

The Board noted the minutes from the meeting of 14 December 2020. The Director highlighted in particular the work undertaken with regard to the addendum to the Code of Assessment and the positive Periodic Review of the School of Simulation and Visualisation.

.8 Academic Council, 10 March 2021[Paper 5.8]

The Board noted the minutes from the meeting of 10 March 2021. The Director reported that the new student members, added in alignment with the Higher Education Governance (Scotland) Act 2016, had enhanced the discussion of several items, in particular relating to workshop access. The Academic Staff Governor had attended her first meeting which would ensure that established links between Academic Council and the Board were maintained.

It was requested that, in future, the minutes identified the representatives on Academic Council from the University of Glasgow.

[Action: **Assistant Secretary to the Board**]

2021.53 REPORT FROM THE REGISTRAR AND SECRETARY [Paper 6]

The Board welcomed the updates provided in Paper 6.

Regarding the Scottish Funding Council Assessment of Procedures request, the Board noted that the Registrar and Secretary was undertaking this assessment, with detailed input from the Director of Human Resources and the Academic Registrar. A brief report on GSA's current position, and any suggested further work, would be submitted to the Chair of the Board and the Director of GSA for comment prior to communication by the Registrar and Secretary to the Scottish Funding Council by its deadline of 30 April 2021. In terms of Board consideration, the report would be made available to the 17 June 2021 meeting.

The Board **approved** the following documentation, which was either attached as an annex or hyperlinked within the report, and which had been recommended by the Audit and Risk Committee at its meeting of 1 March 2021:

- Amendments to the Process for the Appointment of the Chair of the Board of Governors
- Amendments to the IT Usage Policy for the Board of Governors
- Amendments to the Gifts and Hospitality Policy for the Board of Governors

The Board also **approved** the proposed adjustments to the Academic Council Remit and Membership 2020/21.

The Board noted the Board of Governors Equality Monitoring Report provided as Annex 2, which would be published as part of GSA's suite of equality monitoring reports. The Registrar and Secretary confirmed that this detail had been provided to the Governor Appointment Sub-Group as a key aspect of the Board recruitment briefing on its responsibilities with regard to equality matters.

The Board noted the proposed Board and Board committee dates provided as Annex 3.

2021.54 ANY OTHER BUSINESS

There was no other business.

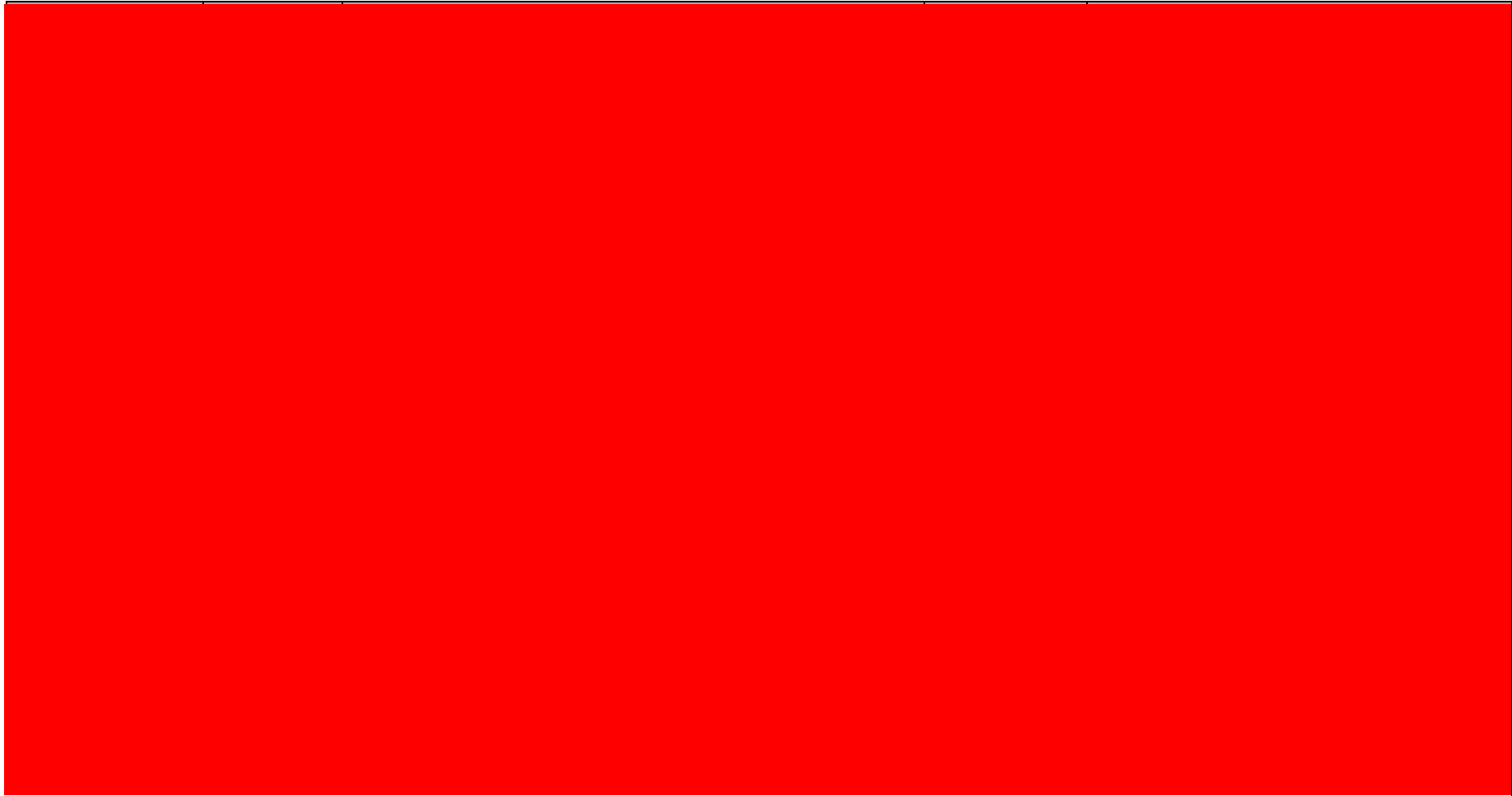
2021.55 FUTURE BOARD MEETINGS

Thursday 17 June 2021, 11 am.

Ms Lisa Davidson
Assistant Secretary to the Board
12 April 2021

**THE GLASGOW SCHOOL OF ART
BOARD OF GOVERNORS JUNE 2021 ACTION POINTS**

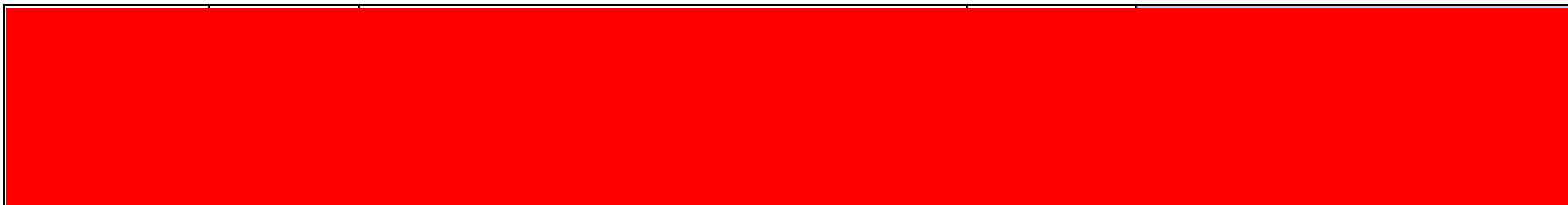
Update for current meeting
Paper provided to current meeting
Paper or Update to be provided to future meeting



**THE GLASGOW SCHOOL OF ART
BOARD OF GOVERNORS JUNE 2021 ACTION POINTS**



**THE GLASGOW SCHOOL OF ART
BOARD OF GOVERNORS JUNE 2021 ACTION POINTS**



**THE GLASGOW SCHOOL OF ART
BOARD OF GOVERNORS JUNE 2021 ACTION POINTS**

Completed or action to be removed
Action superseded and to be removed

<i>Completed/Superseded Items</i>
[Redacted Content]

**THE GLASGOW SCHOOL OF ART
BOARD OF GOVERNORS JUNE 2021 ACTION POINTS**



BOARD OF GOVERNORS: COVERSHEET	
To, Date:	Board of Governors 17 June 2021
Paper Author (and designation):	Professor Penny Macbeth, Director
Title of Paper:	Director's Report
Summary of Paper:	<p>The paper gives an overview report from the Director providing highlights of the academic year 20-21 including the graduate showcase and student successes.</p> <p>The paper also gives an overview of the Academic, Research, Estates, Finance, HR and Student Recruitment aspects of the school's work.</p> <p>The paper provides information in relation to insurance subrogation in relation to the Mackintosh building.</p> <p>The paper indicates the range of external meetings attended by the Director on behalf of GSA during this period.</p>
Recommendations (note/discuss/approve/endorse):	The Board is invited to note, discuss and endorse
Consultation:	The papers focus is on assuring the Board on the high level of consultation and engagement undertaken by the Director
Risk Management:	The items set out are core to developing GSA's position and therefore are a key element of managing risk.
Resource Implications:	None directly. Broader financial matters are referenced.
Equality Impact Assessment Implications:	Not applicable as this is an update. Items being taken forward will consider EIA implications as part of the standard process.
Legal and Regulatory Considerations:	Aspects such as the ELIR are regulatory matters.
Freedom of Information (FOI):	Can be released in full subject to the application of Data Protection (named third parties) obligations, except for the COP 26 EOI.
Next Steps:	The Director will provide a regular report to each full Board meeting.

Directors Report Board of Governors

This is always a celebratory moment in the year with the launch of our Graduate Showcase and the summer graduation ceremony alongside a growing number of student success stories and awards. Our focus is rightly on this hugely important milestone for our staff and students.

Other positive news is that the Glasgow School of Art has moved up 3 places in the Complete University Guide Arts, Music and Drama table, ranking 9th out of 14 institutions the highest GSA has achieved since the specialist table was introduced in 2016. The Royal Conservatoire of Scotland is ranked 1st, moving up 4 places since the publication of the 2021 table while the Courtauld Institute of Art has dropped 6 places, from 1st to 7th. Other very positive news is that the expression of interest written for COP26, exploring sustainability within the Mackintosh project has been taken to the next stage by the UK Cabinet Office. The proposal has been developed by Professor John French and Eleanor Magennis with Alan Horn's team supporting, the news can be shared at high level within the institution but is currently embargoed.

Graduate Showcase

The Graduate Showcase 2021 featuring the work of over 700 graduating students was launched on 9th June with a live event *Five Provocations on Desirable Futures* hosted by [REDACTED]. Over the 12 days of the Graduate Showcase the School will have hosted digital events, talks and performances with a formal GSA programme and a host of student-initiated events and happenings. The Graduate Showcase will close on Sunday 20th June with an event with [REDACTED] and the POC, Queer and Intersectional Feminist Societies with GSASA hosting both an opening and closing party as part of the programme, which has been supported with additional funding from GSA.

The events programme has been developed with academic Schools and students by the Marketing and Communication Team who commissioned additional support in the form of a Digital Producer (Don't Google It) and a Digital Curator to lead sessions with students and staff. This has supported graduates in the process of considering their work in the digital realm and created additional press and media support that focuses on digital platforms. The marketing and communications strategy has included a media partnership with The Skinny to include mentoring, professional practice and skills development for Y3, Y4 and 2020 cohort, in order to create a bespoke GSA, print Skinny publication to accompany the show.

Taking on board the feedback in 2020 by graduating students and the recommendations raised in the QAA Cause for Concern, additional resources have been produced to support the process, this was made available on the GSA Student Intranet including detailed guides on the Showcase support and timeline, digital uploading and the process for holding physical events. TSD and Library Services also developed additional resources and support for students to document, record and upload work, link below.

https://issuu.com/theglasgowschoolofart/docs/graduate_showcase_guide_2021_4

Alternative Degree Show Festival

Running in two parts from 27th May to 15th July the Alternative Degree Show Festival is a student-led programme of exhibitions in partnership with venues across Glasgow. Self-initiated, devised and delivered by 2020-2021 School of Fine Art graduates, the festival has been created as a physical event to celebrate and launch the work and professional practice of graduate artists and to contribute to the cultural and economic restart of the city out of COVID 19. Located in 10 venues

across Glasgow including WASPs Studios at The Briggait, The Wash House, Woodland Community Gardens, Mid Wharf Art and Design, Skypark and the Pipe Factory, the exhibitions will include in part 2 graduates from 2019-2020 School of Fine Art cohort. As part of our commitment to support the 2019-2020 graduates with physical shows we will be working with the group to discuss what support is required.

The GSA has worked with the 2020-2021 students who initiated this project to support them, realise their ambitions and provide financial sponsorship to help them secure venues (and the additional COVID related costs associated with them); funding membership for all fine art graduates to the Scottish Artists Union(SAU) which provides them with Product, Public Liability and Professional Indemnity cover and access to the professional development resources of the SAU for the next 12 months. Gift-in-kind support has included equipment loans, marketing and PR support and documentation of their shows. GSA will also be supporting the coordinating group with a professional practice workshop after the Shows to help them capture and articulate what they have achieved for use in their professional portfolios.

Student Success

As always at this time of the year there are a number of student successes, these will grow over the coming months as the major graduate show events such as New Designers happen in their new digital format.

- GSA students won 4 bronze, 2 silver and 2 gold prizes at the prestigious 2021 Goldsmiths Craftsmanship and Design Awards. There were a record number of entries this year (over 700) and for the first time GSA won the coveted college trophy - awarded to the College or University that has achieved the highest total of points accumulated from any Gold, Silver and Bronze prizes in the competition.
Bronze awards: ██████████ year 4, ██████████ year 3, ██████████ year 4 and ██████████ year 4
Silver awards: ██████████ year 4 and ██████████ year 4
Gold awards: ██████████ year 3, ██████████ year 3
- GSA Communication Design students ██████████ have made two of the three available shortlists for the prestigious 2021 Penguin Publishing Group Student Design Awards. 4th Year Graphics Student ██████████ has been shortlisted for the Non-Fiction Cover Award, and 3rd Year Illustration student ██████████ has been shortlisted for the Children's Cover Award. This year the prize received over 2000 entries with the winner being announced in June.
- Architecture student ██████████ was announced as the Regional Winner of the Association of Women in Property Student Award for Central Scotland. ██████████ will now go through to the regional finals in September.
- Interior Design student ██████████ won the Retail Design Week "Body Shop" prize for her 'Seaweed Pavilion'. The design was conceived with the 2021 COP26 conference in mind.

Academic Matters

Research

GSA submitted to the UK's Research Excellence Framework 2021 (REF2021) on 14th May 2021. REF2021 is a quality-based assessment of all UK Higher Education research completed since 2014 and comprises three differently weighted elements: outputs (60%), Impact Case Studies (25%) and Environment (15%). Over a 24-month lead-in period, GSA's REF Planning Group (REFPG) - led by Professor Sarah Smith and supported by our External REF Advisor, Professor Anne Boddington - undertook a rigorous development, review and selection process, using REF criteria and quality indicators, to present the best possible submission to REF2021. Our REF Code of Practice established that 31% (49.4 FTE) of our academic staff currently have Significant Responsibility for Research (SRR) and this cohort was therefore submitted to REF. We submitted 106 outputs across a range of types including monographs, journal articles and different forms of practice-based research. Our 4 Impact Case Studies (ICS) reflect the diversity of GSA's research across its 5 Schools:

- Improving Indoor Air Quality and Ventilation Standards in UK Housing
- Deepening Public Understanding of the Global Refugee Crisis through Curatorial and Arts Practice
- Transforming the Commercial Marketing, Sales and Cultural Understanding of the Modern Shipping Industry through Design History
- Using Participatory and Co-design Processes to Improve User Experiences for Health and Care Services across Scotland

Our REF Environment Statement presents a 'people first' strategy to develop and support resilient researchers through building leadership capacity, establishing an interdisciplinary mentoring culture and a commitment to equality, diversity and inclusion. Using the evidence base developed by our REF preparations, we also identified 4 new cross-cutting interdisciplinary themes that signal our commitment to the UN 2030 Sustainable Development Goals (SDGs): 1) Sustainable Environment and Economies; 2) Cultural Landscape and Identity; 3) History Heritage, Archives & Collections; and 4) Health and Care.

Successes since 2014 are in the areas of PGR recruitment - largely enabled by our membership of the Scottish Graduate School of Arts & Humanities (SGSAH) - and external research funding. Since 2014, we have doubled the number of PhD degrees awarded and PhD enrolment has increased by 71%. In this period, we have also increased our average annual external research-related income by 61%. Priority areas for development are: 1) increasing our number of Early Career Researchers; and 2) developing strategic international partnerships that have broad institutional benefit. We expect to receive feedback on our REF submission from the REF Team in March or April 2022.

ELIR

The Enhancement Led Institutional Review (ELIR) recovery continues to be a key focus for GSA. The Deputy Director Academic is leading on the action planning and approach to the Scottish Concerns Scheme Reports and the ELIR, linking in with both the QAA Scotland and the University of Glasgow. He is providing oversight to Academic Council through an Action Planning process; in turn this is reported to the Board of Governors for oversight as you can see from the subsequent papers. The comprehensive staff and student briefings prior to and following the announcement by the QAA outlined the all-GSA approach to the outcome, this was received well and the scale of the challenge fully understood by all.

Business and Estates

Finance

The Director of Finance and team are undertaking detailed work to ensure GSA's financial oversight going forward. As you will see from subsequent papers work towards a 3-year financial plan, is in train setting a direction of travel up to the end of 2023/24, this will be shaped further in line with the additional focus that will come from the Strategic Planning process. The initial plan will seek to integrate our capital investment plans, consider sensitivity/risk and lay out some nascent KPI's. The team are also exploring our funding model in partnership with other senior colleagues examining:

- The distribution of the SFC income among the Schools, challenging historic funding patterns and ensuring that the funding follows the distribution of Scottish students -This exercise will give a more informed indication of the financial performance of each of our Schools.
- The size and shape of Schools which will enable us to make more strategic decisions about where the students should be, based on demand and availability of resources, this work is being undertaken in collaboration with the DDA and DHR.
- How research finances are aligned with our Schools.
- The development of a transparent resource allocation model which will provide for our academic activity to meet the costs of central overheads and property costs as well as supporting the ambition of the Schools.

This work will support us in targeting the correct level of ambition and growth for GSA.

Estates

The Director of Estates is leading a comprehensive set of projects across GSA as we can see from her subsequent papers. The SOBC for the Mackintosh project is progressing well, with excellent overview, critique and discussion from the Project Development Board, the Steering Group Mackintosh and the Business and Estates Committee. Alongside this the scoping of further works on Stow and of an estate's strategy, together with the continued progress on the insurance works on the Reid, Bourdon and Assembly building mean that the estates team are covering extensive ground. One of the next critical stages within the Estates team is the recruitment of the right team to take this work forward and ensure the correct level and breadth of expertise required.

Mackintosh Insurance Update



GSA Community

Covid

Detailed work continues with Universities Scotland and Scottish Government in relation to the COVID pandemic, our ability to utilise the campus, safely and within the capacity available under the current restrictions and to establish planning assumptions for academic year 2021/22. Key advocacy and lobbying have continued during this period with Government ministers and civil servants in both Scottish and Westminster Governments and with specialist sector groups making the case for increased access for practice based creative subjects.

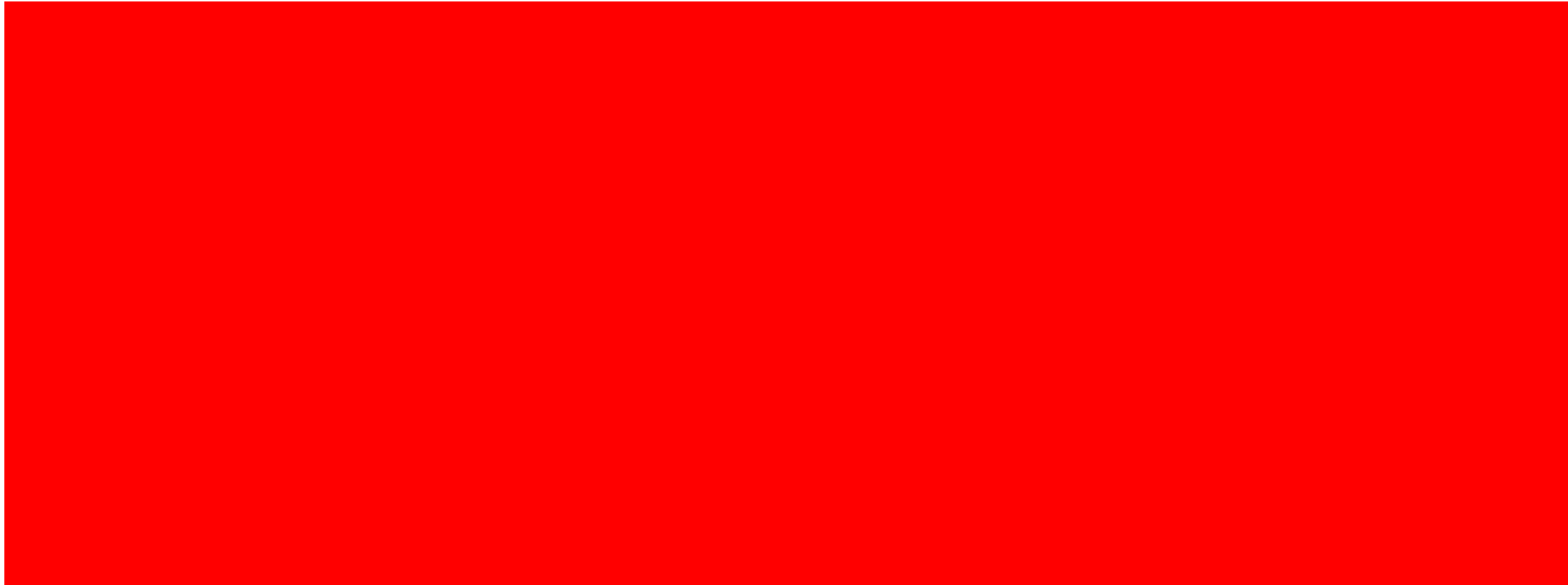
The gradual unlocking our campus, in negotiation with Scottish government has allowed us to welcome back our final year and postgraduate students in a limited but significant way, whilst maintaining a safe campus environment. This has included a greater range of access to technical resources including workshop spaces and an enhanced range of available study spaces.

Human Resources

Excellent work has continued within the HR team on a comprehensive range of policy and engagement work led by the Director of HR. A number of key papers are in train and we would expect them to come to the October Board such as the excellent Menopause in the Workplace initiative. HR are continuing to innovate in the health and well-being space, supporting the many staff needs and challenges. Scoping of resource models has led to some initial developments in key areas to support strategic priorities and emerging contexts. As well as making structural adjustments to the senior leadership team, restructuring exercises have taken place in some key professional support areas most notably Estates. Proposed academic infrastructure updates are also outlined in the ELIR update report.

Recruitment

We continue to experience a period of volatility surrounding the progress of the Covid-19 pandemic and its potential impact on student enrolment decisions. The diagram below illustrates the position in 2021 compared to the position in 2020 at this point in the year and compares, applications & offers to target. The situation is positive on the whole with some fluctuations in particular markets and a lag in the UCAS milestones compared with other years.



Directors External Meetings

The Director has attended meetings with:

- All-Party Parliamentary University Group (APPUG) with Michelle Donelan, Minister of State for Universities
- Universities Scotland (US) Board and Scottish Funding Council (SFC) liaison group
- University UK (UUK) new Vice Chancellors mentoring programme
- UUK Small Specialist Institutions Group (SSI)
- UUK Members Meeting
- UUK SSI roundtable with Minister of State for Universities Michelle Donelan
- US: Virtual roundtable with Minister Iain Stewart, Parliamentary Under Secretary of State in the Scotland Office
- Council for Higher Education in Art and Design (CHEAD) trustees meeting
- CHEAD 2021 Conference and AGM
- Castlefield Art Gallery Trustees Board
- Castlefield Gallery and ██████████ Creative Director at Manchester International Festival
- Convener of Culture, Tourism, Europe and External Affairs Committee
- ██████████ Honorary President
- ██████████ Eden International & ██████████ Grimshaw Global
- Council for Higher Education in Art and Design (CHEAD) - Shades of Noir workshop
- Universities Scotland Strategy Development Programme Focus Group meeting
- ██████████ House for an Art Lover
- Scottish government Creative Industries, White Paper Progress Meeting
- "ambi" Exhibition, CCA
- GSA Alternative Degree Show WASPs @ The Briggait
- Jamie Hepburn, Minister for Higher and Further Education, Youth Employment and Training
- EKOS consultation in relation to Pollok Stables
- ██████████ Principal of the Royal Conservatoire of Scotland

BOARD OF GOVERNORS: COVERSHEET	
To, Date:	Board of Governors Meeting: 17 th June 2021
Paper Author (and designation):	Alan Horn, Director of Development
Title of Paper:	Appendix to Director's Report: [REDACTED]
Summary of Paper:	[REDACTED]
Recommendations (note/discuss/approve/endorse):	The Board of Governors is invited to discuss this update and comment on the proposed response.
Consultation:	[REDACTED] has been reported to the Board of Governors in the context of the regular updates on the progress with the Mackintosh fire insurance claim.
Risk Management:	<ul style="list-style-type: none"> • Risk of the Board of Governors not being fully sighted on this issue • [REDACTED] • Reputational risk
Resource Implications:	At this stage, cost of legal advice
Equality Impact Assessment Implications:	Not in the current context
Legal and Regulatory Considerations:	Legal matters constitute a substantial part of this paper
Freedom of Information (FOI):	This paper will be restricted in full under Part 2 of the Freedom of Information (Scotland) Act 2002, Section 33: Commercial Interests and the Economy.
Next Steps:	The Board of Governors is invited to discuss this update and comment on the proposed response.

BOARD OF GOVERNORS: COVERSHEET	
To, Date:	Board of Governors Meeting: 17 th June 2021
Paper Author (and designation):	Prof. Penny Macbeth, Director
Title of Paper:	GSA Strategic Plan 2022-27: Update on Process and Timeline
Summary of Paper:	Presentation of the GSA Strategic Plan 2022-27 Process and Timeline.
Recommendations (note/discuss/approve/endorse):	The Board of Governors is invited to consider and note this update on the GSA Strategic Planning Process and timeline.
Consultation:	The Board of Governors considered the context and development of the Strategic Plan at their away-day on 5 th February 2021. Discussion groups around emerging themes in line with the timeline.
Risk Management:	Risks are captured within the risk register.
Resource Implications:	Resource implications will be reflected in the financial element of the plan.
Equality Impact Assessment Implications:	Equality impact assessments will be taken forward as appropriate.
Legal and Regulatory Considerations:	None
Freedom of Information (FOI):	This paper will be restricted in full under Part 2 of the Freedom of Information (Scotland) Act 2002, Section 33: Commercial Interests and the Economy.
Next Steps:	The Board of Governors is invited to consider and note this update on the GSA Strategic Planning Process and timeline.

BOARD OF GOVERNORS: COVERSHEET	
To, Date:	Board of Governors, 17 June 2021
Paper Author (and designation):	Eleanor Magennis Director of Estates
Title of Paper:	Mackintosh Project: Strategic Outline Business Case
Summary of Paper:	The enclosed paper provides the Strategic Outline Business Case for the Mackintosh project incorporating all the feedback discussed at Business and Estates Committee on 17 May 2021.
Recommendations (note/discuss/approve/endorse):	<p>The Board of Governors, on the recommendation of the Business and Estates Committee, is invited:</p> <ul style="list-style-type: none"> • to approve the Strategic Outline Business Case for the Mackintosh Building project (Appendix 1) which incorporates the feedback provided at the Business and Estates Committee on 17 May 2021.
Consultation:	<p>An earlier version of the Strategic Outline Business Case was reviewed by the Business and Estates Committee on 17 May 2021, the Project Development Board Mackintosh (without costs and Appendices) by circulation, the Steering Group Mackintosh (without Appendices) on 6 May 2021 and SLG on Tuesday 11 May 2021.</p> <p>The Business and Estates Committee members were circulated a revised version incorporating their feedback on 28 May 2021. The version in Appendix 1 incorporates all their feedback.</p>
Risk Management:	It is important that SLG, BEC and the Board are appropriately sighted on progress with key estates development to enable assurance and risk management.
Resource Implications:	No funding request as part of this paper but potential resource implications in terms of an economic and financial appraisal are part of the paper.
Equality Impact Assessment Implications:	Equality impact has been considered as part of the options within the Strategic Outline Business Case.
Legal and Regulatory Considerations:	The legal and regulatory implications of each option formed part of the option appraisal.
Freedom of Information (FOI):	An edited version of the SOBC excluding commercially sensitive information will be prepared for release in accordance with the Freedom of Information (Scotland) Act 2002.
Next Steps:	The Director of Estates will progress the approved actions.

THE GLASGOW SCHOOL OF ART

BOARD OF GOVERNORS – 17 JUNE 2021

MACKINTOSH PROJECT: STRATEGIC OUTLINE BUSINESS CASE

ACTION SOUGHT

The Board of Governors, on the recommendation of the Business and Estates Committee, is invited:

- to **approve** the Strategic Outline Business Case for the Mackintosh Building project (Appendix 1) which incorporates the feedback provided at the Business and Estates Committee on 17 May 2021.

The Business and Estates Committee members were circulated a revised version incorporating their feedback on 28 May 2021. The version in Appendix 1 incorporates all their feedback.

BACKGROUND

The Culture, Tourism, Europe and External Affairs Committee of the Scottish Parliament made a number of recommendations to the GSA in 2019 after the Mackintosh building fire of 2018.

One of the recommendations concerned the rebuilding of the Mackintosh building was:

“The Committee believes any discussion regarding the future of the Mackintosh building should fully consider the wider cultural and economic impact of the building. The Committee therefore recommends that the GSA undertake a full consultation exercise with regards to the future of the Mackintosh building, so as to fully acknowledge and understand differing viewpoints, before making a formal decision on whether or not to build.”

The development of a robust Strategic Outline Business Case (SOBC) for the Mackintosh project by the GSA is an important step in addressing above. A Project Development Board Mackintosh with membership from across all Schools and departments as well as the Student President was established to provide internal review of the development of the SOBC. This has been complemented by the Steering Group Mackintosh which largely comprises experienced professionals external to GSA who have provided challenge and constructive comment. The feedback from these groups was summarised and reviewed by the Business and Estates Committee on 17 May 2021. That feedback has now been incorporated in the final version of the SOBC.

The SOBC team also undertook an extensive stakeholder consultation which included engagement with the local community, current staff/ students, graduates/ former staff, and a number of people / groups that voiced strong opinions at the Parliamentary Committee. The objective was to capture a wide range of perspectives.

SCOPE

The SOBC work was competitively tendered through Hub West for advisors and Avison Young were selected. They were supplemented by sustainability, planning and cost consultants to form an integrated team led by Hub West.

The SOBC has been developed using the HM Treasury Green book and Scottish Capital Investment Manual approach through five different lenses or cases: Strategic, Economic, Financial, Commercial and Management. The most detail at this stage is on the Strategic case.

STRATEGIC CASE

The Director of the GSA's academic vision was the starting point with the Mackintosh Building Project requiring to deliver a range of critical outcomes for the GSA by enhancing its civic role locally, nationally, internationally; improving the student and staff experience; supporting sustainability and digital infrastructure; underpinning further diversification of income streams and engaging the local community and economy.

Avison Young has looked at the external context in terms of a culture strategy for Scotland, contribution of arts generally, net zero requirements, tourism strategy and building an asset for the community.

The case for change is summarised in the report and points to a faithful restoration. The overwhelming desire among stakeholders is to see the re-provision of academic facilities on site. The listed status of the Mackintosh building presents significant constraints in terms of the options for its future development but at the same time helps to ensure that a unique building is preserved and enhanced.

ECONOMIC CASE

The Project Development Board Mackintosh contributed significantly to the Economic case and the meetings were well attended ensuring diversity of views and perspectives. Seven possible options were identified and scored using critical success factors. That led to three shortlisted options: faithful re-instatement, hybrid and new build. These were all compared with the do minimum.

From the strategic analysis three more criteria were added: sustainability, community wealth and planning.

All this was assessed and modelled by Avison Young and the faithful re-instatement came out the best option in terms of net present value.

FINANCIAL CASE

All options were costed but the financial analysis was developed further for the faithful re-instatement. The cost of [REDACTED] for that option included fees, inflation, furniture, fittings, staffing, IT costs as well as construction costs. The cost also included [REDACTED] optimism bias as recommended by the HM Treasury Green Book. The optimism bias and contingencies amount to about [REDACTED].

The optimism bias should be managed separately to contingencies and reduced down through the early stages.

Alongside this revenue opportunities were estimated at about [REDACTED] over 10 years.

COMMERCIAL CASE

This looked at a viable procurement route and a well-structured contract. Independent advice was sought through Scottish Futures Trust (SFT) who facilitated three workshops for the GSA. Members of BEC and the Steering Group Mackintosh were invited to these workshops.

MANAGEMENT CASE

The management case reflects back the governance and expertise the GSA has and will set up to develop and oversee a project like this. Ongoing stakeholder engagement, strong project management, benefits realisation will all be important aspects.

NEXT STEPS

The purpose of the SOBC is to inform the GSA of the best way forward or at least the recommended next steps.

For the Mackintosh building project that would be to:

- Progress to (RIBA Stages 0- 1) alongside an Estates Strategy for the GSA. This will be covered in a separate paper.
- Develop the Financial Strategy
- Develop the Communication strategy part of which will be an edited presentation version of this document for publication

The Board of Governors, on the **recommendation** of the Business and Estates Committee, is invited:

- to **approve** the Strategic Outline Business Case for the Mackintosh Building project (Appendix 1) which incorporates the feedback provided at the Business and Estates Committee on 17 May 2021.

Eleanor J. Magennis
Director of Estates
3 June 2021

Appendix 1

Strategic Outline Business Case The Mackintosh Project

May 2021



AVISON
YOUNG

65 Gresham Street
London
EC2V 7NQ
T: +44(0)207 911 2468

Dear Eleanor

May 2021

Mackintosh Project – Strategic Outline Business Case

This work has been undertaken under the terms of our contract with Hub West Scotland Ltd titled “Strategic Support Partnering Services in connection with the Glasgow School of Art Strategic Outline Business Case – The Mackintosh Building (the “Project”). In accordance with our contract dated 2 December 2020 (which incorporates our proposal of 2 February 2020) we have provided a Strategic Outline Business Case.

Purpose of our report and restrictions on its use

This report has been prepared on your instructions. It is prepared solely for your (and Hub West Scotland Ltd) information and should not be relied upon for any other purpose. In carrying out our work and preparing our report, we have worked solely for your exclusive purpose.

We assume no responsibility or liability whatsoever to third parties in respect of the contents of our deliverables.

Our report may not have considered issues relevant to any third parties. Any use such third parties may choose to make of our report is entirely at their own risk and we shall have no responsibility whatsoever in relation to any such use.

Scope of works

This report draws together pre-existing estate and financial information from the Glasgow School of Art and information from consultation with senior management. It also relies upon information provided by third-party consultants contracted and managed by Hub West Scotland Ltd. It provides ‘rough order of magnitude’ estimates of possible costs and revenues. The actual costs will be influenced by many variables that will be defined as the project progresses, such as the design brief.

Our work has been limited in scope and time and it is possible that a more detailed review may reveal material issues that this exercise has not. If you would like to clarify any aspect of this work or discuss other related matters then please do not hesitate to contact us.




Yours sincerely



Guy Brett
Principal
Strategic Business Advisory

Avison Young (UK) Limited registered in England and Wales number 6382509.
Registered office, 3 Brindleyplace, Birmingham B1 2JB. Regulated by RICS

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Foreword-Academic Vision

Context

The Glasgow School of Art (GSA) is one of only three UK Art schools to consistently rank in the top ten of the influential QS world rankings for Art and Design. The original Art school building designed by Charles Rennie Mackintosh was a quintessential heritage asset and synonymous with its global brand. Today a landmark development of equal calibre, is required to support GSA in reaching its future ambitions, building on its illustrious past whilst continuing to innovate and reimagine creative practice for the future.

This iconic building will create an environment that will help boost Glasgow's position as a leading creative and cultural global city, supporting the economy by providing graduates with high level creative, digital and cultural acumen, attributes necessary for the future creative economy.

The Building

The building will be enabled by state-of-the-art digital capabilities, it will be designed and developed using the latest sustainable technologies. Having digital and sustainability at the heart of the offer will provide a new and compelling opportunity for the GSA. Whilst retaining an unequalled approach to creative enquiry, craft and making, the new facility will provide a rare opportunity to bring together the strengths of the GSA, providing both the physical and virtual interrogation of materials, artefacts and ideas. It will provide the GSA with a singular opportunity to interrogate emerging and traditional forms of practice, creative innovation and production within a world leading environment, enabling the School to develop and extend partnerships across the globe.

Convening Power

This will be a building with convening power; it will attract influential figures who will collaborate with the GSA on a range of business, research and enterprise and community-led initiatives. Audience and community engagement will be transformed by the porosity of the space both through the

physical and virtual domain. The iconic gallery, library and archive spaces, will enable us to reach new audiences and develop new tools for enquiry led practice, bringing opportunities from the creative, digital and tech sectors for audiences of the future. This in turn will attract investment both in terms of research and innovation funding.

The GSA has sector-leading digital research, teaching and learning expertise in the School of Simulation and Visualisation. When combined with the rapid transformation of the GSA's curriculum to meet the challenges presented by Covid-19, it means that we are well-placed to be able innovate in the space between digital and analogue enquiry. This places us in a unique position to leverage industry partnerships and research opportunities.

Income Generation

The juxtaposition of approaches that the building offers will enable us to create an additional USP in a competitive market, and help generate new income streams. The approach outlined will support a range of new curriculum and research opportunities enhancing our offer and diversifying income streams, whilst creating a more agile approach to resources.

The strategic growth of the School of Simulation and Visualisation and the School of Innovation will unlock potential within our academic curriculum in new and emerging areas of enquiry. This will provide us with the opportunity to develop a distinctive cross-school offer for all of our students, together with the potential for further collaborative provision, that will support our ambitions to address the key global challenges of the day.

In addition, the development of new models of academic enquiry such as Creative MBA, Degree and M level Apprenticeships, Executive Education and Taught Doctorates, as well as the expansion of our PhD and post doc offer, will unlock further potential for partnership, and income generation.

Economic Impact

Our position as a world-leading Art School allows us to influence and support important economic imperatives both for Scotland and the UK as a whole. The blend of Art school creativity, innovation, sustainability and digital capabilities will support us in creating a new kind of graduate who can help to catalyse the creative economy and adjacent sectors.

By improving the supply of talent available to the creative industries in order to support growth ambitions in the wider economy. Raising the bar on skills, introducing new pathways into the creative industries and progression routes once working in them to make the sector attractive to a wider and more diverse talent pool.

The next iteration of the Mackintosh Project

The Mackintosh building is an integral part of the Glasgow School of Art's future, and the Mackintosh project will be bringing a key asset of the School to the fore, linking learning and teaching innovation, with state of the art research and innovation. It is therefore essential that this project and the building are led and managed by the School to ensure the building is fully integrated into and fully harnessed to play its unique role in delivering a world class creative education and student experience for the generations of future GSA students as well as in delivering the wider ambitions of the School.

The GSA believes that the Mackintosh Project has the potential to be a catalyst for the social and economic regeneration of Garnethill and the surrounding commercial areas – in particular Sauchiehall Street. The project should not only be a sensitive response to the Mackintosh Building, but an exemplar of sustainability and a demonstrator project for world-leading place-based, co-designed, community regeneration.

Signed

Professor Penny Macbeth, Director GSA

Image below from School of Simulation and Visualisation, juxtaposing the old with the new.

Executive Summary

Context

The Glasgow School of Art (the GSA) was founded in 1845 to support the manufacturing industries of Glasgow. Ever since, it has evolved and grown to serve new industries and audiences through the delivery of world leading teaching and research in the visual creative disciplines. It is ambitious and international in outlook, but its roots and heritage remain firmly embedded in the City of Glasgow.

The impact of the 2018 fire on the Mackintosh Building significantly impacted the Garnethill community, as well as depriving the GSA of a unique and much-loved teaching and learning resource. The Mackintosh Building was at the heart of the GSA campus, and served as a highly visible convening place not only for the GSA but for the wider community and many thousands of visitors to the city.

The Mackintosh Project

The Mackintosh Project has been established to enable the GSA to plan an effective and appropriately consultative response to the current condition of the Mackintosh Building. It seeks to provide an effective solution to replace those facilities and functions lost as a result of the 2018 fire.

This Strategic Outline Business Case (SOBC) is framed with clear governance and reporting arrangements to examine the options and opportunities for the GSA to re-provide academic (and potentially other) facilities, in pursuit of delivering tangible outcomes to its students, researchers, alumni, the local community, economy and other stakeholders – all in the context of the future Strategic Plan.

In line with best practice, the SOBC is structured as five cases (strategic, economic, financial, commercial and management). It is a 'high level' document with an emphasis on the 'business need' for capital investment. The principal conclusions from the individual cases are summarised in turn.

Strategic Case

The Strategic Case establishes a close strategic fit between the vision for the Mackintosh Project and the ambitions of the GSA, the community, students, staff, the Scottish and UK Governments, and other statutory bodies. A powerful case is created for a project that will enable the GSA to continue to grow its special contribution to the cultural, creative and economic prosperity of Glasgow and thereby wider Scotland. In doing so, it will protect the GSA's heritage, create a landmark sustainable, fit for purpose building, catalyse local regeneration and add to the student experience and world-class reputation of the GSA in a global competitive market.

In a rapidly changing social and economic environment, the Mackintosh Project will allow the GSA and its 'offer' to stay relevant to the markets within which it operates – locally, nationally and globally. Through a sustainable, flexible, open and engaging philosophy, new facilities will also enable the GSA to meet its plans for strategic and measured growth in student numbers and the generation of new income streams founded on more and deeper relationships with industry and academia.

New curriculum and research opportunities will be supported in an environment that also has the ability to attract partners from industry, academia and the community.

The case for change, which has been informed by extensive consultation and stakeholder engagement, is predicated on six core themes:

- Academic need – a purpose-built space of an exemplary design and quality-is needed to foster new partnerships, support the new curriculum, enhance research and innovation partnerships and enable sustainable and planned growth.
- Estate and compliance – the project will enable a dispersed estate in Glasgow to be consolidated and future-proofed for a sustainable and digitally-supported era. The project will increase the flexibility

and agility that the GSA needs to adapt the estate to the changing needs of the many communities of interest it supports.

- Culture and economy – it is widely recognised that the Mackintosh Building played a vital role within the social, economic, cultural and tourist landscape of Glasgow and its absence is a significant loss nationally and internationally. There is also an urgent need to address the blight on the local community from the fire-damaged building.
- Competitive offer – the GSA must remain at the forefront of its disciplines if it is to retain its position as a globally-recognised art and design institution. The project is needed to allow the GSA to retain its ‘landmark’ status.
- Legacy, heritage and regeneration – the GSA is synonymous with the Mackintosh Building to many stakeholders, and this has helped the GSA retain its position and status. By being located in the heart of a Conservation Area that is also witnessing regeneration, the project has a unique opportunity to be a catalyst creating a significant local and also wider economic impact.
- Student experience – a shortfall in collaborative space and flexible, purpose-built facilities for studio-based learning and curating opportunities is impacting on the student experience and must be addressed to sustain the reputation of the GSA.

Economic Case

The Mackintosh Project can be delivered in a variety of ways. However, the extent to which each opportunity meets the GSA’s vision or, indeed, is consistent with the desires of stakeholders or with government policies and guidance, varies considerably.

A structured approach to identifying and appraising projects has allowed a long list of options to be identified, analysed and filtered to create a short list of deliverable options that have been tested for value for money. The short list of options comprises:

- Option 1 – Do Minimum, comprising the stabilisation of the existing structure and façade. This is included for comparison purposes only rather than a realistic option to pursue.

- Option 2 – Faithful Reinstatement, comprising a reinstatement of the original building yet in a manner that is compliant with all relevant legislation and digitally enabled.
- Option 3 – Hybrid, comprising a reinstatement of the original design ethos and the recreation of *certain* iconic rooms and finishes, digitally enabled with flexible space.
- Option 4 – Modern equivalent, comprising the demolition of the fire-damaged building and the construction of an entirely new facility on site.

In order to identify a preferred option, financial and non-financial criteria, such as sustainability, economic impact, planning, heritage and the cashflow generated by each option have been considered.

The key outputs from the economic appraisal are as follows:



The Economic Case concludes that Option 2 (Faithful Reinstatement) provides the greatest overall value for money in Net Present Social Value terms.

Financial Case

The Financial Case examines the annual costs and revenues with a particular focus on the cash flows of Option 2 (Faithful Reinstatement), this being the option with the best Net Present Social Value. [REDACTED]

The cashflow over 10 years in terms of capital and revenue is shown below confirming that year 7 marks the point at which the investment begins to generate significant net additional revenue.

The costs will be further developed as the project progresses and it should be noted at this stage these are high level estimates only for comparison purposes.

The Financial Case also examines the composition of the construction costs given their significance and considers potential funding sources to deliver the Mackintosh Project.

Given the non-standard nature of the proposed project, a high level of optimism bias is factored into the overall project costs. Reference is made to the mechanisms for reducing this level of bias and therefore improving the projected affordability of the project.

While a variety of funding sources maybe available to deliver the capital project and support operation of the new building, its affordability is dependent on the outcome of the insurance claim.

Table: 10-year nominal cashflow -



Commercial Case

The Commercial Case ensures that a commercial strategy is put in place to deliver a viable procurement and a well-structured contract, by adopting a set of core principles. The strategy covers the procurement of the Design Team through to the operational phase of the new building. The Commercial Case has also identified the diverse range of design services required to deliver the project.


The cost consultants to the GSA have assessed the relative advantages and disadvantages of a number of procurement routes including 'traditional' and 'design and build'. Through a series of workshops facilitated by the Scottish Futures Trust, it was identified that Design, Develop and Construct is the probable best procurement route for the Contractor.

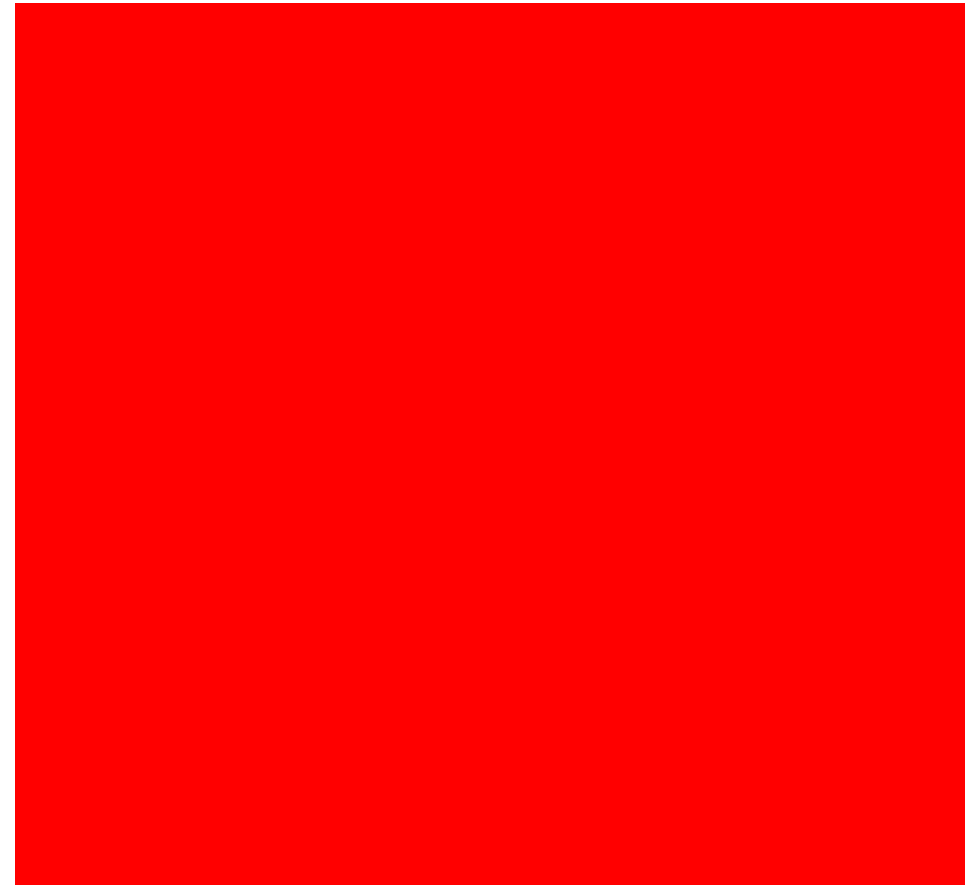
Management Case

The Management Case confirms that the GSA has established robust and comprehensive management and governance arrangements to effectively and efficiently support the delivery of the Mackintosh Project. The governance arrangements include the established Project Development Board Mackintosh and Steering Group Mackintosh together with a Project Director and Project Sponsor with clear remits and accountability. The Project Development Board Mackintosh reports to the Board of Governors via the Business and Estates Committee.

The above-mentioned governance structures bring together a wide range of relevant skills, knowledge and expertise and will be augmented by specialist external resources to help develop and deliver the project.

Ongoing stakeholder engagement will be a feature of the management of the project along with strong project management, risk management and benefits management arrangements.

A series of next steps is proposed to take forward the project in line with best practice. 



Conclusion

The case for a landmark development that not only reinstates, but builds upon the illustrious heritage of the original Mackintosh building is overwhelming.

Through extensive consultation and robust economic analysis, this preliminary strategic business case demonstrates that the best value option is to undertake a faithful reinstatement, within the practical constraints of the current regulatory environment while innovating to ensure that technology and sustainability are at the building's heart.

The preferred solution addresses the key success factors in each of the five areas of the business case and will benefit the nation, students, the community, academia and the economy by:

- Delivering the GSA's academic objectives
- Enhancing the student experience and consolidating the world-class reputation of a national institution
- Protecting the nation's heritage
- Creating a landmark sustainable building that catalyses local regeneration of Garnethill and Sauchiehall Street
- Building community wealth, for example, by developing new apprenticeships in traditional and heritage crafts
- Growing the GSA's special contribution to the cultural, creative and economic fortunes of Glasgow
- Deepening and extending the GSA's relationships with industry and academia.

1. Introduction

1.1 Purpose of this report

The purpose of this Strategic Outline Business Case (SOBC) is to consider and evaluate the options for The Glasgow School of Art to respond to the impact of the 2018 fire on the world-renowned Mackintosh Building

Introduction

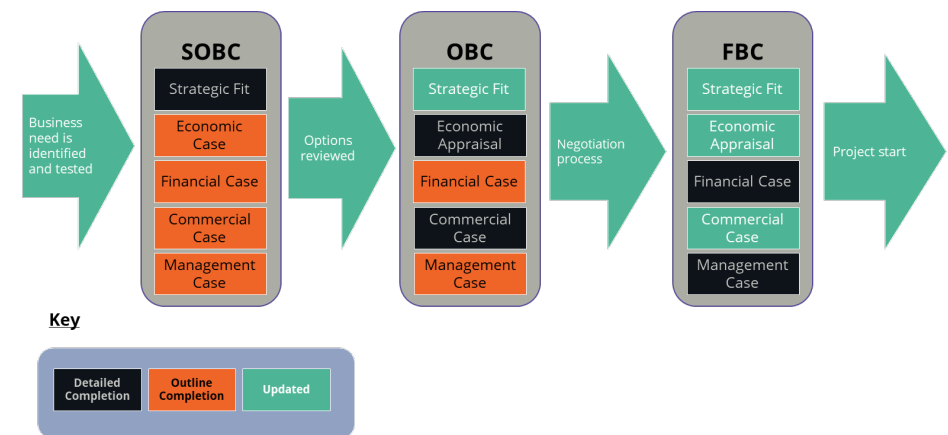
This Strategic Outline Business Case (SOBC) considers and evaluates the options for the GSA, to respond to the impact of the 2018 fire on the world-renowned Mackintosh Building. It identifies a preferred solution, meeting the academic and institutional needs of the GSA, whilst reflecting the architectural, historical and emotional significance of the building, the expectations and aspirations of the local community, and the potential to strengthen the cultural and economic performance of the Glasgow City Region and beyond.

The focus of this SOBC is the construction of a robust Strategic Case that sets out a clear and evidence-based case for the way forward. The other four ‘cases’ that comprise a good practice SOBC are shown in Figure 1 and are addressed at a high level at this stage.

As the project develops, an Outline Business Case (OBC) will be required and, as indicated in Figure 1, it will focus on the economic and commercial cases while refining the financial and management cases. A key purpose of the OBC is to undertake a detailed financial and non-financial appraisal of an agreed short list of options to determine the clear way forward.

Finally, a Full Business Case (FBC) will be prepared prior to the award of any construction contract and will include a detailed plan for delivering the project, managing risks, and realising academic and other benefits.

Figure 1: Evolution of Business Cases



Outputs

The key output from the SOBC is a preferred recommendation that will be taken forward for more detailed evaluation at the OBC stage. This is arrived at through consideration of:

- The Economic Case, which identifies and evaluates the options to deliver the Mackintosh Project against a range of assessment criteria and presents an economic appraisal of the short-listed options
- The Financial Case, which provides a preliminary consideration of the funding and affordability
- The Commercial and Management Cases that focus on the route for delivering the project, and the associated project management and governance arrangements.

Limitations

Outline costs have been identified and evaluated for the purposes of the SOBC but they will be subject to significant refinement if the project progresses. Evaluation of benefits will also be subject to further refinement at later stages of the project.

Team

A Project Development Board (PDB) led by the Director of the GSA comprising Senior Leadership, the Student President and key staff members has been established to take forward the SOBC, with Avison Young appointed as strategic advisor via HubWest Scotland. Specialist technical support has been provided by Porter Planning (planning and regeneration), Gardner & Theobald (cost consultancy), Currie & Brown (cost consultancy), and Max Fordham (sustainability). HubWest Scotland acted as the external Project Manager for the project.

2. Strategic Case

The Strategic Case establishes that there is a close strategic fit between the vision for the Mackintosh Project and the ambitions of the School, the community, students, staff and statutory bodies. This section sets out a powerful case for a project that will enable the GSA to continue to grow its contribution to the cultural, creative and inclusive economic prosperity of Glasgow, protect our heritage, create a landmark sustainable building, catalyse local regeneration and add to the student experience and world-class standing of the GSA.

Photos of the Mackintosh building before the fire and as of May 2021

2.1 Purpose of Strategic Case

The Strategic Case focuses on the case for change and the strategic fit of the proposed investment with GSA’s objectives and the expectations and aspirations of a range of stakeholders

Introduction

The Strategic Case confirms the case for investment by the GSA in a project that provides an appropriate response to the severe fire damage sustained by the world-renowned Mackintosh Building, one of the most culturally significant buildings in Scotland and internationally, and the former heart of the GSA’s campus.

It also provides a solution to enhance the GSA estate, upgrading it in quality and consistency to not only provide a more cohesive and responsive campus and an attractive environment for staff, students and visitors, but also to deliver the GSA’s responsibility as a key component of the Garnethill Community, core city centre and the north west of Glasgow’s city centre.

Structure

To set the context for investment and arrive at the case for change, the Strategic Case is set out as follows:

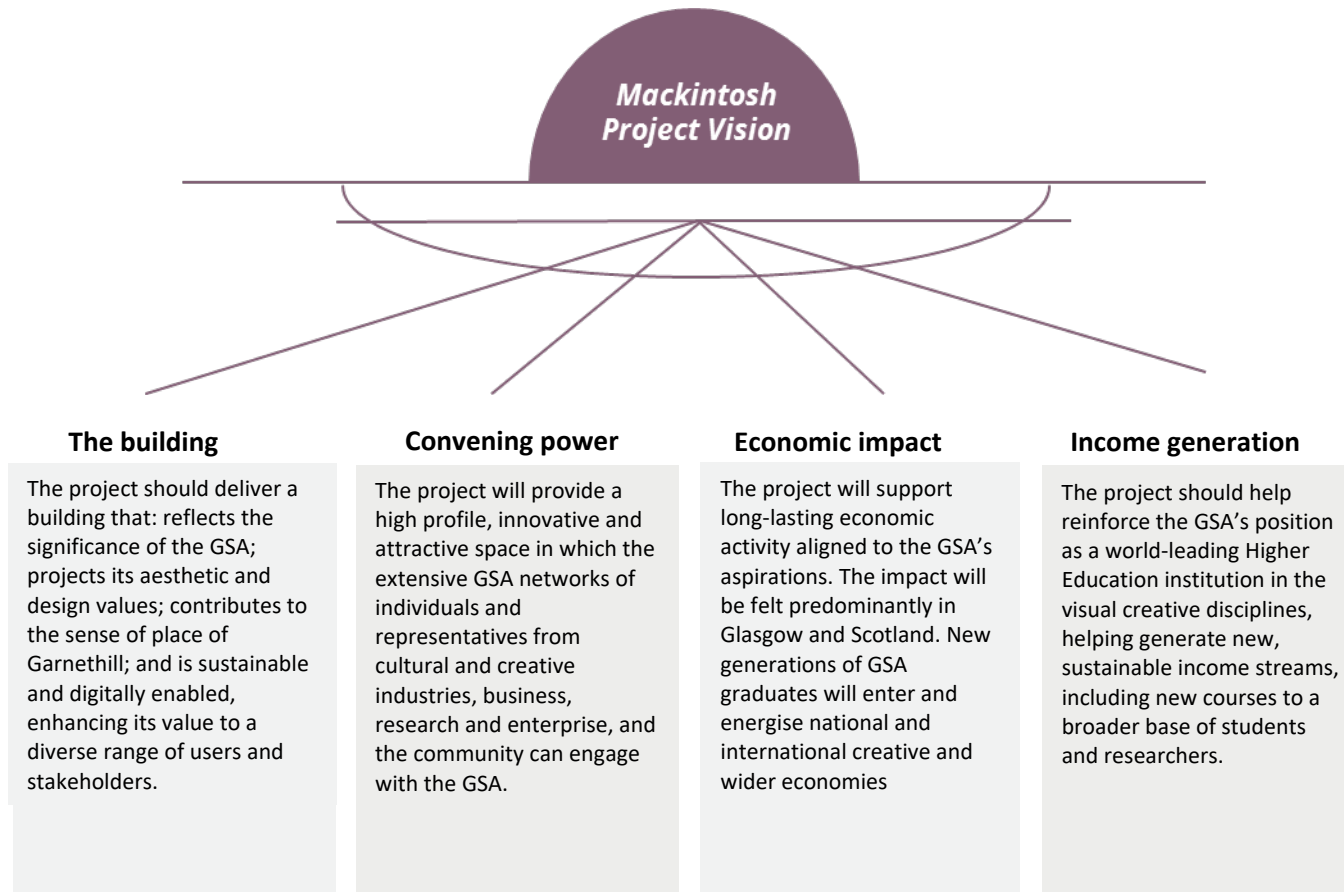
- The Project Vision – the GSA has developed a vision for the Mackintosh Project, informed by a programme of stakeholder engagement. It focuses on outcomes and impacts that will benefit the GSA and multiple stakeholders.
- The GSA – the history and heritage of the GSA are outlined; the Mackintosh Building is presented, in this context, as an asset that has contributed to the GSA’s local recognition and international status and is synonymous with its identity. A landmark development of equal ambition and vision is required to support the GSA to deliver its future ambitions.
- Student Numbers - the changing profile of students is set out, alongside the need of the Mackintosh Project to accommodate future growth and student mix ambitions

- The Operational Plan - the Operational Plan identifies a range of opportunities and issues that would be facilitated by the Mackintosh Project.
- Financial and Commercial Context - the Annual Report sets out the financial situation and priorities. It is clear that the Mackintosh Project would help improve the student experience, generate new income streams and strengthen the GSA’s financial sustainability.
- The Outcome Agreement - the Mackintosh Project is necessary to support the GSA in achieving the ambitions of the Outcome Agreement. The Outcome Agreement is the 'contract' signed by the GSA and the Scottish Funding Council setting out the outcomes that will be delivered in return for the funding provided.
- The GSA’s Impact - the impacts of the GSA are addressed including alignment with government policies and priorities.
- Voice of the Stakeholder – the findings from extensive internal and external stakeholder engagement have created a solid foundation for the Strategic Case. This will be built upon and expanded as the project moves forward.
- Conclusions and Case for Change – the Strategic Case concludes on the urgency for investment and the multiple components that come together to provide a compelling case for change.
- The Estate – the estate is described in terms of its evolution over many years to support an increasing range of academic and research offerings and increasing student numbers. The key characteristics of the estate and the mismatch between supply and demand are highlighted.

“The only art school in the world where the building is worthy of the subject...this is a work of art in which to make works of art” - Sir Christopher Frayingling

2.2 The Project Vision

The Project Vision is constructed around four themes



The vision for the Mackintosh Project will deliver a range of critical outcomes for the GSA enhancing its civic role locally and nationally, improving the student experience, supporting sustainability and digital infrastructure, underpinning further diversification of income streams, and engaging the local community and economy

2.3 The history and context of the GSA's Mackintosh Building

For over a century the Mackintosh Building has been at the heart of The Glasgow School of Art, both physically and symbolically, inspiring generations of students and influencing artists and designers around the world. It has become synonymous with The Glasgow School of Art

History of the Glasgow School of Art

In 1845, after extensive civic lobbying, the city's second Government School of Design was created in Glasgow. In 1853 it changed its name to The Glasgow School of Art. Having had a variety of temporary homes, including ultimately the Maclellan Galleries in Sauchiehall Street, by the later part of the 19th Century it was recognised that the success and growing significance of the GSA required a dedicated, purpose built, home.

With the considerable financial support of the Bellahouston Bequest Fund, amongst others, the School acquired the site on Renfrew Street, Garnethill and in 1896 the Governors ran a competition for the design of the GSA's first purpose-built home. In 1897, the firm of Honeyman & Keppie were appointed on the basis of the now famous design submitted by Charles Rennie Mackintosh. The East Wing was completed and opened in December 1899, the remainder of the building completed in 1909 when sufficient funding was raised. The breadth and depth of courses offered over the succeeding hundred years by the 'small specialist institution' has grown, as has the range of buildings in which students are taught.

Since its origins, it has continually evolved to meet the needs of its various communities. Its character has encompassed the European style art education of the Foulis Academy, the provision of design education to support Glasgow's global manufacturing industries in the mid-19th century, and the 20th century Art Nouveau, secessionism and beaux-arts movements. The GSA's contribution to Glasgow's late 20th century post-industrial cultural renaissance and economic regeneration reflects its continued civic role, helping support culture, creativity, and education as catalysts for innovation, inclusive growth, and social wellbeing.

Central to this approach is the GSA studio-based, practice-led pedagogy which bring disciplines together to explore problems in new ways to find innovative solutions. The studio, whether physical or digital, creates an environment where peer learning, critical enquiry, experimentation, and prototyping are encouraged. It provides a unique learning environment that extends beyond art school to professional practice and future careers.

The Glasgow School of Art Today

Today, the GSA is one of the last remaining independent art schools in the UK, and a small specialist institution¹ with approximately 3500 students and staff, and a global network of alumni. Its research strengths include Health and Care, Heritage, Archives and Collections, Landscape, Place, and Responsible Design, Creativity for Sustainability, Development, Equitable Future Growth, and Innovation. These allow the GSA to partner with other universities, industry and the third sector in collaborative multi-disciplinary teams to maximise the impact and reach of research and knowledge generation.

The GSA is an international art school with students from over 80 countries² studying from pre-degree to PhD-level. It has developed strong links with the college sector in Glasgow and across Scotland to support students from those schools and communities with lower progression rates into higher education³ to increase the number articulating to GSA to continue their studies.

For many local students, their first experience of the GSA is through the long-standing 'Open Studio' classes an established part of the city's cultural landscape.

¹ Scottish Funding Council designation

² C. 35% of GSA students are from outside the UK

³ Undergraduate Entry 2020-2021 as identified by Scottish Indices of Multiple Deprivation 19%

Glasgow is recognised as one of the UK’s most successful city-economies and a leading UK creative capital alongside London and Manchester⁴⁵. The GSA and wider creative communities play an important role in this. The contribution of GSA’s international students and staff – creative practitioners and academics of international and national significance - is central to the city’s success. Nearly 60%⁶ of GSA graduates choose to remain in the city making an important contribution to the city’s cultural and creative infrastructure.

The GSA’s Exhibition programme also plays a part in Glasgow’s creative ecosystem, contributing to the city’s economic and cultural vibrancy, with GSA galleries delivering exhibitions from international contemporary artists, designers and architects, GSA staff and students, and exhibitions linked to the rich heritage, architecture, and collections of the GSA.

The Glasgow School of Art Archives and Collections, which include nationally recognised collections, still hold many of the items that were acquired as teaching tools in the School’s early period, including rare plaster casts, ceramics, and metalwork. They also hold a range of artworks, architectural drawings, design work and material relating to former students and staff and continue to purchase work from student degree shows, in order to capture the changing teaching practices at the GSA and the wider art school landscape.

In 2021, the Glasgow Campus, centred in Garnethill, remains the core setting for studio-based learning, teaching, and research. A cluster of buildings is occupied by the GSA on, and within the immediate vicinity of, Renfrew Street reflecting the organic growth of the institution.

The GSA’s presence and reputation belies its relatively small scale. In the UK, it is ranked alongside institutions such as the Royal College of Art and the University of the Arts London, and internationally with Rhode Island School of Design; Politecnico di Milano; Aalto University, Helsinki; School of the Art Institute of Chicago; Pratt Institute New York; and Art Centre College of Design Pasadena.

The QS World University Rankings has placed the GSA 8th in the world for Art & Design institutions for the last three years.

The GSA has also developed a strategic and forward-looking approach to learning, teaching, and research in the visual arts and creative disciplines establishing over recent years the Innovation School and the School of Simulation and Visualisation (Sim Vis).

The Innovation School is a leader in research-based product design and design innovation building an enviable international network of partnerships and collaborators.

Simulation and Visualisation is growing rapidly at the interface of science, technology and the arts. It has successfully commercialised its expertise in 3D modelling and digital visualisation with academic and commercial partners.

These ‘new’ Schools sit comfortably alongside, and work closely with, the longer-established and successful Schools of Design, Fine Art and Architecture. The latter Schools have, over many years, built enviable reputations locally through to internationally because of their innovative and leading-edge approach to teaching and research, and in their partnerships with industry and other education institutions.

The Mackintosh Building

The GSA’s campus in Glasgow currently comprises 14 buildings, including the iconic Mackintosh Building considered to be Charles Rennie Mackintosh’s masterpiece and severely damaged by a second devastating fire in 2018; the 2013 award-winning Reid Building, designed by US architect Steven Holl; and the recently acquired and refurbished Stow Building providing studio, technical support, workshop, and ancillary spaces for the School of Fine Art.

Internationally renowned and architecturally significant, the Mackintosh Building was originally built in two phases, with the central and eastern half of the building completed in 1899 and the remainder, including the world-famous library, completed in December 1909.

⁴ NESTA Creative Nation 2019

⁵ EU Cultural and Creative Cities Monitor: 2019 Edition

⁶ HESA 2019

At this time the city and the School were particularly dynamic, embracing new artistic and educational ideas, attracting noted artists, designers and architects from all over Europe as teachers, bringing international influences to bear whilst serving the industries and communities of Glasgow.

Mackintosh did not design the building in isolation but did so reflecting his understanding of the needs of students (having been one himself) and his understanding of the developing requirements of contemporary art and design education gained through his friendship with Fra Newbery, the GSA's Director at that time, and his staff. It was a Building that perfectly responded to its purpose.

The later west wing, with its dramatic design and dominating windows, heralded the birth of a new style in 20th century European architecture. The plentiful natural light from the north flooded into the public and studio spaces and the three distinctive windows on the western façade provided light to illuminate all five floors, including most importantly both levels of the Library.

The Library has long been considered the pinnacle of Mackintosh's career displaying a subtle blend of use of natural materials, playfulness with natural light, decorative flair and the incorporation of what was then world-leading technology in the form of the futuristic electric lights.

Mackintosh's School of Art was originally designed to house the entire school community, fine artists, designers, and architects. It is synonymous with both the GSA and the City, inspiring generations of students, attracting scholars and researchers to use its Archive and Collections, and hosting over 27,000 annual visitors to the regular exhibitions and student-led tours.

It was a building that, even after 100 years, fulfilled its original purpose perfectly and generated an educational legacy which was forward thinking; innovative in research, practice, and pedagogy; international in form, reach and influence and yet still made a major contribution to Glasgow's social, cultural, and economic renaissance.

Since its completion in 1909, the Mackintosh Building has been recognised as his masterwork. In addition to heralding the birth of modernist architecture, it was the physical and spiritual heart of the GSA. There is long-standing and passionate local, national and international interest in the building and its collections from GSA alumni and those with a love of Mackintosh, as well as

from creative practitioners and the general public, reflecting an existing convening power to a wide audience.

The Mackintosh Building provided the most exquisite purpose-built studio, gallery and library facilities for art, design and architecture students. It had the flexibility and agility which met the evolutionary demands of staff and students across the School for over a century. Spaces for making, exhibitions, events, quiet study, casual interaction and administration were integral to Mackintosh's conception of the building, and much loved by its occupants and visitors.

Conclusions

The GSA has local, national, and international significance. Whilst achieving global status exemplified in its QS ranking and international alumni reach, it remains a locally rooted, small specialist institution, that celebrates its commitment to traditional strengths and practice whilst striving to develop new and ground-breaking academic areas.

The Mackintosh Building is synonymous with the GSA, and has provided a much-loved, inspirational, practical and flexible heart to the campus for over a century. It has inspired generations of students, attracting scholars, researchers and visitors. It was a building that, even after 100 years, fulfilled its original purpose perfectly.

“The most important work by Charles Rennie Mackintosh, an architect of international significance, Glasgow School of Art is held in the highest regard by architects and the public alike – it was rightly judged to be the best building of the last 175 years, in a nationwide poll run by the Royal Institute of British Architects”

Former RIBA President Stephen Hodder

2.4 Student numbers

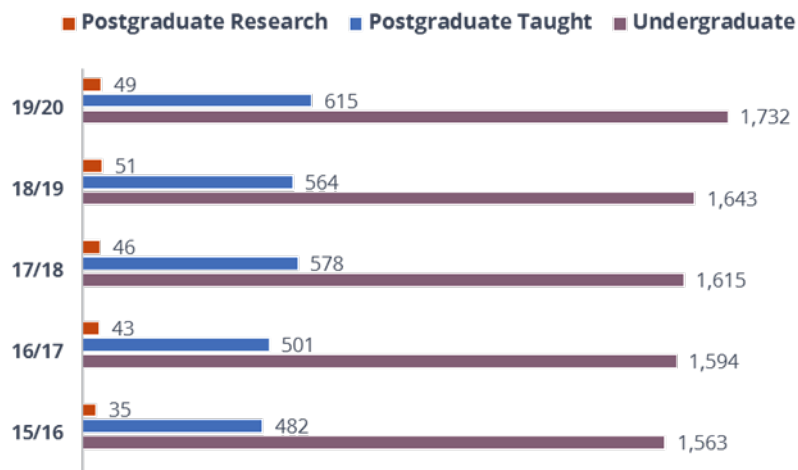
A steady increase in student numbers in recent years is projected to continue, placing strain on the estate

By course

Today, the GSA is one of the largest UK creative communities in fine art and design outside London, including a growing postgraduate community.

As shown in the graphics below, the student profile relating specifically to the Glasgow Campus has changed materially over the last five years. Starting from a modest base, post-graduate research students have increased by 40%, while post-graduate taught student numbers, driven by new programme development, have increased by 28% over the same five-year period. The overall increase in student numbers between 2015/16 and today across the Glasgow Campus was 15%.

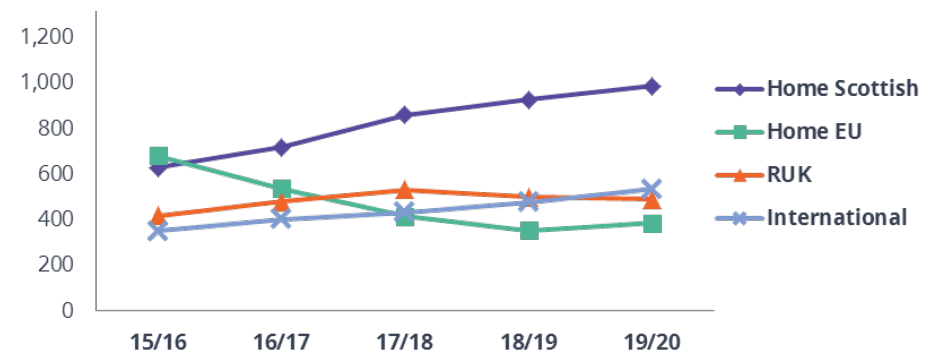
Figure 2: Growth in Student Numbers by Course Type - 15/16 to 19/20. Source: GSA



By location

Figure 3 shows the growth in student numbers according to the home location. Since the 2018 fire, the GSA has delivered teaching, learning and research within the context of an annual Operating Plan. Following the appointment of a new Director in 2020, a new five-year Strategic Plan 2022–2027 is being developed, through a consultative and stakeholder engaged process.

Figure 3: Domicile of Students – 15/16 to 19/20. Source: GSA



The current period has focused on developing shared values and priorities with a series of stakeholder engagement events. This has included an analysis of the potential long-term impact of Covid-19 on learning and teaching, which has informed the project objectives.

Student numbers have increased steadily in recent years, the new Senior Leadership Team will look to grow the School strategically, based on areas of strength and potential.

1. <https://www.gov.scot/binaries/content/documents/govscot/publications/strategy-plan/2020/10/covid-19-scotlands-strategic-framework/documents/covid-19-scotlands-strategic-framework/covid-19-scotlands-strategic-framework/govscot%3Adocument/covid-19-scotlands-strategic-framework.pdf?forceDownload=true>

Future growth

As confirmed in the table alongside, the Mackintosh Project will facilitate the growth in student numbers at the Glasgow Campus to varying degrees according to the nature of the course and home location of students.

The projected increases are phased over five years from the date of opening of any new and additional teaching and learning facility.

The table also notes the expected decline in student numbers in the event that the Mackintosh Project is not taken forward.

Course / home location ¹	With Mackintosh Project	Without Mackintosh Project
UG – Home/EU	0%	-5%
UG – RUK	15%	-7.5%
UG - Overseas	22.5%	-5%
PGT – Home/EU	15%	-5%
PGT – RUK	15%	-5%
PGT - Overseas	25%	-5%
PGR – Home/EU	25%	-5%
PGR – RUK	25%	-5%
PGR - Overseas	25%	-5%

¹ Home/EU – students from Scotland and mainland Europe; RUK – students from England, Wales and Northern Ireland; Overseas – students from outside the UK and Europe

2.5 The 2021 Operational Plan sets out the business direction

The GSA plans to selectively broaden its academic base while reaching out to the community and supporting the local and wider economy, achieving this in a sustainable manner and enhancing the student experience

Operational themes relating to the Mackintosh Project

An Operational Plan for the current financial year (1st August 2020 to 31st July 2021), approved by the GSA Board of Governors, includes the development of a five-year Strategic Plan 2022–27.

The Operational Plan emphasises the depth and breadth of engagement that has taken place, is ongoing, or is planned to inform the Strategic Plan.

A number of themes within the Operational Plan are relevant to the Mackintosh Project:

- Student perceptions - action plan established to improve the National Student Survey and internal student survey performance ratings.
- Research – build capability to improve the GSA’s approach to the UK-wide Research Excellence Framework with a focus on improved outputs and impacts, grow the number of funded PhDs and increase research funding.
- Innovation – maximise the opportunities arising from collaboration and economic recovery.
- Open Studio – widen access to the GSA’s Open Studio concept including the offer of continuous professional development courses and tuition.

- Sustainability – develop and implement a Sustainability Strategy
- Community – sustain a community engagement strategy to include engagement in relation to the Mackintosh Project.
- Culture and tourism – work with Glasgow City Council and others on a post-Covid-19 social, cultural and economic recovery plan.
- Hybrid learning – develop the curriculum and approaches to teaching and learning that maximise the use of the physical and virtual studio.

Opportunities

The Operational Plan identifies a range of opportunities and issues that should be addressed by the Mackintosh Project. These include:

- Providing facilities that improve the student experience
- Building capacity to generate increased research revenues and new income streams through collaboration
- Widening access to more sections of the community
- Creating an exemplar sustainable building
- Supporting the creative, cultural and tourism economies of the city and nationally

The Mackintosh Project can support the delivery of many objectives and aspirations outlined in the GSA’s Operational Plan

2.6 Financial and commercial context

It is recognised that the estate (and hence the Mackintosh Project) can contribute significantly to student experience, which underpins the ability of the GSA to sustain growth in student numbers and income growth from various markets and opportunities

Annual Report 2019-20

The Annual Report and Financial Statements 2019-20 confirm the following:

Revenue / Capital

- Revenues were negatively impacted during the 2019-20 financial year due to reduced student numbers reflecting the impact of Covid19, but the recent growth trend is expected to resume in 2020-21 and beyond
- Total Research and Knowledge Transfer Partnership income has reduced from £4.1m to £2.7m over the last five years. Over the same period, the value of non-EU overseas tuition fee income almost doubled from £5.5m to £10.5m
- After allowing for exceptional items, income grew by 6% to £39.2m largely due to increases in student tuition fees despite a relatively flat line in terms of Scottish Funding Council (SFC) grants.

Direction

- The GSA responded positively to the global pandemic by adopting a hybrid model of learning and teaching. There are clear opportunities to develop.
- This approach alongside the more studio-based practices that the GSA is known for. This will enable access to new and growing markets, nationally and internationally for both research and innovation alongside Learning and Teaching.
- While there are many factors outside of the control of the GSA impacting on future student numbers and hence income, there is an understanding that the student experience is one output over which the GSA is committed to making significant improvements.

Opportunities

The Annual Report identifies a range of opportunities and issues that can be addressed by the Mackintosh Project. These include:

- Support for creation of new income streams
- Improvement in overall suitability and condition of the estate
- Improvement in student experience
- Support for future Outcome Agreements with the Scottish Funding Council.

The Mackintosh Project is important for safeguarding the financial sustainability of the GSA

2.7 Outcome Agreement

The Outcome Agreement with the Scottish Funding Council seeks to align the GSA's activities with Scottish Government priorities

Outcome Agreement 2020-21

The GSA and the SFC have signed an Outcome Agreement which aligns the outcomes delivered by GSA with key government policies and strategies which include:

- Widening access
- Creating new pathways from further to higher education
- Increasing collaboration between universities and industry
- Increasing the global competitiveness of higher education research activities
- Increasing higher education's contribution to global sustainability.

The Outcome Agreement 2020-21 comprises three core elements covering The Learner, The System and Research and Innovation. Within each element is a reference to a strategic priority of government, a statement of the SFC's core objective followed by the GSA's commitment to deliver. Alongside this the contribution that the Mackintosh Project is needed to make to each strategic priority and core objective is also noted.

The references to 'the GSA Commitment' in the following sections refer to what GSA will do in return for the funding it receives from the SFC.

The Learner

Scottish Government strategic priority: to provide the best student experience, seamlessly connected for learners of all backgrounds.

SFC core objective: to invest in education that is accessible to learners from all backgrounds, gives a high-quality learning experience, supports them to succeed in their studies, and equips them to flourish in employment, further study and fulfilling lives.

The GSA Commitment: we believe that diversity in our student body is core and this diversity, in many forms, fuels not only the dynamic of an art school but also the creative and cultural economy and wider society.

The Mackintosh Project is needed to:

- Provide a suitably local facility within which ambitions to widen access can be supported through summer schools, evening classes, Open Studio, and other means of opening up the GSA to the local and wider community
- Provide an open and accessible environment, literally and metaphorically
- Support a unique, memorable and highly effective learning experience
- Contribute positively to the creative and cultural economy through provision of an internationally-recognised, landmark building with historic, architectural and artistic relevance.

The system

Scottish Government strategic priority: to provide high quality learning in a system where institutions work in partnership and demonstrate the highest standards of governance and financial accountability.

SFC Core objective: to ensure our colleges, universities and specialist institutions form part of a successful, world-leading, coherent and sustainable system of education that responds effectively to the future needs of learners and the skill needs of the economy and society, enhancing our rich cultural life, and strengthening Scotland's international connections.

The GSA Commitment: through our high-quality specialist, studio-based, practice-led learning, teaching and research across architecture, design, fine art, innovation, simulation and visualisation, we will continue to produce influential, successful and impactful creative practitioners.

The Mackintosh Project is needed to:

- Provide a research hub where the GSA and its partners can collaborate
- Enhance the brand and reputation globally enabling the GSA to sustain and build its network of international partners
- Contribute a vital addition to the portfolio of spaces available across the estate to deliver studio-based, practice-led learning
- Deliver a stimulating, innovative and unique setting within which to promote the creative disciplines to those at school, and to deliver inspiring CPD programmes for teachers
- Provide a major contribution to the GSA's Sustainability Strategy and Estate Strategy
- Present a tangible demonstration of the circular economy in relation to real estate
- Create a demonstration project and exemplar in sustainable design and operation within the higher education sector.

Research and Innovation

Scottish Government priority: to support Scotland's global reputation as a Science and Research nation synonymous with high quality teaching, research, knowledge exchange and innovation.

SFC Core Objective: to invest in excellent research and innovation that adds to current knowledge, delivers economic and societal value, enhances Scotland's international reputation and attractiveness, and makes the world around us prosperous, healthier and more sustainable.

The GSA Commitment: we will produce research that builds the GSA's reputation as an authority in our distinctive disciplines, that is regarded as internationally significant by our peers, that makes an important contribution to knowledge and which has impact.

The Mackintosh Project is needed to:

- Provide a physical 'delivery vehicle' within which the GSA can deliver its Research Strategy
- Create a facility where partners across industry, third sector and education can come together to collaborate and innovate
- Enable the GSA to more effectively promote Scotland's reputation as a science and research nation
- Target social value impacts and community wealth building on the local and wider community in Glasgow
- Enhance the GSA's ability to attract students, teachers and researchers across all art and design disciplines
- Present a tangible representation of some of the GSA's proposed key themes for research and impact e.g. Heritage Transformations, Communities and Place, and Designing Responsible Futures
- Support the use of the collections as a research asset and the wider aims of a potential Centre for Creative Engagement.

The GSA will continue to ensure its objectives and commitments are aligned to the progression of Outcome Agreements entered into during the course of developing and delivering the Mackintosh Project.

The Mackintosh Project is necessary to significantly support the GSA in the achievement of outcomes aligned to the Outcome Agreement

2.8 The Impact of the GSA

The statistics that follow demonstrate the enormous economic impact of the GSA. The additional and intangible impact of the institution arguably also has a substantial long-lasting effect on the lives and memories of the generations that have experienced the GSA as a student, tutor, creative practitioner, visitor or simply as a resident aware of its special place in the heritage of Glasgow.

Within this section, a broad range of impacts of the GSA is addressed and reference is made to a number of strategies, policies and programmes that are currently supported by the successes of the GSA, and can be further supported by the Mackintosh Project.

Direct impact

From a variety of perspectives, the GSA delivers a very significant direct impact that has been sustained and nurtured over more than a century. The figures below relate solely to the Glasgow Campus.

- Employment – the GSA currently employs over 624 staff directly
- Student ‘output’ – over the last five years, more than 3,672 students have graduated in total. Almost 60% choose to remain in Glasgow within the creative and allied sectors to establish new ventures in growing markets
- Collaboration with educational institutions – the GSA has established links with 84 higher and further education institutions across the globe and within Scotland to collaborate by delivering a spectrum of courses, and undertaking research programmes and projects

- Community engagement – the GSA works with many community groups in Glasgow delivering short courses, workshops and similar experiences for members of the community and has an active community outreach programme
- Business partners – students, researchers and staff at the GSA have worked with public and private sector business partners to help develop new products and services including within critical sectors such as health and wellbeing
- The Mackintosh Building was a major attraction for tourists and visitors to Glasgow and researchers evidenced by the sustained visitor numbers when the building was in use, but also by the ongoing demand to view the unique collections housed in other buildings on the GSA estate today.

“Glasgow has become one of the liveliest centres for the visual arts, with ever more artists’ studios, prizes and accolades. This is fed to a significant degree by the success of The Glasgow School of Art.”

**John Myerscough, Glasgow Cultural Statistics Digest,
2011**

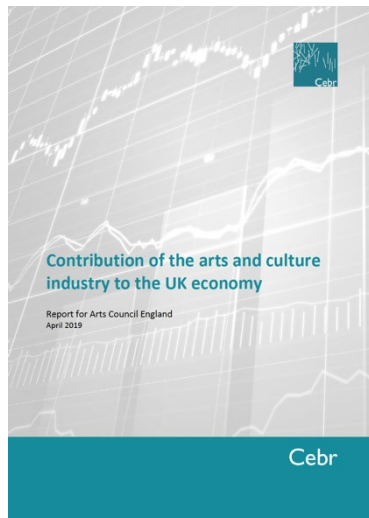
The direct impact of the GSA extends to a diverse variety of stakeholder groups from members of the local community through to global educational institutions and corporate businesses. Without the Mackintosh Project, the fire will lead to an erosion of this significant impact

Wider economic impact

The Economic Case within the SOBC examines the expected economic impact of the Mackintosh Project in line with established methodologies. In this section, the economic impact context is discussed briefly.

There has long been a recognition that the creative industries are a vital component of the UK economy. In 2019, the **Centre for Economics and Business Research** established that arts and culture industry supported:

- £48bn in turnover
- £23bn in Gross Value Added
- 363,713 jobs
- £13.4bn in payments to those employed in the industry.



The research also established that those working in the industry produce ‘value’ (in terms of Gross Value Added) at a higher rate than the average across the UK. It was concluded that “...these findings provide strong economic evidence that the arts and culture industry is contributing positively to UK productivity and to the growth of the economy.”

Through its support for the arts and culture industry, the GSA is making a major contribution to the prosperity of the economies of Glasgow, Scotland and the UK. Without the Mackintosh Project, there is a risk that this wider economic contribution will diminish.

In Scotland, the Government is equally clear about the dynamic role to be played by the creative industry sector. One of its central policy documents - **A Cultural Strategy for Scotland 2020** – notes the direct and indirect impact of the cultural and wider creative economy.



The strategy has identified the creative industry sector as one of 15 growth sectors in Scotland. Growth sectors have been identified by reason of their scope to create a competitive advantage for the country but also to be successful internationally.

With an increase in Gross Value Added of 11% between 2019 and 2020, the sector achieved the second highest growth rate across the entire economy in Scotland.

The Scottish Government’s **Culture Strategy** highlights the critical role played by educational institutions in nurturing talent within one of the fastest growing sectors of the economy.

“By working with our public sector partners, our schools, colleges and universities, training providers, businesses and industries, and the wider sector, we will support and develop creative education and work-based learning to ensure everyone is able to develop their creative potential.”

Scottish Government, A Culture Strategy for Scotland, 2020

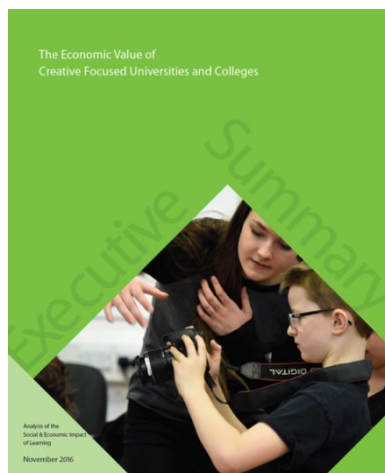
The GSA is recognised internationally for its specific support for creative education and work-based learning. The Mackintosh Project is needed to perpetuate Scotland’s first-class creative contribution to the economic landscape of the future

Scotland Economic Strategy 2015 provides further recognition of the importance of innovation within the economy to maintain competitive advantage, and the role of higher education institutions in fostering innovation.

The **Economic Strategy** provides a commitment to support high-impact, world-class research, and the commercialisation of academic research.

“Scotland’s universities lie at the heart of the innovation system in Scotland. They are the primary source for ground-breaking innovations and are often the key avenue through which longer-term or more speculative research can be undertaken.”

Scottish Government, Scotland Economic Strategy, 2015



Critically, the report also addresses the ‘added value’ generated by creative industry institutions to support the Scottish Government’s expectations that the reach of these institutions extends well beyond the discrete creative industry sector.

To bring a focus on the specific economic impact of creative industry higher education institutions, a study was commissioned in 2016 by a consortium of stakeholders in the sector. The study investigated the specific impacts of a range of specialist art and design institutions and multi-faculty universities across the UK.

The wider creative economy was assessed as contributing as much as 8.2% to the total economic output of the UK. At the same time, the income generated by creative focused institutions and their students and visitors equated to roughly 0.5% of the total economic output of the UK in 2014-15.

“The creative industries are a hugely important part of the UK economy, but the creativity of these graduates is important in the wider economy as well. These skills are highly desired by businesses, and include critical thinking, communication and creativity.”

Various, The Economic Value of Creative Focused Universities and Colleges, 2016

The Mackintosh Project will build on the widespread research activities undertaken throughout the GSA, which are key ingredients in creating and sustaining an economic competitive advantage for Scotland. It will also deliver state-of-the-art digital capabilities to foster creative innovation in an increasingly digital world

Sustainability

To support the Scottish Government’s commitment to ensure that all non-domestic buildings will be net zero carbon by 2045, it has published jointly with Scottish Futures Trust a voluntary Standard for all new build and major refurbishment projects within the public sector – the **Net Zero Public Sector Building Standard**. The Standard is relevant to the development, design and operational phases of the life cycle of a building.

The guidance is aimed at ensuring the public sector (and those occupying publicly-funded assets) take meaningful steps to address the climate emergency when procuring buildings

The Mackintosh Project presents the GSA with an opportunity to demonstrate how the principles of Net Zero in terms of construction and operation can be put into practice for a high profile, landmark building.

Tourism

The **Glasgow City Region Tourism Strategy 2018-2023** comprises the tourism strategy developed by the eight local authority partners whose successful collaboration secured a City Deal for Glasgow City Region that aims to deliver £1bn of infrastructure investment.

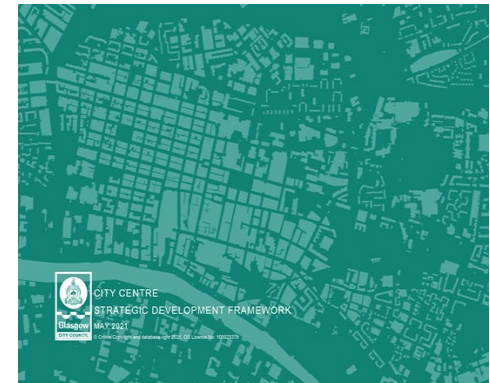


The City Region strategy has been guided to a large extent by an assessment of the nature and habits of visitors to Glasgow, and has identified five core tourist markets to be targeted including emerging markets and study visitors.

The GSA has been a major contributor to the visitor economy including reaching out internationally. Without one of its unique assets in the form of the Mackintosh Building, it is no longer able to help fulfil that role. The Mackintosh Project enables the GSA to better contribute to the Tourism Strategy.

City Development and Regeneration

In May 2021, Glasgow City Council published its **Strategic Development Framework (SDF)** for the City Centre to help guide decisions on future development. The document confirms the increasing importance of a quality urban environment post pandemic, and the aspirations of the city to transition to a people-centred, socially inclusive and climate resilient place.



One of the six Strategic Place Ambitions set out in the SDF is to ‘repair, restore and enhance the urban fabric to reinforce the City’s distinctive character and celebrate its heritage.’

In relation to Sauchiehall and Garnethill specifically, the impact of the GSA is recognised including its potential to continue to shape Glasgow’s cultural economy. A strategic priority for the area is to ‘restore the GSA campus and strengthen its engagement with Sauchiehall Street.’

The unique blend of Glasgow’s culture and heritage present is viewed by the City Council as one of the city’s unique selling propositions, and a restoration the Mackintosh Building is entirely consistent with the planning and regeneration objectives of the council

Community wealth building

The concept of community wealth building arose in response to a realisation that traditional approaches to economic development have resulted in wealth being created in local economies leaking out elsewhere and often overseas. Community wealth building is a people-centred approach to economic development that the wealth created is redirected back into local communities.

In its guidance on the implementation of community wealth building, the **Centre for Local Economic Strategies** places a heavy weight of responsibility on ‘anchor institutions’ to ensure, through their procurement activities and day to day operations, that wealth is maintained within communities. It goes on to say that anchors can be public sector bodies, educational institutions or large private sector employees.

Construction projects offer multiple opportunities to deliver community wealth by tackling all five pillars simultaneously.

“The Scottish Government is committed to exploring the potential for community wealth building as an approach to delivering inclusive growth across Scotland.”

Scottish Government, Owing the Economy, 2020



The Mackintosh Project specifically creates an opportunity to sustain and build vital and unique heritage skills. The original building was rich in symbolism and craftsmanship – using inexpensive materials but high-quality design to create a building that was still fit for purpose a century after it had first opened. The value of skilled craftspeople was fully recognised in the first restoration project, post the 2014 fire, with exemplary works showcasing the efforts of lime plastering, fine carpentry, stone masons and metal workers, marble and paint conservators alongside the new skills of digital recording, augmented reality programming and laser cutting.

A determined effort was made during that project to extend the learning from these skills to new apprentices – in particular females in traditionally male dominated trades and to extend awareness of the crafts skills through evening and weekend workshops, work in schools, and presence at community fairs.

In comparison, the Mackintosh Project could comprise a more substantial and longer-lasting scheme allowing for a comprehensive community benefit and engagement plan to be created and then put into practice throughout the construction supply chain. It also creates time to fully educate apprentices and internships to achieve the industry accreditation with formal links to other educational establishments such as City of Glasgow College. Facets of the project could be integrated into the GSA’s mainstream or Wider Participation curriculums by modelling a course around topics and materials such as:

- Cabinetmaking
- Stained glass
- Stone carving
- Enamelling
- Ceramics
- Metalworking
- Paint effects.

The Mackintosh Project can deliver a significant amount of community wealth to the local economy depending how it is procured, delivered and operated with the GSA acting as an anchor institution. It can also support the growth of craft skills locally and across Scotland.

Asset optimisation

There is a clear commitment to targeting a greater proportion of future investment towards existing assets.

In February 2021, the Scottish Government published its **Infrastructure Investment Plan for Scotland**. A clear and explicit role is given to the provision and enhancement of infrastructure to help with a green and inclusive economic recovery from the pandemic.



A recommendation from the Infrastructure Commission was the adoption of an investment hierarchy – this is now embedded in the Infrastructure Investment Plan as a key tool for investment planners and decision-makers across the public sector.

The hierarchy prioritises the enhancement and maintenance of existing infrastructure over the building of new infrastructure to support environmental objectives but also to maximise value for money for the public sector

The GSA should prioritise the reuse of existing assets when taking forward the Mackintosh Project to ensure maximum alignment with the Scottish Government's Infrastructure Investment Plan

2.9 Voice of the Stakeholder

The wide range of stakeholders consulted included Glasgow City Council, Historic Environment Scotland, local MSPs, local councillors, local community councils, local civic groups, and the wider GSA community

Introduction

A series of meetings were hosted by Avison Young between October 2020 and January 2021 to explore a breadth of views and opinions from the GSA's wider stakeholders and the GSA community. A full list of those engaged is included in **Annex A**.

The following strategic themes emerged from this process:

The Mackintosh Building

It delivered much more than a learning experience to users.

- The Mackintosh Building was synonymous with the GSA and was a physical manifestation of the core values of the GSA
- The use of the building by tourists and other visitors did not detract from its core purpose
- The Mackintosh Building was an enormous asset to the School, the City of Glasgow, and Scotland
- As a student at the GSA, it was not necessary to have studied in the building to have benefited from its presence and impact on student life
- The learning experience available was unmatched elsewhere
- The building was continuously fit for purpose due in part to its simplicity of design and the perfect balance of light and space
- The success of the building was due to the very limited number of changes made since its construction
- The 'lived in' nature of the building was entirely appropriate for the studio-based curriculum
- Work should be carried out as quickly as possible to halt any further deterioration to the remaining structure.

Future purpose

Stakeholders recognise that academic, community, visitor and commercial needs can be accommodated simultaneously.

- The overwhelming desire among stakeholders is to see the re-provision of academic facilities on site and help consolidate the heart of the GSA's teaching, learning and research accommodation in and around Renfrew Street
- Any new building can meet academic needs in conjunction with the needs of visitors if effectively managed and segregated as it was before
- Commercial activities within the Mackintosh Building provided an income stream to the GSA without imposing unduly on the core academic purpose of the building
- The Mackintosh Project allows the GSA to recreate its USP in a very competitive international market.
- The GSA must capitalise on its unique heritage and brand

Any academic building should be:

- Open and accessible to the community, without prejudice to the core academic purpose
- Reflective of the unique heritage of the GSA
- A contributor to the ambition of the GSA to foster collaboration across the Schools and between the Schools and their educational and industry partners.

Academic need

There is an academic requirement for additional space that will help the GSA achieve its ambitions.

- There is a pressing need for additional academic facilities that are fit for purpose and commensurate with the status of the GSA, both nationally and internationally
- There are pressure points within the existing estate that inhibit growth and development of disciplines
- More space is required that brings students and staff together to study and learn collaboratively
- A 'research hub' or similar would bring not only academic benefits but would also enhance the GSA's position as a partner with industry and other education institutions spearheading innovation and commercialisation
- Space is needed to allow the GSA's extensive collections to be displayed and used as a research asset.

Estate

An estate-wide perspective is required to fully capitalise on the Mackintosh Project.

- Development of the site should be undertaken in harmony with the development of adjacent sites and buildings to maximise the overall regenerative impact
- Any development of the site to meet the GSA's academic needs must be undertaken as a key component of an overall Estate Strategy
- Cost savings and capital receipts can be realised through estate rationalisation enabled by the project – as envisaged previously
- There is a significant opportunity to address the public realm in the surrounding area

Community

The GSA can contribute significantly to community wealth building through the Mackintosh Project.

- Access to the Mackintosh building by members of the community for short courses, tours, to visit exhibitions was a valuable asset that helped the GSA become embedded in the local community
- The site must be developed to remove the blight arising from the extensive scaffolding, traffic restrictions and the perception of residents and local businesses that they are living and operating in the shadow of a large building site. The same disruptive impacts are felt by staff, students and visitors
- The process of planning and delivering a development on site presents a unique opportunity to deliver social value, build community wealth and have a significant community benefit
- The GSA must build on the excellent work undertaken in recent years to engage constructively with local community groups and representatives. The GSA should ensure that community benefit clauses are incorporated into all relevant contracts for the project.

Opportunities

A multitude of opportunities, internal to the GSA but also outward-facing, can be realised through the Mackintosh Project.

- The Mackintosh building was an essential feature on the itinerary of many visitors to Glasgow and Scotland, whether or not they had any wider interest in art, design or architecture
- The Mackintosh Project present a unique opportunity to support and stimulate economic regeneration within Glasgow, which may include working in partnership with adjoining landowners and the ambitions of the Regional City Deal and local regeneration frameworks
- There are exciting opportunities for the GSA to capitalise on its history and the current blend of courses and research opportunities to forge long-lasting links to industry

- The Mackintosh Project provides a further opportunity for the GSA to showcase its digitally-enabled teaching and learning offering
- There is an opportunity to host an integrated approach to academic activities combining research, teaching, learning and innovation.

The overwhelming desire among stakeholders is to see the re-provision of academic facilities on site. The voice of the community calls for the removal of blight and reinstatement of a valuable community asset which can also support the GSA

Student experience and perspective

Collaboration and cohesion should be incorporated in the project aims.

- Students and staff were immensely proud to have used the building as a teaching and learning asset
- The Mackintosh building was regarded as a unique asset and ideally suited to learning by those who had moved on to study art and design at a higher level elsewhere
- The former ‘cohesion’ of the estate, centred on the Mackintosh building, was a significant factor in supporting a positive student experience
- Any new building should capture the ‘feel’ of the former so far as possible, whilst also looking to the future and achieving a carbon neutral position
- The estate at present is lacking in spaces that support collaboration across Schools, an important component of the student and researcher experience
- The student community is keen to participate in defining the solution
- Functionality, accessibility and ‘useability’ should trump aesthetics. However, it was noted the original Mackintosh building managed to combine both.

Strategic Planning Policy

The planning and heritage framework creates constraints on the potential uses of the site of the Mackintosh building but provides some flexibility to redevelop the site in a manner that is sensitive to the listing and the location.

A detailed Planning Statement report is included in **Annex B**. This sets out the relevant planning and heritage policies and guidelines which would impact on any future use of the site. It confirms that:

- Clydeplan is the applicable Strategic Development Plan for Greater Glasgow, and is the basis for strategic and local plan policy
- It reflects the National Planning Framework 3 and emphasises, among other things, the importance of sustainable economic growth, well-designed and low carbon places, the protection and enhancement of natural and cultural assets, and digital connectivity
- The City Development Plan sets out the local planning policies for the city. The policies relevant to the Mackintosh Project include those relating to place-making, the regeneration and redevelopment of existing urban areas, and the protection and preservation of the historic environment
- Supplementary guidance relating to listed buildings recognises that they must be allowed to adapt to new uses, and confirms that Glasgow City Council will respond favourably to creative ideas and good design to ensure the retention of Listed Buildings
- Sensitive alteration and extension of Listed Buildings is needed.

Listed buildings

The listed status of the Mackintosh Building presents significant constraints in terms of the options for its future development but at the same time help to ensure that a unique building is preserved and enhanced.

- The Mackintosh Building, as is, remains a Category A Listed Building and various other Listed Buildings are located in the immediate vicinity
- The site is adjacent to the Glasgow Central Conservation Area. All proposals for development within, or affecting, the setting of a

Conservation Area must, inter alia, preserve and enhance the special characteristics and appearance of the area and respect its historic context

- A presumption exists against the demolition or other works adversely affecting a Listed Building or its setting
- Historic Environment Scotland (HES) policies are relevant to any proposals for the site. For example, Policy HEP4 states that: “Changes to specific assets and their context should be managed in a way that protects the historic environment. Opportunities for enhancement should be identified where appropriate.”
- HES guidance confirms that the loss of a Listed Building may be acceptable if it is no longer of special interest or incapable or meaningful repair, or the repair and reuse of a Listed Building is not economically viable.

2.10 The Estate

The Mackintosh Project will need to align with the developing GSA estate strategy and principles - these estate principles have informed the critical success factors and options assessment criteria in the Economic Case

Estate strategy and principles

A new Estate Strategy will be prepared by the Director of Estates appointed in late 2020. It will place effective utilisation of space, sustainability and enhancement of the learning and working experience at the heart of the strategy.

The School has adopted a set of draft Estate principles that will guide estate-related decisions and the strategy.

The draft Estate principles are reproduced below:

- The estate needs to be agile to accommodate changing academic needs over time
- Maintenance and capital works will be undertaken in support of the GSA's sustainability and carbon reduction objectives
- The estate will be managed to be welcoming, secure and accessible to staff, students and visitors in a balanced approach
- The GSA will consolidate its Glasgow Campus by optimising its space
- The estate will be fit for purpose, compliant and inclusive in design
- The GSA will systematically capture and respond to feedback on the estate to enhance the experience of students, staff, and visitors

- Space will be optimised to minimise the financial and environmental impact of the estate
- The GSA will adopt a whole life approach to costing the operation, management, and development of its estate
- The GSA will manage and operate its property assets to support the local economy and the wider cultural and creative economy of Glasgow and Scotland
- Investment in, and management of, the estate will recognise the strong link between the brand, culture and heritage of the GSA and its estate
- The GSA will embrace digital and technological infrastructure and solutions where this supports efficiency, effectiveness, user satisfaction and environmental objectives.

Sustainability principles

The GSA is committed to supporting the government's Net Zero ambitions and has developed a specific set of sustainability principles. These principles will guide and direct investment in built assets and ensure that whole life carbon is measured and assessed when options are being considered – see **Annex C**.

The principles also encourage the adoption of processes, materials and technologies that combine to allow the GSA to promote exemplar sustainable projects.

The Mackintosh Project will need to align with the developing GSA estate strategy and principles, and its sustainability principles - these combined principles have informed the critical success factors and options assessment criteria in the Economic Case

A dispersed academic, administrative and residential estate

The Glasgow Campus extends to circa 61,000 sqm comprising the following:

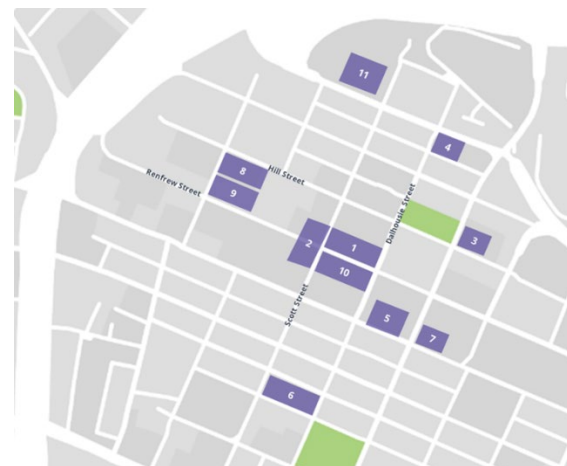
Table 1: The GSA's Glasgow Campus

Name ^{8 9}	Primary purpose	Function ¹⁰	Area (sqm GIA) ¹¹
Reid Building	Teaching and learning	School of Design	10,744
Assembly Building	Students Union	Students Union	756
Bourdon Building	Teaching and learning plus Library	Mackintosh School of Architecture and Library	6,602
Barnes Building	Teaching and learning	School of Innovation	2,841
Stow Building	Teaching and learning	School of Fine Art	10,940
Haldane Building	Teaching and learning	School of Innovation	2,827
The Hub	Teaching and learning	School of SimVis	1,404
Mclellan Galleries	Teaching and learning	School of Fine Art	3,838
JD Kelly Building¹²	Formerly teaching and learning	Professional Services	2,260
Richmond Building⁵	Formerly teaching and learning	Professional Services	1,241
Mackintosh Building	Formerly teaching and learning	Professional Services	7,400
Rose Street	Administration	Professional Services	825
Blythswood Square	Administration	Professional Services	608
Fleming House	Teaching and Learning	Open Studio	500
Blythswood House	Residence	Residence	5,400
Margaret Macdonald House	Residence	Residence	2,613
TOTAL			60,799

⁸ All of the above buildings are owned by GSA with the exception of The Hub, Rose Street and Mclellan Galleries.

⁹ All of the above buildings are located in the Garnethill and Cowcaddens area with the exception of The Hub at Pacific Quay

Figure 4: The GSA Teaching and Learning Estate, Garnethill



1. Reid Building
2. Bourdon Building
3. Haldane Building
4. Barnes Building
5. Mclellan Galleries
6. Blythswood House
7. Rose Street
8. JD Kelly Building
9. Richmond Building
10. Mackintosh Building
11. Stow Building

The GSA's efforts to promote effective collaboration across Schools and professional support is hindered by the current distribution of teaching and support space across the estate.

Picture of JD Kelly and Richmond buildings

The Mackintosh Project can play an important role in consolidating the estate by enabling estate rationalisation

¹⁰ The School primarily or wholly in occupation of the building

¹¹ Floor areas provided by the GSA's Estates team

¹² The JD Kelly and Richmond Buildings were vacated in 2019

Capturing Gross Internal Area across teaching space

The estate is distributed across a relatively wide range of buildings given the scale of the institution.

Figure 5: Existing and Former Teaching Buildings by Size (sqm GIA)



A School-level perspective

The Schools tend to occupy self-contained spaces rather than sharing teaching facilities. This is, however, a reflection to some extent of the specialist nature of the teaching facilities required within some Schools.

Figure 6: The GSA Estate at School-level (sqm GIA)



The Mackintosh Project could help to support effective collaboration and inter-disciplinary teaching, learning and research

Estate Condition

A review of the estate's functionality and 'usability' was undertaken in 2016 by consultants as part of an options appraisal which led to the acquisition of the Stow Building. It was not a formal building condition survey conducted in line with recognised methodologies, but it nevertheless provided an indication of the relative merit of the buildings within the Glasgow GSA estate.

Building condition was assessed and graded A, B, C or D in line with the RICS gradings adopted across higher education institutions in the UK whereby:

- A. as new condition (typically built within the last five years or subject to a major refurbishment within that timeframe)
- B. sound, safe and with minor deterioration
- C. operational but major repair or replacement needed
- D. inoperable or serious risk of major failure or breakdown

Various buildings have been excluded from the summary assessment below:

- The Hub at Pacific Quay was acquired by way of a lease in 2009
- The Stow Building was acquired after 2016

Summary

Two buildings are incapable of use having been mothballed, three have been classified as Building Condition C and a further three were felt to warrant a Building Condition D rating.

It should be noted that the Mackintosh Building condition rating reflected its fire-damaged state at the time of assessment. Prior to the first fire, it was widely regarded by users as a fit for purpose building.

The GSA commissioned a full building condition survey of its estates in January 2021 with results due in June 2021.

Figure 7: 'As Is' Condition of Academic Buildings



Six buildings were assessed at condition C or D in 2016, including the Mackintosh Building after the first fire, and the Mclellan Galleries. The Mackintosh Project is essential to help raise the overall quality and fitness for purpose of the estate

Valuation

The last formal valuation of the estate was carried out in 1995. Since that date, various additions and other investments have been made.

An indicative valuation of the JD Kelly and Richmond Buildings has been prepared to assess the potential receipts that could be obtained if the assets are to be sold with the benefit of planning permission for conversion to residential:



Opportunities

The Mackintosh Project presents several opportunities to address shortfalls in the estate such as:

- Consolidate the estate
- Raise the overall quality and fitness for purpose of the estate
- Generation of capital to help finance any new building – and reduce running costs through consolidation
- Provide additional teaching learning space to accommodate anticipated growth in student numbers
- Enable the growth of the School of Simulation and Visualisation which is at or near capacity in The Hub
- Remedy fire-damaged building at the heart of the School
- Provision of collaborative space to support academic vision
- Enable GSA to better compete with its UK and international peer group.

The table overleaf confirms the range of iconic and visually appealing buildings occupied by direct competitors of the GSA.

The Mackintosh Project is needed to tackle a variety of estate-related constraints, to ensure that the School continues to deliver a high level creative, digital and cultural impact to the economy and society of the future

Global Art and Design Institutions

Photograph 1: Pratt Institute, New York



Photograph 2: Aalto University, Helsinki, Finland



Photograph 3: Parsons School of Design, New York



Photograph 4: ArtCenter, South Campus, Pasadena, USA



Photograph 5: California Institute of the Arts, USA



Photograph 6: Tongji University, Shanghai



Photograph 7: Rhode Island School of Design, Providence, USA



Photograph 8: Royal College of Art, London



Photograph 9: University of the Arts, London



GSA risks diminishing its presence on the world stage without a building to match or better those occupied by its competitors

2.11 Case for Change

The case for change is multi-dimensional and driven by the expected impact on students, the economy and the reputation of the GSA

The case for change is based on the themes summarised below.

Academic need

Academic space is required that effectively supports: (i) the new curriculum that includes inter-disciplinary teaching and learning; (ii) collaborative research; (iii) partnerships with industry; (iv) measured and strategic growth in student numbers.

Estate and compliance

The Mackintosh Project will support the consolidation of the GSA's diverse estate and contribute to improving the quality and consistency of accommodation for teaching, learning and research. It will be an enabler for more collaborative and interdisciplinary spaces.

The opportunity exists to demonstrate excellence in the reconstruction of a heritage building while simultaneously providing a sustainable building in its construction and operation.

Competitive offer

The GSA requires an estate that aligns with its ambition to remain a globally-recognised art, architecture and design institution. In an increasingly competitive and diverse market for higher education, research, and studio-based learning, the GSA must create and sustain a unique selling proposition. The estate can be deployed to help deliver a USP.

Economic and cultural impact

The Mackintosh Project will be a catalyst for economic activity within the immediate area, the Glasgow City Region and across Scotland. Glasgow City Council is promoting the regeneration and transformation of streetscapes and public realm across the city centre. The first phase of The Avenues project impacts on Sauchiehall Street West and the GSA has an opportunity to support the later phases of this ambitious programme through the Mackintosh Project.

Without the Mackintosh Project, the immediate community will continue to face 'blight'. This outcome would create significant reputational damage to the GSA.

The contribution the GSA makes to the cultural offer and reputation of the city of Glasgow and beyond will be enhanced significantly by the Mackintosh Project. This will translate into immediate commercial gain and sustained presence in the market as a destination, in a manner that respects the project's core academic objectives.

Community wealth can be built through the design, procurement and operation of a new facility.

Unique legacy and reputation

The GSA is synonymous with the Mackintosh Building. The brand of the institution will be enhanced if the building sensitively portrays, promotes and builds on the unique legacy of Charles Rennie Mackintosh. Without a strong link to the GSA's heritage, it risks becoming just one of many institutions in a competitive market.

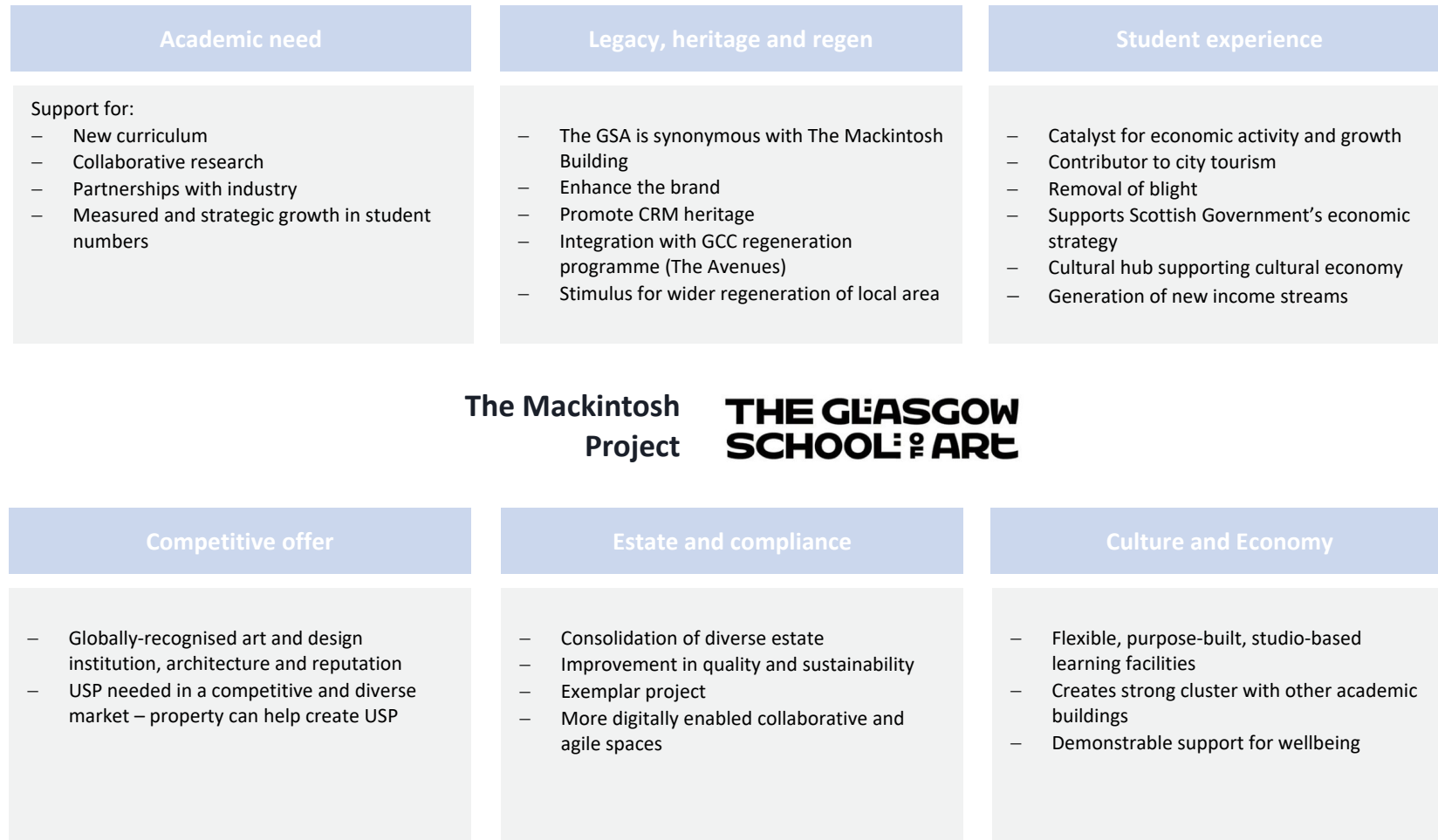
Student experience

The Mackintosh Project creates an opportunity to provide much-needed flexible, purpose-built, studio-based learning facilities within a cluster of existing academic buildings to improve the student experience. Without it, the student experience may be impacted and potentially lead to a drop in student numbers.

The Case for Change

The overall Case for Change is summarised in Figure 8 below.

Figure 8: The Case for Change



The Mackintosh Project **THE GLASGOW SCHOOL OF ART**

3. Economic Case

The Economic Case assesses alternative ways in which the vision and objectives of the Mackintosh Project can be delivered. The value for money of these options is examined from a variety of perspectives, both financial and non-financial. Aspects considered include sustainability, economic impact, the planning and heritage context and the cashflow generated by each option. It concludes that Option 2 (Faithful Reinstatement) provides the greatest overall value for money, but that variant options will need testing, incorporating aspects of the design philosophy of Option 3 (Hybrid).

3.1 Economic Case – what is the best value for money project?

The economic case establishes the preferred way forward to best meet the academic, economic and social needs to be addressed by the investment

Introduction

The Economic Case considers the options designed to address the vision and objectives set out in the Strategic Case. These options have been assessed in qualitative, quantitative and risk terms, culminating in identifying a Preferred Way Forward. The strongest option(s) will form the basis for the Financial, Commercial and Management cases.

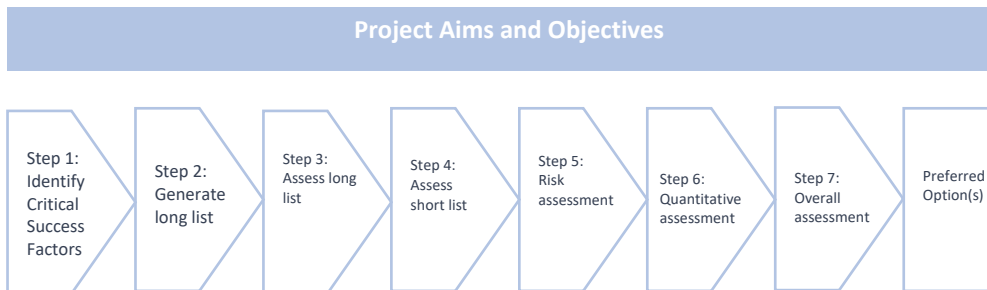
Evaluation framework – seven steps

The diagram below summarises the evaluation process used to assess the options for delivering GSA’s objectives. The framework has been applied to identify the best value for money option (i.e. the Preferred Option).

Scottish Capital Investment Manual – referring to the SOBC stage *“It is important to identify the desired outcomes from the change...and avoid jumping straight to specific property solutions at this point.”*

Step 1: Identify Critical Success Factors

This step identifies a set of Critical Success Factors (CSFs) i.e. the attributes that should be present in an option that will succeed in achieving the vision and objectives of the new building and will address the five dimensions of the business case. The six CSFs form the assessment criteria used to make a strategic choice about the best options.



Critical success factor	Extent to which each option...
Fit with project objectives	Contributes to achieving the objectives of the Mackintosh project and delivering the desired outcomes
Strategic fit	Shows a strategic fit with both GSA strategies and local and national government policies
Potential value for money	Achieves best value against the proposed investment
Commercial feasibility	Provides a viable commercial solution for GSA
Organisational deliverability	Is deliverable in the context of our capacity and capability to transform
Potential affordability	Will be affordable in the context of our available funds

“Generating a broad long-list of possible options at the outset is recommended best practice in appraisal” – HMT Treasury ‘Green Book’

3.2 The CSFs have been further defined with assessment criteria

The criteria support an assessment of how well an option is likely to succeed and have been derived from the stakeholder engagement programme and research

Critical success factor	Extent to which each option ...	Assessment criteria - extent to which each option contributes to...
1. Fit with project objectives	Contributes to achieving the objectives of the Mackintosh project and delivering the desired outcomes	<ul style="list-style-type: none"> The inspiration of both students and those teaching the creative arts, and improvement of the student experience Creation of a landmark building that GSA stakeholders can be proud of Demonstration of GSA's Mackintosh heritage Provision of 'fit for the future' facilities to meet academic and research needs Sustainability - carbon neutral objectives and embedding of sustainability in both design and operation Creation of an integrated and rationalised estate Accessibility to the local community and the citizens of Glasgow The positive reputation and brand of the institution
2. Strategic fit	Shows a strategic fit with both GSA strategies and local and national government policies	<ul style="list-style-type: none"> Support to research and collaboration Diversification of income streams Right size and shape of student numbers Collaborative and inter-disciplinary learning across GSA's Schools Achievement of future Outcome Agreement with SFC Fit with national and local strategies including planning and heritage, cultural and economic strategy
3. Potential value for money	Achieves best value against the proposed investment	<ul style="list-style-type: none"> The extent to which anticipated costs and risks are minimised and benefits (both financial and non-financial) are maximised Creation of community wealth and social value
4. Commercial feasibility	Provides a viable commercial solution for GSA	<ul style="list-style-type: none"> Acceptability e.g. legal, intra vires Market deliverability – likely interest from suppliers / market Optimisation of balance between control, risk and cost
5. Organisational deliverability	Is deliverable in the context of our capacity and capability to transform	<ul style="list-style-type: none"> Deliverability in the context of GSA's available capacity and capability, and potential to use and manage third party providers An achievable solution within the proposed timetable
6. Potential affordability	Will be affordable in the context of our available funds	<ul style="list-style-type: none"> An affordable solution that is deliverable within GSA's capital and revenue budget, including utilisation of innovative funding mechanisms

3.3 The options in the long list potentially meet the project vision and objectives

They have the potential to address the academic, estate, heritage and economic issues and objectives set out in the Strategic Case

The options provide for the need for additional fit-for-future art school accommodation to replace poor quality spaces, release pinch points and support moderate growth and the academic vision.

Step 2: Generate an option long list

Option	Description	Comment
1. Do minimum	Make safe the structure at the Mackintosh Building and retain or dispose	Significant works required to stabilise structure, building roof covering and secure the asset
2. Faithful reinstatement on site	Faithfull reinstatement on site of the Mackintosh, blending modern methods of construction with traditional methods to provide 7,400 sqm GIA*	Building to reflect original design, facilities, layout and finishes, so far as this is consistent with current regulations and standards
3. Hybrid on site	Retention of facades with modern intervention with re-creation of iconic features such as library. Provision of 7,400 sqm GIA	Many original features re-provided and interior designed to provide flexible, digitally-enabled space
4. Modern equivalent on site	Entirely new building on site of the Mackintosh providing 7,400 sqm GIA	Landmark building provided worthy and respectful of the location. Modern design and finishes with flexible layout
5. New build at Stow	New build to provide 7,400 sqm GIA	New building on car park with link to existing building
6. Re-commissioning and small new build at Stow	Re-commission JD Kelly and Richmond, plus small new build at Stow to provide total of 7,400 sqm GIA	Adaptation of two mothballed buildings coupled with new building on Stow car park linked to existing building
7. Procure new space in city	Purchase or lease space to deliver 7,400 sqm GIA	Acquisition and adaptation of existing building in city centre or fringe of centre

Notes:

*GIA is the Gross Internal Area comprising the floor area measured to the internal face of the perimeter walls on each floor

3.4 The CSFs are used to comparatively assess and short-list the options

The seven options have been scored to reflect their strengths and weaknesses in achieving the CSFs

Step 3: Assess the options

The following scoring structure has been used for the qualitative appraisal of the options:

Score	Definition
1	Very poor degree of fit with criterion
2	Some degree of fit with criterion
3	Relatively high degree of fit with criterion
4	Meets criterion to very large extent

Unweighted scores

The options have been scored by members of the Project Development Board Mackintosh:

Option	Summary	CSFs						Total
		1	2	3	4	5	6	
1	Do minimum	1	1	1	3	4	4	14
2	Faithful reinstatement on site	4	4	3	3	2	2	18
3	Hybrid on site	4	4	3	3	2	2	18
4	Modern equivalent on site	3	3	3	4	3	2	18
5	New build at Stow	2	1	3	4	4	3	17
6	Re-commission and small new build at Stow	2	2	3	3	3	3	16
7	Procure new space in city	1	2	2	3	2	3	13

Comment on unweighted scores

Option 1 – although deliverable and affordable, the option fails entirely to meet the GSA’s strategic objectives and sustains significant negative impact on the community, students and other stakeholders

Option 2 – the option presents a very good fit with GSA’s project objectives and strategic aims, and aligns with its commitments. It also presents a major dividend to the community and is expected to be supported by many stakeholder groups

Option 3 – this option delivers very similar outcomes to Option 2 while providing a more future-proofed asset and sustainable facility

Option 4 – the provision of the building avoids some of the technical complexities inherent in Options 2 and 3, but a modern building fails to capitalise on the GSA’s heritage and may not create the same ‘draw’

Option 5 – two centres of gravity will be created and any new building will be located in close proximity to the motorway

Option 6 – while likely to require less capital than other build options, it will result in compromises being necessary through adaptation of existing buildings, and creates further dispersal of the estate

Option 7 – options exist to convert existing buildings or build a new facility. The option will result in decentralisation of academic provision and could result in enduring blight to the Garnethill community

The three options that rebuild the Mackintosh Site (options 2-4) score the highest in the unweighted assessment.

3.5 The same three options perform strongly in the weighted assessment

The three options that involve rebuilding the Mackintosh Site are the highest ranked in both the weighted and unweighted assessments

Weightings

60% of the weighting is allocated to ‘fit with projects objectives’ and ‘strategic fit’ – in line with the principal focus of a SOBC.

%	CFSS	Extent to which each option...
40%	Fit with project objectives	Contributes to achieving the objectives of the Mackintosh project and delivering the desired outcomes
20%	Strategic fit	Shows a strategic fit with both GSA strategies and local and national government policies
10%	Potential value for money	Achieves best value against the proposed investment
10%	Commercial feasibility	Provides a viable commercial solution for GSA
10%	Organisational deliverability	Is deliverable in the context of our capacity and capability to transform
10%	Potential affordability	Will be affordable in the context of our available funds

Evaluation framework – weighted scores

Option	Summary	CSFs						Total
		1	2	3	4	5	6	
1	Do minimum	0.4	0.2	0.1	0.3	0.4	0.4	1.8
2	Faithful reinstatement on site	1.6	0.8	0.3	0.3	0.2	0.2	3.4
3	Hybrid on site	1.6	0.8	0.3	0.3	0.2	0.2	3.4
4	Modern equivalent on site	1.2	0.6	0.3	0.4	0.3	0.2	3.0
5	New build at Stow	0.8	0.2	0.3	0.4	0.4	0.3	2.4
6	Re-commission and small new build at Stow	0.8	0.4	0.3	0.3	0.3	0.3	2.4
7	Procure new space in city	0.4	0.4	0.2	0.3	0.2	0.3	1.8

Elimination of long-list options

After applying weightings to the Project Development Board Mackintosh’s scores, three options emerge as most likely to succeed across the five business cases, primarily because they have the strongest fit with the project objectives and government strategies.

A commentary on the scores comprising the strengths and weaknesses of each option is attached in **Annex E**.

The indicative option evaluation suggests that the following options should not be taken forward due to the material differences between their weighted scores and those of the others:

- Option 5 - New build at Stow
- Option 6 - Re-commission and small new build at Stow
- Option 7 - Procure new space in city centre

The common features of the deselected options are as follows:

- Risk that the stabilised structure of the Mackintosh will remain in situ creating a blight on the community
- The options results in decentralisation of the GSA’s estate in Glasgow. This runs counter to the desire to enhance collaboration and inter-disciplinary working across the five Schools, and recreate a physical centre of gravity in Garnethill
- The GSA has committed to restoring the Mackintosh Building and any other option would result in reputational damage.

This stage of the assessment has confirmed that the options that deliver investment in rebuilding the Mackintosh Site are most likely to succeed across the five cases of the SOBC. The Do Minimum is retained as a benchmark only

3.6 The qualitative evaluation points to a Faithful Reinstatement (2) or a Hybrid building (3) as the strongest of the shortlisted options

In addition to their strong strategic fit, all investment options (excluding the Do Minimum) have the potential to be viable, affordable and value for money

<p>Option 1 Do minimum</p>	<ul style="list-style-type: none"> • This provides the Base Case to compare the change options against • Fails to enhance or extend academic provision • Sustains an impediment to learning, accessibility and community • Significant reputational damage and ongoing negative community impact. 	<p>Score 1.8</p> <p>Rank 7</p>
<p>Option 2 Faithful Reinstatement on site</p>	<ul style="list-style-type: none"> • Builds back a USP for the GSA • Creates cohesion to the estate while also enabling consolidation • Provides flexible space that directly addresses academic needs and allow community links to be enhanced • Will create an asset of local, national and international importance and relevance 	<p>Score 3.4</p> <p>Rank 1=</p>
<p>Option 3 Hybrid on site</p>	<ul style="list-style-type: none"> • Retaining the façade while reconstructing the interior is similar to Option (2) but involves a re-imagining of the interior • Provides an opportunity to configure spaces that are future-proofed and designed for the expected range of uses rather than being more constrained by an original floor layout 	<p>Score 3.4</p> <p>Rank 1=</p>
<p>Option 4 Modern equivalent on site</p>	<ul style="list-style-type: none"> • Opportunity to build a flexible teaching and learning space and consolidate / rationalise the Glasgow campus • Would involve deliberate removal of the remains of the listed building with its unique facades • More cost-effective to build than a reinstated building, but will lack the same extent of 'linkage' to the origins of the GSA 	<p>Score 3.0</p> <p>Rank 3</p>

The scores of Faithful Reinstatement and a future-proofed Hybrid are identical and these options require further value for money analysis

3.7 In conclusion, four shortlisted options are taken forward to the next step

Three options involve rebuilding to various designs on the site of the Mackintosh Building and the fourth is the Do Minimum for comparison purposes

Benefits of investing in rebuilding the Mackintosh site

A range of benefits are delivered by the shortlisted options – noting that some benefits are specific to certain options. Key factors in favour of rebuilding the Mackintosh site are:

- Replacement of the former heart of the institution
- Opportunity to consolidate and rationalise the estate (with revenue savings and capital receipts)
- Creation of ‘fit for future’ collaborative space aligned to the new curriculum
- Landmark building will assist in attracting students, partners, and collaborators within industry
- Greater scope to re-establish a USP in a competitive market, and help generate new income streams
- Reuse of the site of the Mackintosh Building will help the GSA improve upon its partnership with the community
- Potentially sustainable reuse of a heritage building
- Alignment with place-making and regeneration objectives of Glasgow City Council and better support for central government policy objectives
- Scope to further develop the Creative Cluster in the west end of the city and interface between the city's two innovation districts - Glasgow City Innovation District and Glasgow Riverside Innovation District. The cluster will also capitalise on the links between the GSA and the Royal Conservatoire of Scotland.

Figure 1: Characteristics of the shortlisted options

Option	Historic Fabric	New Technology	Green/Sustainability
Do Minimum	y	x	x
Faithful Reinstatement	y	y	y
Hybrid	y	y	y
Modern equivalent	x	y	y

3.8 Assess shortlist – extended CSF assessment

Step 4 applies further analysis to the shortlisted options, focusing on sustainability, community wealth building, and planning and heritage

Three additional qualitative factors have been identified, linked to relevant CSFs

The factors have been selected because of the specific relevance to GSA’s ambitions and priorities, and the specific nature of the Mackintosh Project. They are also regarded as appropriate in helping to differentiate the advantages and disadvantages of the options.

Sustainability

The GSA is committed to achieving Net Zero Carbon and promoting the sustainable development and operation of its estate. Embodied and operational carbon consumption has been assessed as a quantifiable measure of sustainability ‘performance’ of the options.

Contribution to economic and community wealth building

This criterion has been selected because the GSA recognises the significant impact its activities and the Project could have not only on the local community, but also the wider academic, commercial and socio-economic impact in Glasgow, nationally and internationally.

Planning and heritage

The extent to which the shortlisted options are likely to comply with planning and heritage policies and frameworks is considered a material factor for any development of a high profile and sensitive site/ location.

The extent of compliance will impact directly on the achievability and deliverability of the options.

Additional Qualitative Factor	Assessment criteria
Sustainability	Carbon neutrality and embedding of sustainability in both design and operation
Contribution to economic and community wealth building	Support to research and collaboration Creation of community wealth and social value
Planning and heritage	Fit with national and local strategies including planning and heritage Acceptability and deliverability

3.9 Sustainability Assessment

The positives and negatives of each option have been assessed from a sustainability perspective. Option 4 – Modern Equivalent has the lowest combined embodied and operational carbon impact

Positives	<ul style="list-style-type: none"> Reuse of historic material and embodied carbon 	<ul style="list-style-type: none"> Reuse of historic material and embodied carbon 	<ul style="list-style-type: none"> Reuse of some historic material and embodied carbon Exemplary standards of sustainability may be realised if structure taken down and material used for new holistic energy efficient fabric 	<ul style="list-style-type: none"> Opportunity to create a new building of exemplary quality and standards of Net Zero Carbon, health and wellbeing and embodied carbon. Lowest cost of carbon offsets among Options 2-4
Negatives	<ul style="list-style-type: none"> Retaining the remaining structure will require a secondary structure Ongoing maintenance necessary to avoid future deterioration 	<ul style="list-style-type: none"> Risk of ending up with two structures negating many benefits of material reuse Retaining existing structure will make it very difficult to deliver modern standards of comfort and efficiency Internal insulation will reduce the floor area 	<ul style="list-style-type: none"> A challenge to work around existing structure and deliver exemplary standards of Net Zero Carbon, health and wellbeing and embodied carbon Considerable research necessary if the existing structure is taken down and the material used to build a new holistic fabric 	<ul style="list-style-type: none"> Loss of historic and natural material unless it is incorporated or recycled on this or another project
Carbon TeCo2	Not calculated	9,742	7,153	4,326
Conclusion	<ul style="list-style-type: none"> This option would require the construction of a building on an alternative site, as well as investment and continuing maintenance of the Mackintosh site. 	<ul style="list-style-type: none"> Reuse of existing structure generally reduces embodied carbon but potential for two structures may negate the benefits Working around existing structure may compromise the floor area and efficiency of the building performance 	<ul style="list-style-type: none"> The less the existing structure is retained, the more likely the existing material can be designed into a holistic building fabric that will deliver exemplary standards of Net Zero Carbon, health and wellbeing and embodied carbon Therefore, the Hybrid has potentially lower carbon impact than Option 2 	<ul style="list-style-type: none"> Although embodied carbon of the existing structure will be lost, a free reign to design a new building of exemplar standards of quality, carbon footprint and sustainability could be realised Lowest cost of carbon offset, and lowest combined embodied/operational carbon
Total Score	1	2	3	4
Ranking	4	3	2	1

See Annex F for energy and carbon calculations

3.10 Contribution to economic and community wealth building

Options 2 and 3 (Faithful Reinstatement and Hybrid respectively) potentially generate the greatest research and community wealth benefits

	Option 2 (Faithful Reinstatement)	Option 3 (Hybrid)	Option 4 (Modern Building)	Option 5 (Modern Building)
Support for research/ and collaboration	<ul style="list-style-type: none"> No additional space provided to meet academic needs 	<ul style="list-style-type: none"> Maximises reputational benefits Opportunities may be partly constrained by configuration Partners will be attracted to historic building, familiar to many Scope to link enterprise and innovation directly to heritage 	<ul style="list-style-type: none"> Blend of heritage with flexible space may provide USP Maximises scope to target a variety of audiences in parallel Less constrained in terms of layout and integration of digital 	<ul style="list-style-type: none"> Wide scope and blank canvas to provide flexible space Potential absence of USP could impact on ability of the GSA to draw in students, partners etc Opportunities may be less attractive without the heritage / character
Score	1	4	5	4
Creation of community wealth and social value	<ul style="list-style-type: none"> Significant ongoing negative impact on the community and no generation of community wealth or social value 	<ul style="list-style-type: none"> Significant placemaking benefits, and opportunities for community engagement Maximum impact on economy locally and nationally Recreates the historical links to other tourist and visitor venues in the city 	<ul style="list-style-type: none"> Similar benefits and outcomes to Option 2 but potentially marginally reduced due to blend of 'old and new' 	<ul style="list-style-type: none"> Scope for range of flexible space within the building, supporting community engagement Potentially less attractive to community as a modern building Reduced placemaking opportunities Wider economic impact likely to be constrained
Score	1	5	4	3
Total Score	2	9	9	7
Ranking	4	1+	1+	3

3.11 Achievability in terms of planning and heritage frameworks

A Faithful Reinstatement options has the highest score from the planning and heritage perspective

Positives	<ul style="list-style-type: none"> Consents for works required to preserve the fabric are likely to be forthcoming 	<ul style="list-style-type: none"> Significant scope to comply with legislation and planning policy objectives in respect of the historic environment The option would comply with policies CDP1, CDP2 and CDP9 alongside supplementary guidance SG9 HES would support the reinstatement of the building subject to compliance with current building regulations and standards 	<ul style="list-style-type: none"> Similar comments on Achievability to Option 2. Option 3 also presents the opportunity to more fully comply with Policy CDP5 relating to the use of green technologies HES may be supportive of a degree of enhancement and evolution of the original interior design to accommodate current and future uses of the building with flexibility 	<ul style="list-style-type: none"> The option creates the possibility of developing an iconic and landmark building worthy of the high profile location
Negatives	<ul style="list-style-type: none"> Fails to preserve a Category A listed building or its setting Does not comply with various place-making policies or HEPS 'Managing Change in the Historic Environment' Expectation that special attention will be paid to preserving the character of buildings in the Conservation area 	<ul style="list-style-type: none"> There are no significant constraints from a planning and heritage perspective 	<ul style="list-style-type: none"> The extent of variance from the original design and philosophy will impact on achievability of this option 	<ul style="list-style-type: none"> National policy SPP sets out a presumption against the demolition or other works affecting a listed building or its setting Expectation of significant resistance from a range of stakeholders which will impact directly on the likelihood of consents being granted to demolish and build new
Total Score	2	5	4	1
Ranking	3	1	2	4

See Annex B for Planning and Heritage Report

3.12 Risk assessment of options

Step 5 Seven aspects of project risk have been assessed, using a scoring methodology that penalises options with material risks. Option 2 Faithful Reinstatement ranks number one with the lowest level of overall risk

Multi-dimensional risk assessment

The chart summarises the results of the risk assessment.

Options 1 and 4 are each associated with significant reputational risk, due to the commitments that have already been publicly made to reinstate.

Furthermore, the Modern Equivalent (4) would face barriers in securing statutory consents, as it is not considered to be in keeping with legislative requirements, planning policy and key HES policy / guidance documents. The GSA would need to pass HES tests such as demonstrating that it is unviable to rebuild or the building is no longer of special interest.

Options 2 and 3 are not associated with any significant risks but there are nevertheless various risks that will need to be effectively managed in relation to these options e.g. meeting agreed budget and programme.

Option 2 Faithful Reinstatement is associated with the lowest level of overall risk. It is the only option that minimises reputational risk. On the other hand, it carries more risk in relation to funding and meeting operational objectives that require flexibility than Options 1 and 4.

ID	Risk name	Definition	Option 1 Do Minimum	Option 2: Faithful re-instatement	Option 3 Hybrid	Option 4 Modern equivalent
1	Operating risk	Project vision (digital, commercial, porous, collaborative, future-proofed etc) is not achieved due to a lack of flexibility and adaptability	-2	0	1	1
2	Reputational risk	Damage to reputation by not fulfilling commitments to reinstate	-2	1	0	-2
3	Funding / market risk	Insurance, donations and disposal receipts insufficient to cover costs. Loans or other sources of funding required, or scope of scheme reduced	1	0	0	1
4	Income	Student numbers, research or commercial income lower than expected	-2	1	1	0
5	Consents	Planning, heritage and any other necessary consents not obtained or delayed	1	1	0	-2
6	Capacity and capability	Lack of capacity and capability to manage a major capital project	1	1	1	1
7	Works	Significant cost or time overrun	1	0	0	1
TOTAL SCORE			-2	4	3	0
RANK			4	1	2	3

Key:
 1. Scoring mechanism: -2= significantly risky
 0 = project risk readily managed, 1 = relatively low risk

3.13 Summary of extended qualitative appraisal and risk

The combination of the comprehensive qualitative assessment, coupled with an assessment of risk, confirms that Options 2 and 3 are equally preferable

Composite ranking of options according to CSFs, risk and other criteria

The table shows the composite rankings of the options and an overall ranking as a result of the various qualitative assessments.

The first row sets out the ranking from the short-listing exercise – Steps 1-3 in our approach.

The extended qualitative assessment takes into account the Step 4 focused review of options, in relation to sustainability, economic and community wealth building, and planning and heritage.

The review of the relative risk of the projects from seven perspectives is reflected in the ‘Risk’ rankings – Step 5.

Finally, an overall qualitative ranking has been reached, confirming that the Faithful Reinstatement and Hybrid options are jointly ranked number one.

Factor	Option 1 Do Minimum	Option 2 Faithful Reinstatement	Option 3 Hybrid	Option 4 Modern Equivalent
Initial CSF ranking	4	2	1	3
Sustainability	4	3	2	1
Economic and community wealth building	4	1=	1=	3
Planning and heritage	3	1	2	4
Risk	4	1	2	3
Overall Ranking	4	1=	1=	3

The extended qualitative appraisal does not change the rankings i.e. Faithful Reinstatement and Hybrid remain the preferred options

3.14 Quantitative assessment – methodology and key assumptions

Step 6 – the options have been compared by assessing the net present social value of the identified costs and benefits

Method

The economic appraisal is conducted in line with HMT Green Book and Scottish Futures Trust’s SCIM Guidance involving the use of quantitative assessments.

The overall Net Present Social Value of each option has been calculated and ranked. This overall value is comprised of:

1. Net Present Value of the **project cashflow** (i.e. the costs and revenues to the GSA of constructing and operating the project over a 30-year appraisal period, expressed in present value terms)
2. The Net Present Value of the **wider economic and social benefits**, or gross value added to the economy.

The Net Present Value of each option’s cashflow is calculated based on a set of assumptions on costs, income streams and potential revenue savings.

The wider economic impact of each option is assessed taking into account:

- the estimated construction jobs created
- the spend by visitors in the local economy
- the spend of new students in the local economy.

The outputs allow the annual GVA impact and total job generation to be compared across the options.

All Avison Young calculations take into account deadweight, displacement, leakage and multipliers.

Our summarised findings are tabulated below, along with key assumptions behind the estimation of the economic appraisals.

3.15 Net Present Value (NPV) of project cashflow

In terms of project cashflow, Option 4 Modern Equivalent has by a small margin the best NPV over Option 2

The cost and revenue streams (to the GSA) over a 30-year appraisal period have been compared across the options, and expressed as a net present value. All options generate a negative NPV using the current assumptions. This means that the additional revenues generated by the facility from more students, research and visitors does not cover the construction costs and operating costs over the appraisal period (30 years).

However, all the rebuild investment options are financially more attractive than Option 1 (Do Minimum) i.e. from an investment appraisal perspective there is benefit from rebuilding the Mackintosh site.

The project construction costs and revenues are examined in the Financial Case, which looks at funding and affordability.



The key assumptions underpinning the appraisals are:

General

- 30-year appraisal period
- Costs expressed in nominal terms, based on 2.5% rate of inflation
- Nominal discount rate at 6.09%

Operating Costs

- Rates, maintenance/ lifecycle replacement, utilities, net zero carbon offset

Revenues

- Incremental revenue from changes in student numbers and research income
- Commercial revenue from visitor tickets, short courses and room hire

Capital Costs

- Cost estimates as at April 2021 provided by cost consultants and based on a 'cost philosophy' for each option (see below)
- Allowances for Design/Construction Contingency and GSA Contingency
- Optimism bias at 51%
- Cost plans prepared by the cost consultants are included in **Annex G**

'Cost Philosophy'

A high level specification has been developed by the cost consultants as a point of reference for the construction cost assumptions. It provides an indication of the potential specification that can be achieved for the costs under each option. The cost philosophies have been provided by Currie & Brown and Gardiner & Theobald and are set out below:

<p>Option 1 Do minimum</p>	<ul style="list-style-type: none"> • Option 1 envisages continuation of facade retention systems together with associated inspections, site accommodation, supervision and security. The existing external walls will be supported by the existing facade retention structure and no new duntakings, re-construction or improvements are included in this option • The aim is to ensure the remaining structure is retained in a safe condition however no allowance has been included for any further emergency, making safe or protection works.
<p>Option 2 Faithful Reinstatement</p>	<ul style="list-style-type: none"> • Option 2 comprises a full reinstatement of the Mackintosh Building including retained/re-use of the remaining structure. This includes the re-use of the existing foundations and remaining stone/masonry external walls and remaining internal walls and floors where possible. The existing external walls will be supported by a new temporary facade retention structure if necessary to allow the construction of a new internal frame which the external walls will be tied back into to create a new solid structure • Various spaces, such as the Library, Board Room, Director's Office, Mackintosh Room, Lecture Theatre, Studio 58, the Hen Run, Loggia, Museum and Studio 11 will be reinstated together with the other spaces including studios, office areas etc. A cost allowance has been included for sustainability and net zero carbon targets but the actual sum required will be determined by what is feasible within the faithful reinstatement of the building • This option also takes account of being compliant with the latest building regulations and ICT infrastructure.

**Option 3
Hybrid**

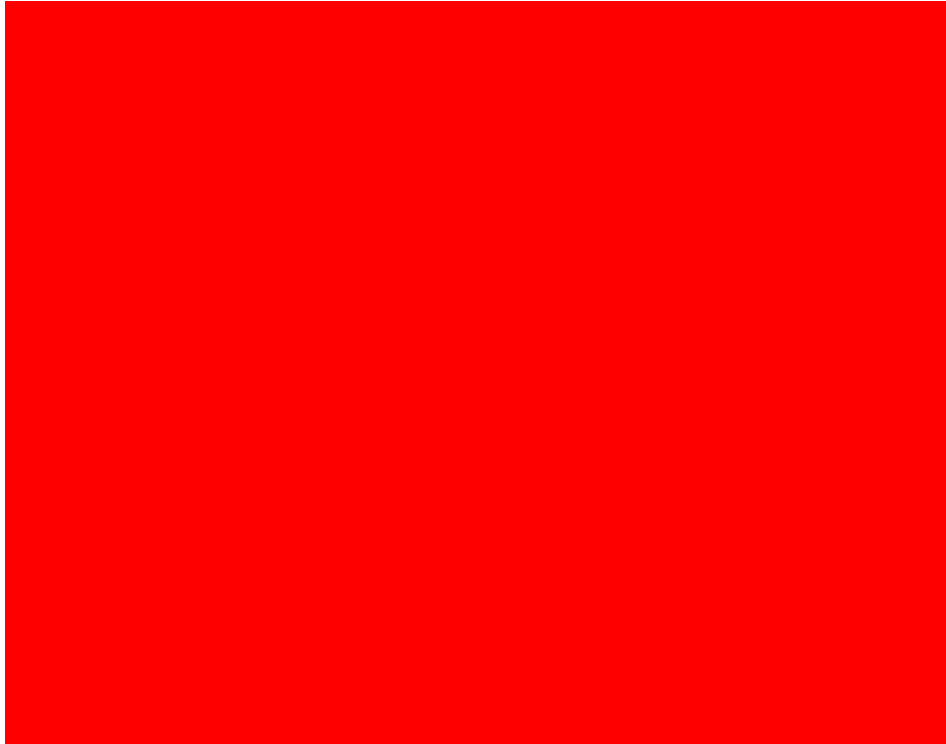
- Option 3 comprises a partial new build with elements of re-use of the existing structure. This includes the re-use of the existing foundations, basements and stone/masonry external walls. The existing external walls will be supported by a new temporary facade retention structure whilst the building internals are demolished to allow the construction of a new structural frame which the external walls will be tied back into to create a new solid structure
- The option will ensure elements of faithful reinstatement while providing, as far as possible, a state-of-the-art teaching and learning facility. It will provide flexible teaching facilities that are fully compliant with the latest Building Regulations while reflecting the heritage of the former Mackintosh Building
- Various space such as the Library, Board Room, Directors Office, Mackintosh Room, Lecture Theatre, Studio 58, the Hen Run, Loggia, Museum and Studio 11, will be recreated as far as possible. Allied to this will be new flexible spaces, event spaces and galleries that will be supported by leading-edge ICT, all of which will be contained within a highly sustainable buildings which will be designed to meet Passivhaus and Net Zero Carbon targets. An allowance of £5m has been allocated for sustainable technologies which would include the increased wall, floor and ceiling insulation and triple glazing required to achieve Passivhaus certification along with sustainable mechanical and electrical systems such as photovoltaic panels, VRF heating and cooling, rainwater harvesting, and ground air heat exchangers
- Externally the re-use of existing materials will be to align with the original construction but will be augmented with the introduction of upgraded designs and materials. For example, the windows will require to be triple glazed. Increased insulation will require to be added to the external walls, which will have an impact on the net usable area. The roof design will be sympathetic to the original yet will be developed to provide a flexible outdoor event space. The internal fit out will be a mix of faithfully reinstatement materials and modern sustainable materials to create a hybrid facility that retains the heritage of Mackintosh whilst future proofing the facility.

**Option 4
Modern
equivalent**

- Option 4 comprises a completely new building. The existing fire damaged building will be completely demolished and the existing foundations dug up and removed to allow for a new modern foundation solution. This option assumes that the existing external stone walls will not be re-used to form new external walls. The new build option will provide a state-of-the-art teaching and learning facility that will include sustainable/renewable technologies to provide a low cost carbon neutral facility. The building will meet the latest Building Regulations including the anticipated tighter fire regulations. The design of the building will be sympathetic to the heritage of Mackintosh
- Elements of Option 3 will be incorporated into the new build option such as CLT structural frame and upper floors however the general design philosophy is to provide a highly sustainable building that will be state-of-the-art with high-end digital technology whilst being net zero carbon.

3.16 Value for Money headroom

The project cashflow and therefore the value for money headroom and financial viability is sensitive to changes in the assumptions used in the economic appraisal




Sensitivity Analysis

The Faithful Reinstatement option has been tested to understand how sensitive its value for money headroom is to changes in key cost and income assumptions.



It should be noted that this value for money headroom analysis refers to the project cashflow and when the wider economic benefits are included, the headroom of the preferred options is significantly larger.



There are downside scenarios  where higher construction costs and lower income would eliminate the headroom. The cost assumptions need to continue to be examined as the SOBC is refreshed and at

OBC stage. The student revenue, research and other commercial income assumptions also require assessment.

Photos of interior of Mackintosh building as of May 2021

The sensitivity of the rankings to changes in the capital cost assumptions has also been considered and the ranking appears to be robust, including when design items are changed, for example, the roof gallery is removed from the hybrid option.

3.17 Economic impacts

Three key contributors of wider economic impact triggered by the Mackintosh Project are assessed (at a rough order of magnitude)

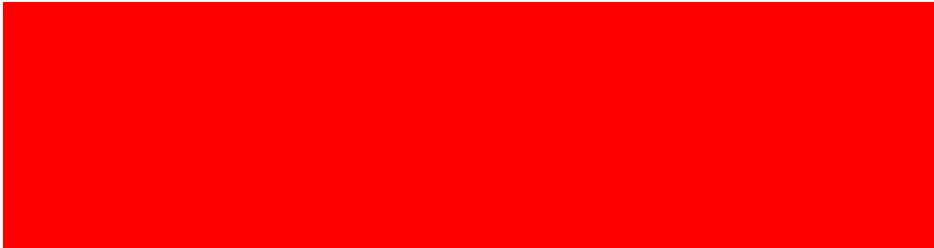
The three key contributors of wider economic impact are considered in turn:

- Additional construction jobs created by the project
- Visitor impact on the economy
- Additional expenditure by new students

Additional construction jobs

The expenditure on works to deliver all 4 short-listed options will create direct employment. Using established multipliers, the number of FTE jobs created during the relevant construction periods have been calculated.



From the levels of FTE jobs created, the GVA impacts at the Glasgow City Region level can be calculated.



Visitor impacts

Estimated visitor number profiles have been provided for Options 2-4. Using Visit Scotland data from 2019, a profile of visitors has been created according to their home locations and likely length of stay e.g. domestic day visitor, domestic overnight visitor, and international overnight visitor.

GVA impacts have been assessed at the Glasgow City Region level and the NPV of the impacts over the appraisal 10 years from the date of opening of new facilities have been calculated.



Expenditure by new students

Expected profiles of new students attracted by Options 2-4 have been provided by the GSA. They are set out in the Strategic Case under Student Numbers. The baseline of student numbers and the estimated variations in student numbers for all options are limited to changes impacting on the Glasgow Campus.

The estimated increases in student numbers for Options 2-4 are assumed to occur over 5 years from the date of opening of the new facilities and in a straight line over the period of increase.

The changing patterns of student numbers drive expected profiles of both fees and expenditure in the local (Glasgow) economic area. In common with the assessment of the impact of visitor expenditure, the NPV of the economic impact of student number changes over the appraisal period have been calculated for each option.



Notes

1. The table above confirms the additional GVA created by increases in student numbers compared to Option 1 (Do Minimum).

Summary of quantitative economic analysis

The table below consolidates the economic impact assessments for construction jobs, visitors and additional students. It combines this overall economic impact with the project cashflows to provide an overall Net Present Social Value for each option.



Economic assumptions

The key assumptions for the economic impact assessment are:

Construction-related jobs and impact

- Total estimated construction cost inclusive of fees, contingency and optimism bias estimated for each option
- Number of construction jobs calculated with reference to 'Calculating Cost per Job - Best Practice Note' published by the former Homes & Communities Agency (2015)
- Economic multipliers and additionality factors taken from 'Additionality Guide' published by the former Homes & Communities Agency
- Gross Value Added to economy during the construction period calculated at the Glasgow City Region level.

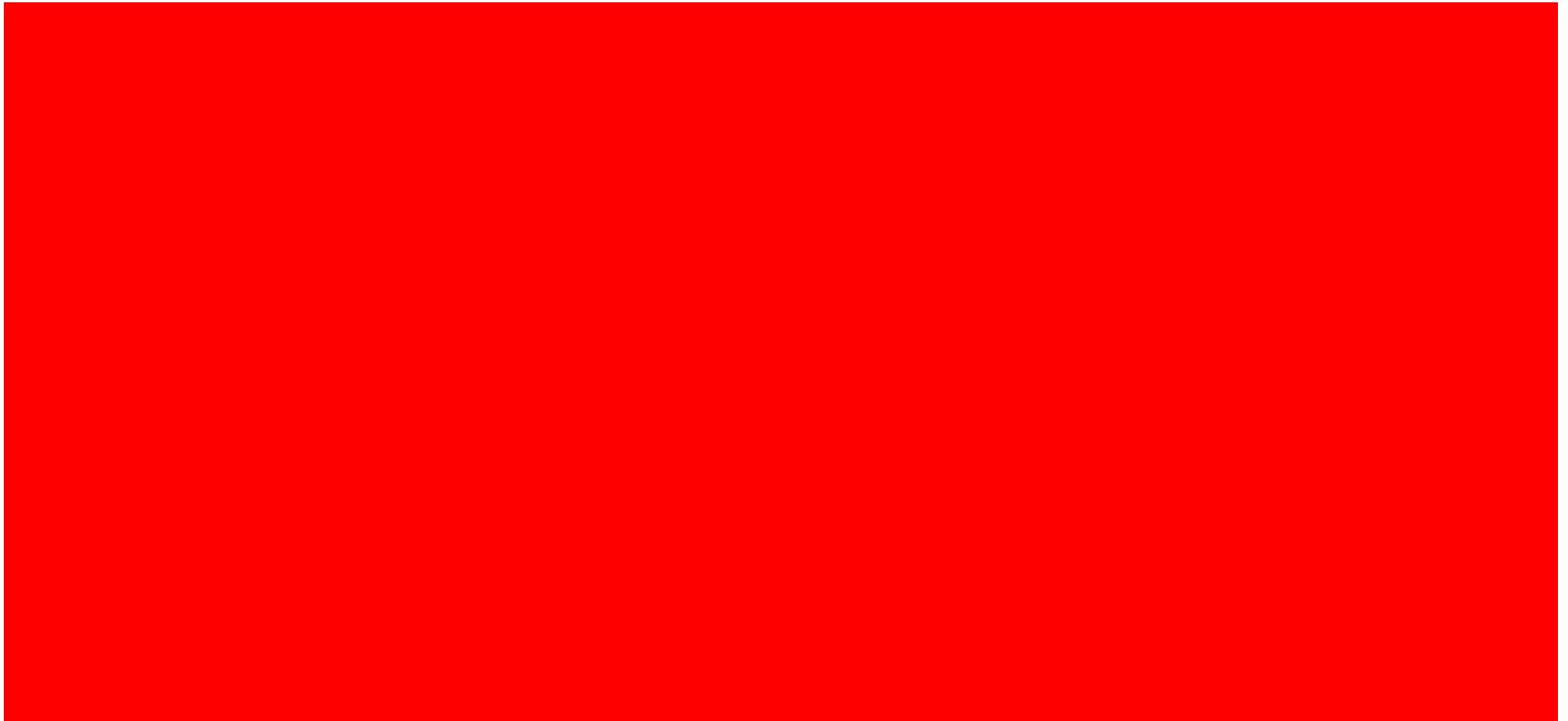
Visitor numbers

- Visitor number profiles supplied by GSA for Options 2, 3 and 4
- Assumed % split between visitors: 90% domestic day, 6% domestic overnight, and 4% international based on data from Visit Scotland (2019)
- Visitor spend figures based on data from Visit Scotland (2019)
- Economic multipliers, additionality factors, and gross to net calculations taken from 'Additionality Guide' published by the former Homes & Communities Agency
- Gross Value Added to economy over a 10-year period following opening of new facilities calculated at the Glasgow City Region level.

Student numbers

- Student number profiles supplied by the GSA for all options
- Student expenditure per annum within the economy based on inflated average per week expenditure on living costs from 'The Economic Costs and Benefits of International Students' published by the Higher Education Policy Institute (2007)
- Expenditure adjusted according to domicile of students
- Student expenditure in the local economy has been calculated with reference to an established methodology described in the 'Additionality Guide' published by the former Homes & Communities Agency
- Gross Value Added to economy over a 10-year period following opening of new facilities calculated at the Glasgow City Region level. Reduction in student numbers in relation to Option 1 assumed to take effect immediately.

3.18 Economic appraisal - quantitative assessment value conclusion



3.19 The preferred options

Step 7 The overall assessment of the options confirms that Option 2 (Faithful Reinstatement) is the preferred option following a wide-ranging economic appraisal, with Option 3 (Hybrid) achieving a close second ranking

Rankings				
Qualitative assessment	4	1=	1=	3
Risk assessment	4	1	2	3
Quantitative assessment	4	1	2	3
Total Score	12	3	5	9
Ranking	4	1	2	3

In practice there are many points on a continuum between the Faithful Reinstatement and Hybrid options. The precise project description will emerge from the design process and may incorporate aspects of the design philosophy of Option 3 (Hybrid). There are a number of variants of Faithful Reinstatement that will need to be tested at an early stage (following approval of this SOBC) including:

- The integration of site redevelopment with any works that may take place to adjoining property such as the fire-damaged O2 venue - this may involve acquisition of additional assets to improve links to Sauchiehall Street by the GSA or a third party
- The potential pedestrianisation of Renfrew Street to create greater connectivity between the campus buildings and a greater sense of place for the GSA students, staff and visitors and importantly the wider Garnethill community
- Incorporation of some aspects of the Hybrid design philosophy.

The next stage of the Mackintosh Project is to move to RIBA Stage 1 and appoint a design team to generate a Strategic Brief. At the same time, further economic and financial evaluation of the variants will need to be undertaken to assess value for money. This will be captured in a refresh of the SOBC in 2022 or the OBC in 2023 (see Management Case section).

4. Financial Case

The Financial Case examines the annual costs and revenues with a particular focus on the cash flows of Option 2 (Faithful Reinstatement), this being the option with the best Net Present Social Value. It examines the composition of the construction costs given their significance and also considers potential funding sources to deliver the project. While a variety of funding sources are available to deliver the capital project and support operation of the new building, its affordability is dependent on the outcome of the insurance settlement.

4.1 Introduction

The Financial Case examines the annual costs and revenues with an emphasis on the cash flows of Option 2 (Faithful Reinstatement), this being the option with the best Net Present Social Value

This section examines:

- Cashflows – capital and revenue
- Construction costs – because this is a complex and large construction project it is important to focus on these costs in detail
- Revenue assumptions
- Affordability and funding

4.2 Cashflow

The cashflow shows a significant early funding requirement followed by positive revenue flows, providing financing opportunities (subject to further testing)

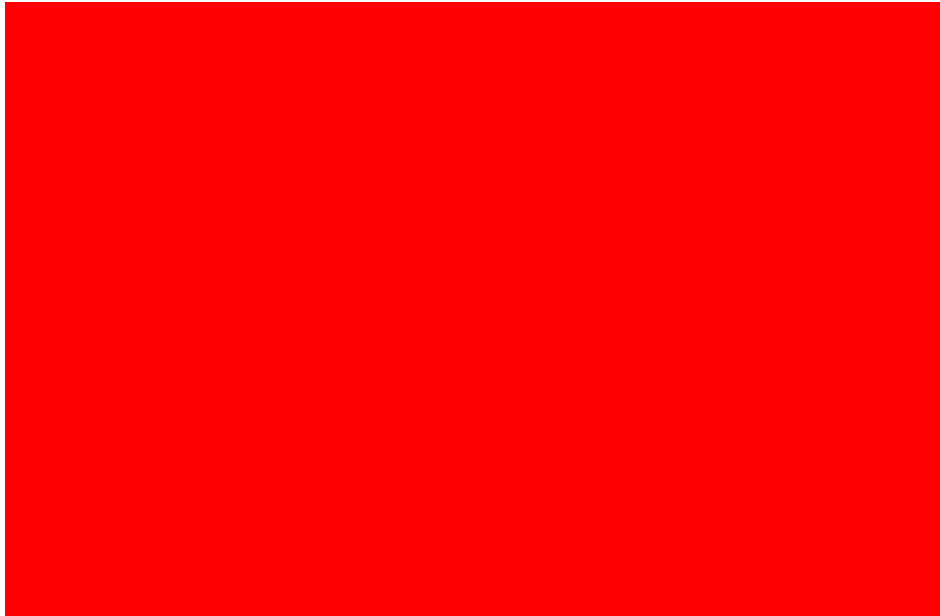
Cashflow – Reinstatement Option 10 years (nominal)

The table of the 10-year cashflow for the Reinstatement Option includes Optimism Bias and Contingency. Further work should be undertaken at the next SOBC refresh (or OBC stage) to express in the cashflow the budgetary flows, VAT recoverability, etc.

It should also be noted that for prudence, approximately £60m of the total capital cost assumptions for the Faithful Reinstatement option (similar for the Hybrid option) are either contingency or optimism bias allowances. The optimism bias concept is explained below.

The funding requirement peaks in years 4 and 5 before the revenue income increases occur. The funding sources to pay for this significant capital investment in constructing the building are discussed later in this section





The chart is based on the Economic Case analysis. The 30-year cashflows show:

- The significant design and construction costs of the rebuild options which are represented by the negative cashflow during the period 2022 to 2028 (some costs are also attached to the Do Minimum to secure and make safe the structure).
- The positive cashflow of the rebuild options as the new facility comes on stream, due to an increase in student numbers attracted by the investment and other commercial revenue
- The Reinstatement and Hybrid options are very similar in terms of costs and revenues.

4.3 Construction costs



Construction costs comprise the majority of capital costs (which also include lifecycle replacement). The table summarises the core components of the construction cost estimates provided by the cost consultants.

Of the two preferred options, Hybrid (Option 3) potentially has the highest capital costs due to additional costs on superstructure, external works and services. Further information is provided below on the 'cost philosophy' prepared by the cost consultants.



Cumulative elemental costs

The chart below shows the elemental build-up of construction costs. The highest cost components for all build options are superstructure and services.



Commentary

Option 1 (Do Minimum) is the least cost option for construction. The costs are largely associated with the provision of scaffolding and stabilising the structure.

Options 2 (Faithful Reinstatement) and 3 (Hybrid) have broadly similar construction cost profiles but the latter is more costly due to factors such as:

- Incorporation of Passivhaus design philosophy
- Higher level of ICT infrastructure
- Creation of rooftop gallery and external space.

Option 4 (Modern Equivalent) is the lowest cost build option because it provides the opportunity to provide a new facility using modern construction methods, unconstrained by the existing structure and framework. It comprises a new building with a stone façade and of a similar height to the current structure. Sustainable design is incorporated. A rooftop gallery and external space is incorporated to maximise the outlook and commercial opportunities.

Optimism Bias

The construction costs include optimism bias.

Optimism Bias is an allowance that is recommended by HM Treasury, through their Green Book publication, to be included in the capital cost estimates for projects that are at an early stage of design development, where it is too early for risk management and risk mitigation tools to be successfully implement. It is based on evidence that capital projects procured by the public sector have a tendency to overrun in terms of time and cost. The Green Book lists a range of contributory factors that should be considered when appraising a project at the early stages, which should then be subsequently reduced in proportion to

the amount that each factor has been mitigated, through the duration of the developing business case. The Green Book recommends that at the outset of each project, the upper limit for each factor is applied and then adjusted accordingly through a managed process.

Contributory Factors include items such as; design complexity; degree of innovation; inadequacy of Business case; large number of stakeholders; available funding; poor intelligence; environmental; skills of design team; skills of client team; site characteristics; political; technological advancements; markets etc.

Non-standard building projects are those which involve the construction of buildings requiring special design considerations due to space constraints, complicated site characteristics, specialist innovative buildings or unusual output specifications i.e. specialist/innovative buildings such as specialist hospitals, innovative prisons, high technology facilities and other unique buildings or refurbishment projects. The economic appraisals used in this SOBC have assumed that the Mackintosh Project is non-standard. As a consequence, a higher rate of optimism bias has been applied.

Optimism Bias should not be viewed along the same lines as the design and construction contingency allowances which are specific to design development and construction delivery phase. Optimism Bias if managed correctly should diminish significantly through the early Gateway Review Process as each specific risk is identified on the project Risk Register and mitigated where possible. The Green Book therefore recommends the addition of allowances when projects are being appraised. A factor of 51% has been added to the baseline construction costs to reflect Optimism Bias at this early stage in the project.

4.4 Revenue

The revenue income projections provide a potential source of funding for the project and are based on an assumption that the project will attract new students, enable research activity to be increased and create a demand for courses from the community and business

The table summarises the revenue income and the revenue costs over the initial 10-years of the project

The revenue income includes additional student income of nearly £10m over the ten-year period. The other income is derived from a combination of additional research activity, tickets and merchandise, room hire and classes and courses offered to the community including business. The savings come from exiting property (the Hub).

The revenue operating costs include rates, utilities and maintenance and are incurred from the year of practical completion. The programme costs refer to the managing the project, along with marketing, archiving, branding and migration to the new facility.

All the revenue cost assumptions are very rough order of magnitude estimates and work to firm up the assumptions will be ongoing and captured in a refreshed SOBC and financial case, pending finalisation of the GSA's new corporate plans, estate strategy and Mackintosh Project Strategic Brief.



4.5 Funding sources

GSA believe that the project is fundable and affordable - a variety of funding sources will be secured to deliver the capital project and support operation of the new building

Funding sources

The capital cost will be funded from a blend of the following:

- Proceeds from fire insurance claim – the GSA was insured against fire damage and negotiations with the insurance company are ongoing
- Donations and pledges - the GSA was successful in raising funds for the post-2014 Mackintosh Campus Project. The GSA believes that there remains significant philanthropic goodwill, in particular for Option 2 (Faithful Reinstatement)
- Capital receipts from disposal of the [REDACTED] Buildings
- Reserves.

Revenue sources will include:

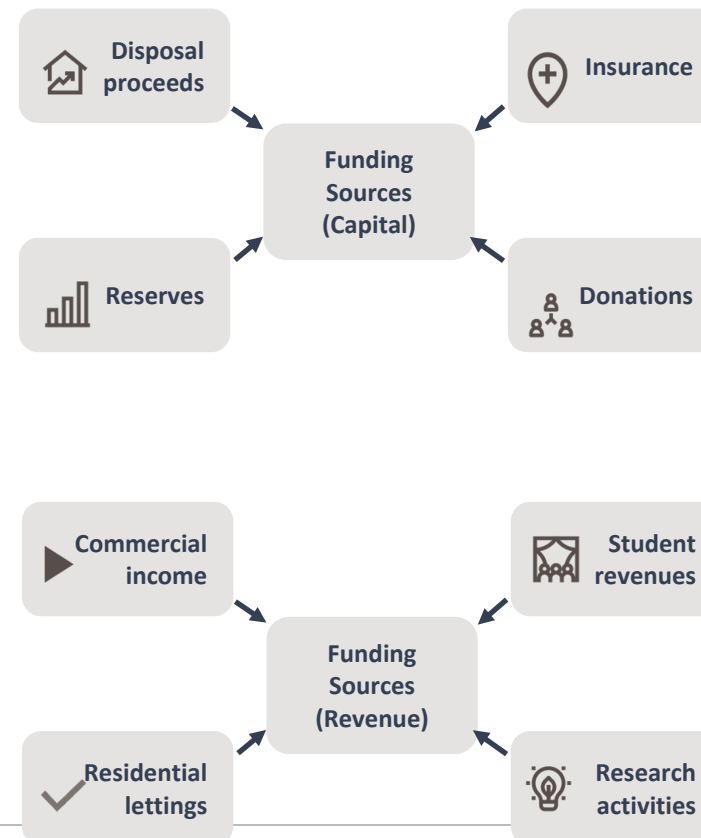
- Commercial income from visitors and the letting of space
- Additional student revenues
- Additional income from short term courses
- Research activities.

Revenue savings from the release of leased accommodation will also contribute to the net revenue position. [REDACTED]

[REDACTED] commentary on 'Revenue' above. They provide opportunities to draw on finance to pay for the construction costs.

This quantum and timing of all potential sources of capital and revenue will be examined in more detail as the SOBC is refreshed and at Outline Business Case stage.

Figure 2: Potential funding sources (revenue and capital)



Additional sources of income that could potentially be secured and factored into the business case for the project include:

- revenue from residential lettings associated with short courses
- sponsorship and branding-related opportunities
- catering allied to ad hoc events
- on-site café.

5. Commercial Case

The Commercial Case ensures that a commercial strategy will be put in place to deliver a viable procurement and a well-structured contract, by adopting a set of core principles. The strategy covers the procurement of the design team through to the operational phase of the new building. Skillsets required of the design team are considered along with the pros and cons of alternative procurement strategies. The outputs of key workshops with Scottish Futures Trust are summarised to inform the development of the Commercial Case.

5.1 Commercial and procurement strategies

The proposed commercial principles of procurement strategy are aligned to good practice.

Commercial strategy

The Commercial Case demonstrates that the Preferred Option will result in a viable procurement and well-structured deal. This section of the business case includes the planning and management of the procurement. As such it is a component that will be more fully developed as part of the Outline Business Case.

The GSA will develop a clear commercial strategy to support procurement of designers, contractors, project managers through to the management of information technology solutions and facilities services.

The GSA will adopt the following core principles as part of its commercial strategy:

- Focus on value -clearly and consistently articulating value and selecting the right commercial approach to achieve this
- Proactive market engagement - developing a relationship with the market to build awareness of the GSA plans going forward and understand the appetite. This will create the right conditions of engagement
- Managing whole life cost - understanding the cost drivers and designing the most efficient commercial solutions across the lifecycle of the new building
- Allocating risk effectively - understanding the GSA's risk appetite and determining both the allocation of risks between the GSA and the market, and the costs of doing so. Risk allocation decisions will be based upon who is best placed to manage the risk to protect and maximise value during the commercial lifecycle.

Procurement strategy

The initial priority is to procure a multi-disciplinary team for the Mackintosh Project.

In reviewing the different procurement routes the following factors have been considered important:

- Sourcing the best team and best value through competition
- The GSA's in-house capacity
- Managing risk and ensuring flexibility as appropriate.

The design services required are:

Project Manager	Civil & Structural Engineer
Quantity Surveyor	Building Services Engineer
Principal Designer	Fire Engineer
Architect	Sustainability / Passivhaus Designer
Conservation Architect	BIM Manager & Co-Ordinator
Planning Consultant	Contract Administrator
Archaeologist	

The GSA undertook two workshops to map out the full procurement process for the Design Team and Contractor using the Scottish Futures Trust (SFT) methodology based on the Review of Scottish Public Sector Procurement in Construction. SFT facilitated these workshops for senior members of the GSA and representatives of the Board of Governors, Business and Estates Committee and Steering Group Mackintosh.

Workshop 1

The first workshop involved a review of pass/ fail criteria to be applied:

- Expert client involvement needed due to the complex nature of the strategy
- If required, does the strategy support the early appointment of an integrated team?
- Is the strategy suitable for low value, simple projects?
- Is the strategy suitable for complex projects?
- If required, does the strategy support the operation of a target cost approach?
- If required, does the strategy support a two-stage tender approach for the main contractor?
- Is the client a Participant in the hub programme?

Along with the following weightings:

- Client control over design and specification solutions
- Can client produce output specifications?
- Ease of implementing change during construction
- Single point of design and construction responsibility
- Cost and time certainty
- Speed of development.

Workshop 2

The second workshop involved the shortlisting and weighting of procurement strategies using the criteria and weightings agreed.

Risk Management and Risk Apportionment was also part of the workshops.

Workshop 3

The third workshop focused on the Design Team procurement.

The outputs of workshops 1 and 2 are included in **Annex H**.

6. Management Case

The Management Case describes the management and governance arrangements to be put in place to effectively and efficiently support the delivery of the Mackintosh Project. The governance arrangements will build on those already in place bringing together a wide range of relevant skills, knowledge and expertise. The importance of ongoing stakeholder engagement is stressed, strong project management arrangements and benefits management are outlined, and the top five risks identified. A series of next steps is proposed to take forward the project in line with best practice.

6.1 Overview

The Management Case confirms the arrangements to be put in place to deliver the Mackintosh Project efficiently and effectively

Purpose

This section summarises the indicative programme, resourcing, governance, stakeholder engagement and risk management arrangements for the delivery of the preferred option.

The Management Case demonstrates that the preferred options are capable of being delivered successfully to meet the GSA's Critical Success Factors, and in compliance with best practice. At SOBC stage, the Management Case is necessarily a high-level outline of the management arrangements needed to further develop the project through to implementation and the delivery of the expected outputs.

Context – change programme

The Mackintosh Project is part of a programme of change across the GSA that includes:

- Adaptation of the curriculum and teaching model to address the challenges and opportunities presented by digital technologies and Covid-19
- Greater integration and collaboration across the five Schools
- The 'internationalisation' of the GSA offer.

The governance arrangement for the project will ensure that there are strong linkages and information flows to this change programme.

Context – estate strategy

To inform the Outline Business Case, the GSA will formalise its Estate Strategy, developing the principles set out in the Strategic Case. The Estate Strategy will be prepared in accordance with best practice including:

- 'Estate Strategy Guidance' by the Scottish Funding Council¹
- 'Public Sector Property Asset Management Guidelines' by the RICS²

The remainder of the Management Case addresses:

- Project management arrangements
- Project delivery
- Risk management
- Benefits realisation.

¹ http://www.sfc.ac.uk/web/FILES/Guidance/Estate_strategy_guidance.pdf

² <https://www.rics.org/globalassets/rics-website/media/upholding-professional-standards/sector-standards/real-estate/rics-public-sector-property-asset-management-guidelines-2nd-edition.pdf>

Project Development Board Mackintosh (PDBM)

A PDBM was assembled to develop the SOBC and will continue in its role as the operational group responsible for completion and delivery of the Mackintosh Project. Its specific roles will include:

- Internal and external stakeholder engagement
- Risk management
- Ensuring value for money is achieved
- Determining the strategic direction of the project
- Ensuring consistency of the project with GSA's Strategic Plan
- Reporting on progress to the Steering Group Mackintosh and Business and Estates Committee
- Chaired by the Project Sponsor (the Senior Responsible Officer).

A full list of representatives on the PDBM is included in Annex A and on the GSA website at <https://www.gsa.ac.uk/about-gsa/key-information/the-mackintosh-building/project-governance/project-development-board/>

It can be seen that input and expertise is drawn from a variety of areas including the academic strategy, finance, the student experience, marketing, communications and estates, together with representatives from each School.

Capacity and Guidance

The GSA will continue to build its capacity internally and through various advisory executive committees to more effectively manage the design, procurement and delivery of transformational projects such as the Mackintosh Project.

The Mackintosh Project will continue to be taken forward with reference to guidance and best practice that includes:

- 'Scottish Capital Investment Manual' by the Scottish Government¹
- 'Capital Projects: Decision Point Process' by the Scottish Funding Council²
- 'The Green Book' by HM Treasury³
- The Scottish Futures Trust Guidance on Procurement⁴

An important context for the project is the GSA's emerging Strategic Plan. The themes of the plan, currently under development, have formed a basis for the Vision set out in the Strategic Case.

¹ <https://www.pcpd.scot.nhs.uk/Capital/scimpilot.htm>

² http://www.sfc.ac.uk/web/FILES/AboutUs/Capital_Project_Decision_Point_guidance.pdf

³ http://www.sfc.ac.uk/web/FILES/AboutUs/Capital_Project_Decision_Point_guidance.pdf

⁴ <https://www.scottishfuturestrust.org.uk/publications/search?q=procurement>

6.2 Project governance structure

A robust governance structure has been put in place to develop the SOBC with broad insights and experience

Project governance structure

The Project Director for the Mackintosh Project is the Director of Estates and the Project Sponsor is the GSA's Director, who is also the chair of the PDBM.

The overarching governance framework for the project is depicted in Figure 1 below:

Inputs

It can be seen there are various 'inputs' to the operation of the PDBM to provide advice, guidance, knowledge and specific expertise. The scope and extent of input required will increase over time as the project is developed.

Academic transformation projects

The Mackintosh Project will support, and be closely aligned with other projects and initiatives being pursued by the GSA:

- Digitisation
- Curriculum development
- Commercialisation
- Collaboration – internally and with partners / industry.

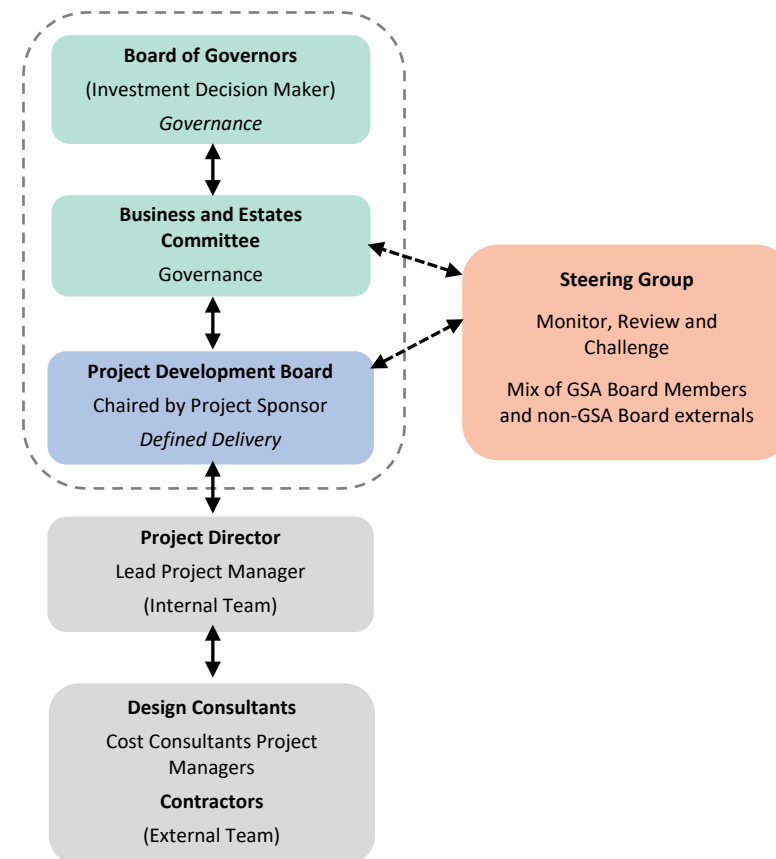
External advisors

The GSA will procure external advice to provide specialist services and ensure the project delivers its planned outputs, while simultaneously demonstrating value for money. Advice will be procured in areas such as:

- Design and cost consultancy
- Project management
- Estate development and commercialisation

- Sustainability
- Procurement.

Figure 1: Mackintosh Project Governance



6.3 Inputs to project governance

A deep pool of advisors and experts, together with wider stakeholders, are supporting the development of the project

Steering Group Mackintosh (SGM)

The SGM was established to monitor, review and challenge the GSA on the future of the Mackintosh Building by bringing together expertise and specialists from a wide range of relevant backgrounds such as academia, architecture, sustainability and capital project procurement.

Internal and external stakeholders

To inform the preparation of the SOBC, a comprehensive programme of stakeholder engagement was undertaken. A schedule of internal and external stakeholders is included in Annex A.

The external stakeholders include statutory authorities, politicians, schools, amenity and heritage organisations and community groups.

History of community engagement

Immediately prior to the 2018 fire, the GSA was assisting with the development and delivery of the bread oven in the local park using its own materials and labour. Since then, regular lines of communication have been kept open with the Garnethill Community Council in particular with the appointment of a GSA's Community Engagement Officer in 2018. The aim of this role is to identify and support shared values with local stakeholders and develop opportunities for partnerships and creative collaborations. Over the past two and a half years, the GSA has joined forces with eight community partners and delivered artist residencies, creative workshops and exhibitions.

The partnership projects include:

- Garnetbank Primary School - digital resources developed for pupils and downloaded over 3,000 times
- Virtual Art Club – the GSA hosts two after-school sessions each week with 15-20 children attending each session

- Wing Hong Chinese Elderly Centre – a National Lottery Fund project running over three months, with an artist in residence engaged with 15 senior citizens remotely in creative workshops to combat social isolation
- Children's Holiday Programme - since Oct 2020, 469 activity packs have been delivered to families
- A Thread is a Journey – a 10-week project with 20 adult participants, learning skills in textiles, fabric and patterns.

The GSA has also developed a specific community strategy in response to local needs offering:

- GSA Community Engagement Blog and Twitter
- Email to subscribers comprising a monthly newsletter and campus updates
- Postal updates for Dalhousie Street residents
- Attendance at monthly Garnethill Community Council and Blythswood and Broomielaw Community Council meetings
- Hosting of public meetings for updates on the future of the Mackintosh Building.

Ongoing engagement

As the Mackintosh Project develops, a comprehensive programme of engagement will take place with community groups and many other stakeholders. Consequently, individuals and representatives will be consulted from the following interest groups as a minimum:

- Academic leads across the GSA's Schools and key support services
- Peer group of art and design schools worldwide
- Local residential and business communities
- Existing and potential collaborators across industry and other educational institutions

- Statutory bodies such as Glasgow City Council and Historic Environment Scotland
- Experts in Charles Rennie Mackintosh and the heritage of the GSA
- Culture, arts, tourism and economic development sectors

The GSA's technical expertise

The GSA has a pool of internal specialists, in addition to academic experts, to support the development of the project, many of whom have already been engaged as members of the PDBM or through the stakeholder engagement process. The specialists will provide support and advice to the PDBM in areas such as:

- Estate development and management
- Communications strategy

- Community engagement
- Development
- Digital learning
- IT and digital infrastructure
- Research and Innovation
- Learning and teaching
- Heritage, archives and collections
- The Student voice.

The Estates Team has a depth of knowledge of the GSA estate and its management. It will perform the critical role of integrating the planning and delivery of the Mackintosh Project with other strategic and tactical initiatives across the Glasgow Campus.

6.4 The GSA's governance

The tiers of governance ensure robust and well-informed decision-making

Board of Governors (Board)

The Board is the ultimate decision-making body within the GSA and comprises a diverse range of experts. Its primary responsibilities include strategic planning, major investment decisions, and ensuring the quality of educational provision.

In relation to the Mackintosh Project, it will receive input from and integrate its decision-making with other Board committees as appropriate, including the Business and Estates Committee.

Business and Estates Committee (BEC)

Strategic decisions on the project are made by the Board on the recommendation of BEC. Both the Project Sponsor and Project Director are present at BEC, at the request of the Committee.

Its remit includes ensuring that the GSA is managed efficiently and effectively, and that financial and estate strategies are developed and implemented in support of the strategic direction of the GSA. In addition, BEC has governance oversight of all major estate development projects.

Range of Expertise from Board, BEC and Steering Group Mackintosh

Sitting outwith the formal institutional governance structure but providing its views to BEC is the Steering Group Mackintosh. Membership of the Steering Group Mackintosh is reviewed and revised in line with its remit.

The table consolidates the range of expertise available, at Board, Committee and Steering Group level, to support the development of the project.

Table 1: Range of expertise available at Board, BEC and Steering Group as of May 21


Areas of Expertise	Board of Governors	Business and Estate Committee	Steering Group Mackintosh
Art and Design	✓	✓	✓
Corporate Finance	✓	✓	✓
Accountancy	✓		✓
Law	✓	✓	✓
Corporate Communications	✓	✓	✓
Business Innovation	✓	✓	
Archives and Collections	✓		✓
Sustainability	✓	✓	✓
International Business Development	✓	✓	✓
Business Strategy and Governance	✓	✓	✓
Procurement	✓	✓	✓
Risk Management	✓	✓	✓
Community Engagement	✓	✓	✓
Virtual Learning	✓	✓	
Architecture	✓	✓	✓
Masterplanning	✓	✓	✓
City centre growth			✓
Engineering			✓
Digital Marketing	✓	✓	

6.5 Project delivery

A delivery plan has been developed through to occupation by the GSA

Project plan

The principal stages of the project are tabulated from a design, procurement and construction perspective. The Programme sees a Strategic Brief and a refreshed SOBC being prepared in 2021/22.



6.6 Risk management

This will be supported by a Risk Register, clear allocation of responsibilities for risk management and the adoption of good practice processes

Risk register

Effective risk management is central to the development of the Mackintosh Project. A Risk Register has been prepared for the SOBC and will be developed and updated systematically as assumptions give way to evidence and as new circumstances emerge

The high-level SOBC Risk Register, incorporating mitigation strategies, is found in **Annex I** covering:

- Consequences of risks occurring
- Probability of occurrence
- Severity
- Risk score
- Detailed mitigation strategies
- Responsibilities for action.

Scoring

The SOBC Risk Register covers Strategic, Commercial, Operational, Technical and Delivery Risk categories. The overall register contains 30 risks. Most risks (18) are of a High rating. Only seven risks are of a Very Low rating.

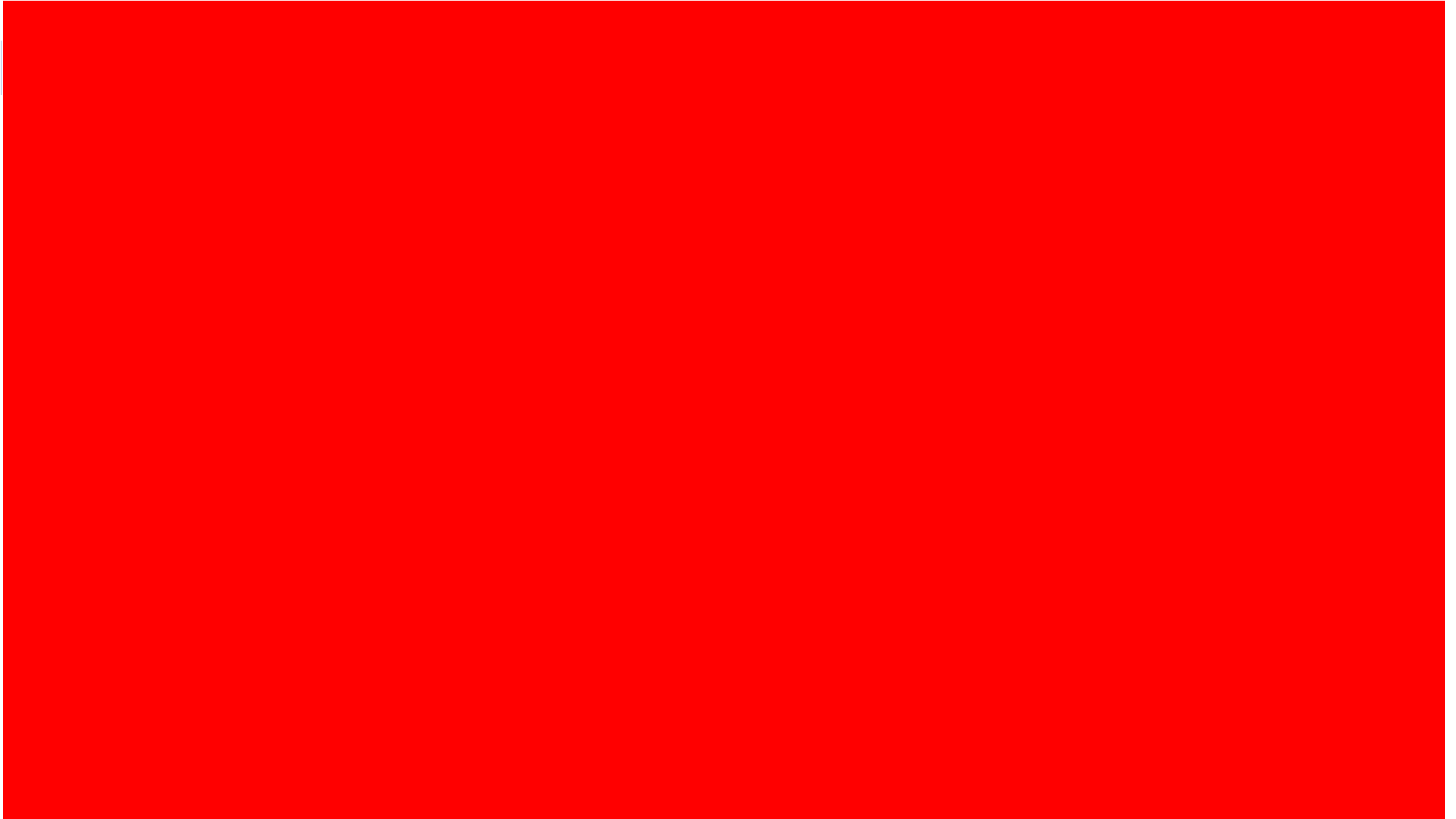
The risks have been scored according to per cent likelihood and severity of expected impact.

Probability Category	Percentage	Description	Impact Category	Description
Very High (5)	85-99%	Almost certain to occur during the life of the project	Catastrophic (5)	Project fails to delivery primary objectives. Severe impact and reputation damage, a potential 'show-stopper' Time - more than 6 month delay Cost - More than £10,000,001 increase
High (4)	60-84%	Likely to occur. Encountered on similar projects	Major (4)	Project fails to deliver secondary objectives. Serious impact to cost, time or quality Time - 3 to 6 month delay Cost £2,000,001 to £10,000,000 increase
Medium (3)	25-59%	Some probability it will occur, but still significant uncertainty	Moderate (3)	Moderate impact to scope or quality of project Time - 1 to 3 month delay Cost - £200,001 to £2,000,000 increase
Low (2)	5-24%	Do not expect to happen, but it is possible	Minor (2)	Minor effect on cost, time or scope or quality of the project. Minor reduction in scope Time - 1 week to 1 month delay Cost - £25,001 to £200,000 increase
Very Low (1)	Less than 5%	Improbable occurrence	Negligible (1)	Negligible effect on cost, time or quality of the project. Negligible impact to scope

Highest risks

Five risks have been identified as very high risk with severe impact, meeting the following criteria:

- Project fails to delivery primary objectives. Severe impact and reputation damage, a potential 'show-stopper'
- Time - more than 6-month delay
- Cost - More than £10,000,001 increase"



6.7 Benefits realisation

The multiple benefits from the project will be tracked, quantified where possible and reported on.

Benefits realisation plan (BRP)

A comprehensive BRP will be prepared in line with good practice. It will give confidence that the Mackintosh Project will not only deliver to time and cost, but will also deliver tangible outcomes for the GSA, the community and other stakeholders.

Critically, the BRP will identify both direct and indirect benefits. Given the nature of the Mackintosh Project and its presence within the local community and the wider landscape of arts, culture and the economy of Scotland, it is reasonable to expect the indirect benefits will be widespread and long-lasting.

The table alongside summarises the anticipated direct and indirect benefits from the project, and the rationale for inclusion of those benefits in the BRP.

The BRP will be developed fully to support the OBC.

Table 3: High level BRP

Benefit	Rationale for benefits arising
Direct	
New income streams	Additional student numbers, research funding etc
Property running cost savings	Consolidation of estate
Capital receipts	Consolidation of estate
Removal of blight to community	Major contributor to community wealth and impact
Indirect	
Enhanced reputation of the GSA	Reputation will remain vital to securing new income streams
More effective learning	Core purpose of the GSA is to deliver effective learning
More effective inter-School communication	Vision of the GSA includes increased collaboration
Improved student experience	A contributory factor in attracting more students
Wider learning opportunities	Support for Outcome Agreement and government policy
Increased income from tourists and visitors	Demonstration of economic impact and commerciality

6.8 Mackintosh Building Future Management

The Mackintosh Building belongs to The Glasgow School of Art. It was built in Garnethill at the end of the 19th Century thanks to the ambition and vision of the Governors and Staff to create a building in Glasgow fit to house a world-class Art School - and the generosity and foresight of those willing to support them to do it. It became, and should again be, a central feature of the academic, civic, and cultural life of the School.

For over 100 years, it has played a crucial part in the academic experience of students; a central role in the School's engagement with the outside world through hosting degree shows, exhibitions and events; and it has accommodated thousands of locals, visitors to Glasgow, and researchers keen to explore Mackintosh's masterwork.

The Board of Governors have a responsibility to manage the building for the academic benefit of the School and its students. In discharging this they have, over many years, sought to recognise and respond sympathetically to the huge desire of people outwith the GSA academic community to share in the joy of the building. This responsibility is one which successive generations of Governors and Staff have addressed diligently over the last 100 years.

In the life of the School and the Mackintosh Building, the challenge of responding to the 2018 fire should not overshadow the ongoing relationship between the building and its principal objective – the provision in Glasgow of a

unique educational facility to support a world-class creative education. It is, in part, this continuation of the Mackintosh Building's original purpose which makes it so special, given how few of Mackintosh's creations retain their original use. The Mackintosh Building is not a museum, albeit it is clearly a work of art.

The GSA Governors are convinced of the crucial importance of maintaining the Mackintosh Building as part of the estate of Scotland's only remaining independent Art School. They recognise their role as custodians of the building and reiterate their commitment to deliver the reconstruction of the building for the benefit of all stakeholders. They also recognise that this can best be achieved with appropriate input and guidance from stakeholders throughout the process, which led, amongst other things, to the creation of the Mackintosh Steering Group which comprises external stakeholders and expert advisors alongside GSA Governors.

In developing this Strategic Outline Business Case, The Glasgow School of Art has begun to demonstrate how it will engage meaningfully with partners in the local Garnethill and Sauchiehall Street community, stakeholders across Glasgow, and the wider Mackintosh and architectural heritage community, to ensure that we can collectively deliver an exemplar project that will enable future generations of students, Glaswegians and visitors to enjoy and celebrate this amazing building.

6.9 Next Steps

The table below summarises the principal activities and associated timelines to develop the project through to the stage of appointing a contractor.

Table 4. Next step activities

ACTIVITY	COMPLETE BY...
Engage with stakeholders such as users, community representatives and statutory bodies	Ongoing
Refine and validate assumptions e.g. construction costs and projected income	Ongoing
Examine funding and financing options	September 2021
[REDACTED]	[REDACTED]
Prepare Strategic Brief	April 2022
Develop Estate Strategy	April 2022
Confirm funding arrangements	April 2022
Refresh SOBC	July 2022
[REDACTED]	[REDACTED]

A feature of the programme is the criticality of systematic stakeholder engagement given the scale of the project and its importance in physical but also symbolic terms.

In addition, assumptions that form the backbone of the SOBC will be reviewed, tested and validated at regular intervals as the project develops, for example at SOBC Refresh and OBC stages.

Conclusion

The case for a landmark development that not only reinstates, but builds on, the illustrious heritage of the original Mackintosh building is overwhelming.

Through extensive consultation and robust economic analysis, this preliminary strategic business case demonstrates that the best value option is to undertake a faithful reinstatement, within the practical constraints of the current regulatory environment and whilst innovating to ensure that technology and sustainability are at the building's heart.

The preferred solution addresses the key success factors in each of the five areas of the business case and will benefit the nation, students, the community, academia and the economy by:

- Delivering the GSA's academic objectives
- Further enhancing the student experience and consolidating the world-class reputation of a national institution
- Protecting the nation's heritage
- Creating a landmark sustainable building, catalysing local regeneration of Garnethill and Sauchiehall Street
- Building community wealth, for example, by developing new apprenticeships in traditional and heritage crafts
- Growing the GSA's special contribution to the cultural, creative and economic fortunes of Glasgow
- Deepening and extending the GSA's relationships with industry and academia.

ANNEX Contents

ANNEX A PDBM Membership and Stakeholders

ANNEX B Final Planning Statement

ANNEX C Sustainability Strategy and Zero Carbon Refurbishment Specification

[REDACTED]

ANNEX E SOBC Long List to Indicative Short List

ANNEX F Outline Business Case GSA Energy & Carbon

[REDACTED]

ANNEX H Procurement Workshops

[REDACTED]

Annex A

PDBM Membership

Name	Position
Penny Macbeth	Director GSA
Sally Stewart	Head of School of Architecture
Scott Parsons	Director of Marketing, Communications and Strategic Planning
Alan Horn	Director of Development
Andrew Menzies	Director of Finance
Alessandro Marini	Student President
Liz Davidson	Senior Project Manager
Gordon McLoughlin	Director of IT
Eleanor Magennis	Director of Estates
John Ayers	Head of Technical Services
Irene Bell	School of Design
Justin Carter	School of Fine Art
Steve Love	School of Simulation and Visualization
Alastair Macdonald	School of Design
Eve Mallon	(Seconded) Project Manager Dept of Estates
Alan Atlee	Deputy Director GSA
Irene McAra McWilliam	Deputy Director: School of Research and Innovation
Susannah Waters	Archives and Collections Manager
Katie Hall	(Seconded) Project Manager Dept of Estates

Stakeholder Engagement

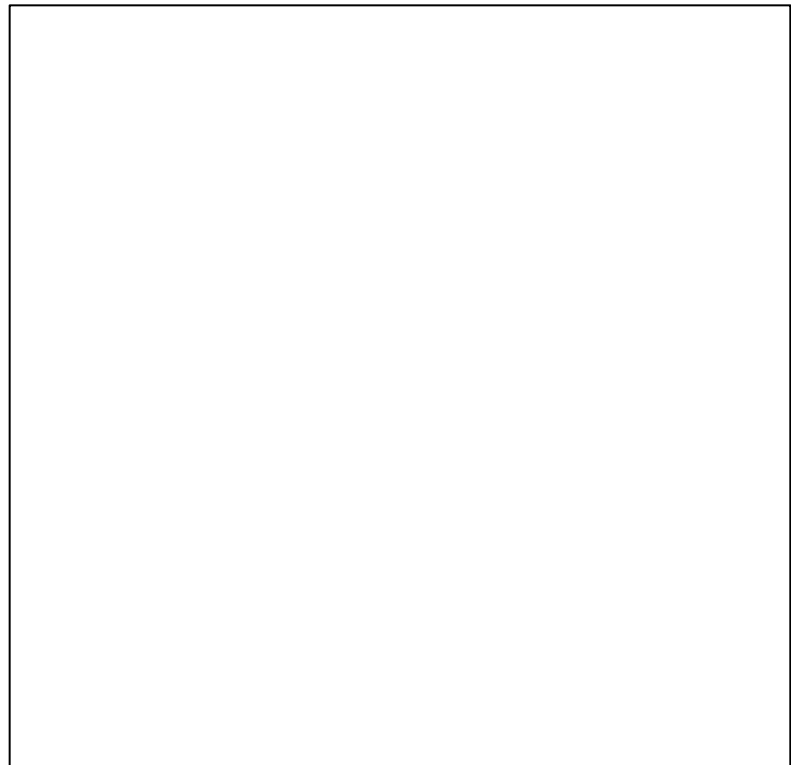
INTERNAL STAKEHOLDERS	
Name	Position
Penny Macbeth	Director GSA
Sally Stewart	Head of School of Architecture
Scott Parsons	Director of Marketing, Communications and Strategic Planning
Alan Horn	Director of Development
Andrew Menzies	Director of Finance
Alessandro Marini	Student President
Liz Davidson	Senior Project Manager
Alistair Payne	Head of School of Fine Art
Gordon Hush	Head of School of Innovation
Patrick Macklin	Acting Head of School of Design
Paul Chapman	Head of School of SimVis
Muriel Gray	Chair of Board of Governors
Irene McAra-McWilliam	Deputy Director: School of Research and Innovation
Alan Atlee	Deputy Director of GSA
John French	Chair of Steering Group Mackintosh and GSA Governor
Michael McAuley	Vice Chair of Business & Estates Committee
Habib Motani	Chair of Business & Estates Committee
Ann Faulds	GSA Governor

INTERNAL STAKEHOLDERS	
Name	Position
Kenneth Christie	Chair of Board of Trustees

EXTERNAL STAKEHOLDER ORGANISATIONS
Glasgow City Council
Historic Environment Scotland
Charles Rennie Mackintosh Society
Architectural Heritage Society for Scotland
Glasgow City Heritage Trust
Scottish Civic Trust
Glasgow Building Preservation Trust
Garnethill Community Council
Blythswood & Broomielaw Community Council
Friends of Garnethill Green Spaces
Garnethill Multi-Cultural Centre
St Aloysius College
Chamber of Commerce
Student alumni (various)
Scottish Futures Trust
The Chamber of Commerce

EXTERNAL STAKEHOLDERS	
Name	Position
Sandra White	MSP
Lord Provost Philip Braat	Ward Councillor
Angus Miller	Ward Councillor
Christy Mearns	Ward Councillor
Roger Bilcliffe	Practitioner
Alan Dunlop	Practitioner
Dugald Cameron	Former GSA Director
Pamela Robertson	Former Curator of Hunterian Museum, Glasgow

Annex B THE MACKINTOSH BUILDING



February-21

SOBC: Final Planning Statement

CONTENTS

1. Executive Summary
2. National Planning Policy
3. Strategic Planning Policy
4. Local Planning Policy & Guidance
5. Planning History
6. Planning Overview, Other Relevant Sites
7. Stakeholder Engagement
8. Options Analysis
9. Conclusion

APPENDICES

- A. Mackintosh Building: HES Listing Description
- B. Stakeholder Mapping Schedule

1.0 EXECUTIVE SUMMARY

- 1.1 Hub West Scotland have commissioned preparation of a strategic outline business case (SOBC) on behalf of the Glasgow School of Art (GSA) in respect of restoring the Category A listed Mackintosh Building on Renfrew Street. It is noted GSA are publicly committed to restoring the severely fire-damaged iconic listed building. To do so, a strategic business case is required by early 2021 that sets out strategic outcomes and preferred option for investment in the site.
- 1.2 Avison Young have been appointed to provide the overarching SOBC, consistent with the Scottish Capital Investment Manual (SCIM). This considers various options for the Mackintosh Building. As part of the SOBC, advice in relation to planning and stakeholder engagement is required. To inform the wider option analysis and planning strategy for the preferred option, a Planning Statement is required to set out the planning context and baseline for analysis.
- 1.3 This Statement seeks to provide the planning baseline, providing a summary of legislation, planning policy and guidance, alongside relevant planning history relating to this important historic asset. It goes on to provide an overview of the stakeholder engagement undertaken at this initial stage. An options analysis is undertaken, informed by the planning baseline and outcome of stakeholder engagement. The Statement offers recommendations from a planning perspective.
- 1.4 Please note, these recommendations and next steps are from a planning perspective only. The overarching Avison Young SOBC considers many other factors that will inform the decision-making process.

2.0 NATIONAL PLANNING POLICY

Planning (Listed Buildings and Conservation Areas) (Scotland) Act 1997

- 2.1 Listed buildings are buildings or structures recognised by the Planning (Listed Buildings and Conservation Areas) (Scotland) Act 1997 (the Act) to be of ‘special interest’. Many buildings are of interest, architecturally or historically, but for the purposes of listing this interest must be ‘special’, such as the Mackintosh building.
- 2.2 The Mackintosh building itself is a Category A listed building (full listing is contained within Appendix A). There are also a series of listed buildings located within the immediate vicinity of the subject site. These are as shown within Figure 1, extract from the Historic Environment Scotland (HES) portal.

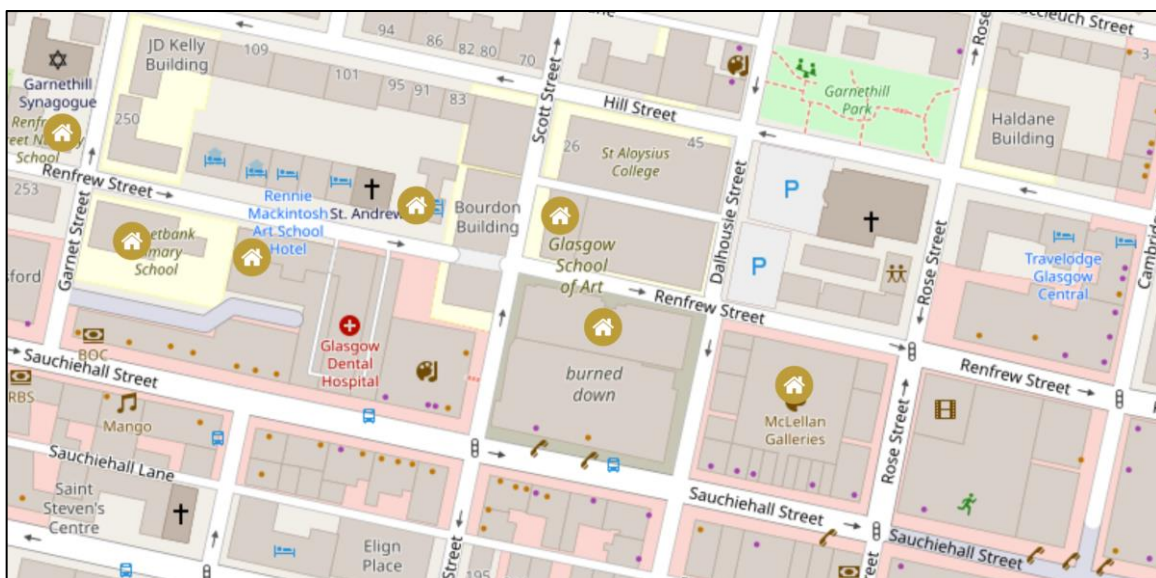


Figure 1, Listed Buildings as per HES online portal

- 2.3 The rich heritage context within which the subject site is located, means the statutory duties of The Planning (Listed Buildings and Conservation Areas) (Scotland) Act 1997 are engaged. Section 59(1) of the Act requires that in considering whether to grant planning permission for development which affects a listed building or its setting, a planning authority or the Scottish Ministers, as the case may be, shall have special regard to the desirability of preserving the building or its setting or any features of special architectural or historic interest which it possesses.
- 2.4 A further point to note in addition to listings, the subject site is located adjacent to the Glasgow Central Conservation Area (as shown in Section 4, Figure 5). Conservation Areas are designated due to their special architectural or historic interest. Section 64 of the Planning (Listed Buildings and Conservation Areas) (Scotland) Act 1997 requires that in the exercise of planning functions with respect to any buildings or land in a conservation area that special attention shall be paid to the desirability of preserving or enhancing the character or appearance of that area.

Scottish Planning Policy (SPP)

- 2.5 Scottish Planning Policy (SPP) reiterates the Act (s.59) in relation to listed buildings and further states that the layout, design, materials, scales, siting and use of any development which will affect a listed building or its setting should be appropriate to the character and appearance of the building and setting. SPP goes on to state there is a presumption against demolition or other works that will adversely affect a listed building or its setting.
- 2.6 Furthermore, with regards to Conservation Areas, SPP again confirms the Act (s.64) and further that proposals which do not harm the character or appearance of the conservation area should be treated as preserving its character or appearance.

National Planning Policy Framework (NPF)

- 2.7 The National Planning Policy Framework (NPF) is a long-term spatial plan for Scotland that sets out where development and infrastructure is needed to support sustainable and inclusive growth. Whilst NPF3 remains in place, work has commenced on preparation of NPF4 which will look to the longer-term horizon of 2050.
- 2.8 It is expected NPF4 will be quite different to NPF3 with fuller regional coverage and improved alignment with wider programmes and strategies, including on infrastructure and economic investment. In doing so, it will seek to guide spatial development, set out national policies, designate national developments and reflect regional spatial priorities. For the first time, NPF4 will incorporate SPP and will take on an enhanced status as part of the statutory development plan.
- 2.9 The timetable for NPF4 has been delayed. The intention had been to lay NPF4 before Parliament Q4 of 2021 with a view to adoption thereafter. However, the draft document will now not be available until autumn 2021 with this then impacting upon presentation to Parliament and subsequent adoption. Notwithstanding this, it remains likely that NPF4 will be in place, and therefore will be a consideration in the determination of any planning application (planning or listed building consent) associated with the Mackintosh Building.
- 2.10 As indicated above, a draft NPF4 has not been published. Therefore, we cannot comment upon what it may require in terms of heritage. However, HES have published their response to the 'Call for Ideas' which may help signal the direction of travel (letter dated 30th April 2020). Of relevance to the Mackintosh Building are comments related to "*the need to tackle climate change and the economic recovery which is likely to be needed following the current COVID-19 pandemic*". The full response runs to 61 pages and can be provided on request. It is worthwhile flagging considerable importance is placed upon sustainability.

Historic Environment Policy for Scotland (HEPS)

- 2.11 Whilst strictly speaking a 'material consideration' in the determination of planning applications, in the context of this subject site, HEPS is a significant material consideration. HEPS sets out national policy and guidance relating to the historic environment.
- 2.12 There are six policies within the document which define how the historic environment should be managed:
- **Policy HEPS1** - Decisions affecting any part of the historic environment should be informed by an inclusive understanding of its breath and cultural significance.

- **Policy HEPS2** - Decisions affecting the historic environment should ensure that its understanding and enjoyment as well as its benefits are secured for present and future generations.
- **Policy HEPS3** - Plans, programmes, policies and strategies, and the allocation of resources should be approached in a way that protects and promotes the historic environment. If detrimental impact on the historic environment is unavoidable, it should be minimized. Steps should be taken to demonstrate that alternatives have been explored, and mitigation measures should be put in place.
- **Policy HEPS4** - Changes to specific assets and their context should be managed in a way that protects the historic environment. Opportunities for enhancement should be identified where appropriate. If detrimental impact on the historic environment is unavoidable, it should be minimized. Steps should be taken to demonstrate that alternatives have been explored, and mitigation measures should be put in place.
- **Policy HEPS5** - Decisions affecting the historic environment should contribute to the sustainable development of communities and places.
- **Policy HEPS6** - Decisions affecting the historic environment should be informed by an inclusive understanding of the potential consequences for people and communities. Decision-making processes should be collaborative, open, transparent and easy to understand.

- 2.13 All HEPS policies outlined above, apply to the Mackintosh Building and the SOBC. During stakeholder interviews with HES, specific reference has been made to HEPS Policy 6 above and the need for clarity around process and wider stakeholder engagement.
- 2.14 Further guidance is provided by HES within 'Managing Change in the Historic Environment', a series of guidance notes. Various guidance notes apply to the Mackintosh building with key documents considered in more detail below.
- 2.15 Guidance on the 'Principles of Listed Building Consent' (2019) is an interim document on the principles of Listed Building Consent provides detailed guidance on the application of the HEPS. With regard to alteration / adaption, guidance sets out where this will have an adverse or significantly adverse impact on the special interest of the building, planning authorities in reaching decisions should carefully consider:
- a) the relative importance of the special interest of the building; and
 - b) the scale of the impact of the proposals on that special interest; and
 - c) whether there are other options which would ensure a continuing beneficial use for the building with less impact on its special interest; and
 - d) whether there are significant benefits for economic growth or the wider community which justify a departure from the presumption set out in paragraph 8.
- 2.16 Where the future of a listed building is uncertain and demolition is being considered, regard should be had to Guidance on 'Demolition of Listed Buildings' (2019). The definition of demolition is important to note insofar as this means the total or substantial loss of a listed building. A listed building can be any built structure. Although the 1997 Act and the guidance note use the term 'building', the phrase can apply to things like bridges, lamp posts and phone boxes, too.
- 2.17 Guidance goes on to note that even if part of a building is to be retained (such as in façade retention), a proposal may still be considered demolition. It goes on to note, this would be the case if the proposed works

would result in the loss of the majority of the listed building. The removal of smaller parts of a building, such as conservatories, porches, chimneys and small-scale extensions, should be assessed as alterations rather than demolition. In more complex cases, where alterations involve the loss of large amounts of fabric, planning authorities may need to consider in more detail whether works are classed as demolition. It is suggested that the Mackintosh building would be defined as a more 'complex' case which requires ongoing discussion with HES and GCC [which we know is taking place through the ongoing stakeholder engagement plan].

2.18 Guidance advises, if one of the following situations applies then the loss of a listed building is likely to be acceptable, as long as this is clearly demonstrated and justified:-

- Is the building no longer of special interest - in some circumstances a listed building may no longer be of special architectural or historic interest. This might include where there has been a significant loss of fabric or features of interest, or where there have been later alterations which have affected the character of the building.
- Is the building incapable of meaningful repair – guidance notes most traditionally-built buildings, even those in an advanced state of decay, can be repaired. It goes on to acknowledge there are occasions when repairing and reusing a listed building would lead to extensive loss or replacement of fabric, which would have a consequent effect on its special interest. If repairing a building cannot preserve its special interest, it is not capable of meaningful repair. Instances where meaningful repair might not be possible include where the building has inherent design failures, or where a timber structure has decayed so much that no original material can be saved. It would not be possible to meaningfully repair a building where there is structural damage that cannot be repaired without complete reconstruction – such as serious corrosion of reinforced concrete frames, or extensive damage to the building. Guidance notes this issue is separate to that of the economic viability of any repairs, which is considered below.
- Economic Viability – guidance acknowledges there are some instances where the repair and reuse of a listed building is not economically viable. It goes on to set out the principle of demolition should only be accepted where it has been demonstrated that all reasonable efforts have been made to retain the listed building. The efforts made should take into consideration the special interest of the listed building.

2.19 HES policy and guidance will play an integral part of the options analysis.

3.0 STRATEGIC PLANNING POLICY

- 3.1 Clydeplan is the Strategic Development Plan (SDP) for the Greater Glasgow region (approved July 2017), The SDP sets out a vision and spatial strategy for this area by focusing on the key land use and development issues that cross the planning authority boundaries.
- 3.2 Clydeplan is based around four planning outcomes contained in National Planning Framework 3 (NPF3). Whilst the previous section focused on NPF4, NPF3 remains in place and continues to be the basis for strategic and local plan policy. When adopted, NPF4 amendments will cascade through development plan policy. In the meantime, the 4 key outcomes of NPF3 are:--
- A successful and sustainable place – supporting sustainable economic growth and regeneration and the creation of well-designed places;
 - A low carbon place - reducing carbon emissions and adapting to climate change;
 - A natural, resilient place - helping to protect and enhance the natural and cultural assets and facilitating their sustainable use; &
 - A connected place - supporting better transport and digital connectivity.
- 3.3 There are various strategic policies which apply to the Mackintosh building, as a high-profile educational institution and visitor attraction located within Glasgow City Centre. Clydeplan notes Glasgow City Centre is the core of the city region and its principal economic and cultural global asset. It goes on to state the City Centre is the primary location within the city region for retail, office, educational, commercial, leisure, visitor and civic uses serving the whole city region, as well as being the regional and national transport hub.
- 3.4 Clydeplan acknowledges Glasgow’s location at the heart of the city region, adjacent to the River Clyde and forming a key part of the Development Corridor with the adjoining Clyde Waterfront and Clyde Gateway regeneration priorities, its strategic aim is to provide the key location within the city region for office, education, commercial leisure, visitor and civic uses as well as retaining its nationally important role as a retail centre and transport hub, including the development of a High Speed Rail terminus.
- 3.5 **SDP Policy 4, Network of Strategic Centres**, confirms Glasgow to be the hub of the city region’s communities supporting a range of economic and social activities. Policy 4 sets out that all strategic development proposals should protect and enhance the development of Glasgow City Centre, and its long-term health as outlined in Schedule 2 below (Figure 2):-

Schedule 2 Network of Strategic Centres				
Strategic Centre	Status	Role and Function	Challenges	Future Actions
Glasgow City Centre	City Centre	<p>The City Centre is at the apex of the Network by virtue of the scale and diversity of its functions;</p> <ul style="list-style-type: none"> • it is a retail location of UK significance; • it is the location of a number of higher and further education establishments; • it is the prime office location within the city region; • it is a national and international transport hub and visitor economy destination which is supported by its wide range of leisure, entertainment and cultural facilities. 	<ul style="list-style-type: none"> • diversion of expenditure from the City Centre to other retail locations and e-tailing; • spatial contraction of the prime retail pitch; • deliver development opportunities; • quality of the public realm; • accessibility across the City Centre and connections to Glasgow Airport; • parts of the area subject to flood risk. 	<ul style="list-style-type: none"> • support the implementation of the Tax Increment Finance scheme for the Buchanan District area; • take forward the City Centre Strategy; • take forward the City Centre Traffic and Transportation Strategy; • support the delivery of the Sauchiehall Street Business Improvement District; • continue to invest in the provision of Grade A office space.

Figure 2, Clydeplan (2017), Schedule 2, Network of Centres

3.6 Glasgow City Centre is also defined as a **Strategic Economic Investment Location (SEIL)** by Policy 5 of Clydeplan. Policy 5 sets out that local authorities should safeguard and promote investment in the SEIL's to support their role and function within the region, whilst addressing opportunities / challenges identified in Schedule 3. An extract of Schedule 2 relative to Glasgow City Centre is shown in Figure 3 below:-

Schedule 3 Strategic Economic Investment Locations		
Strategic Economic Investment Location	Key Sectors (dominant role and function)	Opportunities/Challenges
Glasgow City Centre Cluster comprising		
Glasgow City Centre	Business and financial services; green technologies; higher and further education; visitor economy	<p>The proposed City Development Plan identifies the preparation of a City Centre Strategic Development Framework (SDF) as a priority. The SDF will encapsulate the spatial elements of the City Centre Strategy. The City Centre Strategy seeks to improve accessibility within the City Centre, and improve connectivity between the Principal Office Area, the Learning Quarter, and other City Centre Districts. City Deal investment will support the City Centre Strategy by delivering public realm, smart infrastructure, and sustainable transport projects. The University campus plans, Edinburgh Glasgow Improvement Programme (EGIP), which includes improvements to Queen Street Station, and the extension to Buchanan Galleries will all bring significant improvements to the City Centre.</p> <p>(Note that both the International Technology and Renewable Energy Zone (ITREZ) and International Financial Service District (IFSD) SEILs sit within the specific City Centre SEIL boundary).</p>

Figure 3, Clydeplan (2017), Schedule 3, SEIL

3.7 Schedule 3 notes higher and further education alongside the visitor economy to be key sectors for Glasgow City Centre. Reference is made to preparation of a City Centre Strategic Development Framework (SDF). This is referred to in more detail within Section 5.

3.8 The SDP does not include a specific policy relative to built heritage. However, **Policy 1 'Placemaking'** sets out new development should contribute towards the creation of high-quality places across the city region. In support of the Vision and Spatial Development Strategy new development proposals should take account of the Placemaking Principle set out in SDP, Table 1 (Figure 4).

Distinctive Supporting a Successful and Sustainable city region, Natural, Resilient city region	<ul style="list-style-type: none"> Creation of distinctive and varied neighbourhoods reflecting local character within and in close proximity to the network of strategic centres. Reflects local character, community identity and a sense of a place's role and function. 	<ul style="list-style-type: none"> Safeguards national and regionally important locations for tourism and recreational development in support of the sustainable growth of the visitor economy Safeguards and promotes significant environmental, historic and cultural assets Maintains and enhances an area's landscape character and supports the objectives of the Glasgow and Clyde Valley Green Belt.
Safe and Pleasant Supporting a Successful and Sustainable city region, Low Carbon city region, Natural, Resilient city region, Connected city region	<ul style="list-style-type: none"> Supports development in locations which are aligned to the Spatial Development Strategy with consideration given to place before vehicle movement. Maintains or improves air quality. 	
Easy To Move Around Supporting a Successful and Sustainable city region, Connected city region	<ul style="list-style-type: none"> Supports high quality and convenient public transport integrated with land use and development, with development concentrated along transport corridors in close proximity to public transport stops. 	<ul style="list-style-type: none"> Supports the provision of active travel to facilitate the safe and convenient movements from one part of the city region to another.
Welcoming Supporting a Successful and Sustainable city region	<ul style="list-style-type: none"> Supports well designed sustainable buildings and related public spaces that strengthen community sense of place including public realm. 	
Adaptable Supporting a Successful and Sustainable city region, Natural, Resilient city region	<ul style="list-style-type: none"> Supports the 'compact city' model with priority given to brownfield locations supporting low energy consumption and higher residential density within a mixed land use context. Contributes towards the delivery of the Glasgow and the Clyde Valley Green Network in particular and support for community growing. 	<ul style="list-style-type: none"> Supports the 'town centre first principle', where multiple uses and activities including housing, retail employment and community facilities are clustered in accessible locations in support of the centre's role and function.
Resource Efficient Supporting a Successful and Sustainable city region, Low Carbon city region, Natural, Resilient city region	<ul style="list-style-type: none"> Optimises the use of existing infrastructure. Supports a mixture of housing types which are well designed and energy efficient and that meet the needs of a variety of households. 	<ul style="list-style-type: none"> Protects and improves the water environment particularly in relation to flood risk, surface water management and water quality.

Figure 4, Clydeplan (2017), Policy 1, Table 1

The Mackintosh Building

- 3.9 Given the previous scheme included new technologies with a focus reducing carbon emissions, reference is made to relative policies within Clydeplan. The Scottish Government's commitment to a low carbon economy through reduced carbon emissions and adapting to climate change is embodied in legislation. NPF3 confirms the role of the planning system in facilitating mitigation of and adaptation to climate change and ensuring that sustainable infrastructure networks build resilience to climate change.
- 3.10 **Policy 10, 'Delivering Heat and Electricity'** confirms in policy that support should be given, where appropriate, to alternative renewable technologies and associated infrastructure. Policy goes on to supports re-use of waste heat and the co-location of uses within business environments which support the integration of efficient energy and waste innovation.
- 3.11 To implement Clydeplan and in effect establish compliance with SDP, thresholds for strategic scales of development are provided within Schedule 14. Schedule 15 then goes on to identify indicative development considered appropriate for the general location, role and function of each of the core spatial components of the SDP. The options analysis options analysis will be reviewed against Schedule 14 and 15.

4.0 LOCAL PLANNING POLICY & GUIDANCE

City Development Plan (adopted March 2017)

- 4.1 Local planning policy is contained within the adopted City Development Plan (March 2017). An extract from the Proposals Map is outlined below, confirming the following local policies to apply.



Policy CDP1 – Placemaking Principle;

Policy CDP2 – Sustainable Spatial Strategy;

Policy CDP9 – Historic Environment;

IPG3 – Economic Development; &

Associated Supplementary Guidance.

Figure 5, City Development Plan Proposals Map, GCC online, subject

- 4.2 **Policy CDP1, The Placemaking Principle**, sets out new development should aspire to achieve the six qualities of place as defined in draft Scottish Planning Policy, and is reinforced by Creating Places and Designing Streets. The Council will also expect new development to be design-led to contribute towards making the City a better and healthier environment to live in and aspire towards the highest standards of design while protecting the City's heritage.
- 4.3 **Policy CDP2, Sustainable Spatial Strategy**, notes the Council will continue to focus on the regeneration and redevelopment of the existing urban area to create a sustainable City. The City Centre is identified as Strategic Development Frameworks Areas and as such is considered priority areas.
- 4.4 **Policy CDP9, Historic Environment**, confirms the Council will protect, preserve and, where appropriate, conserve and/or enhance the historic environment, in line with Scottish Planning Policy, Historic Environment Scotland Policy Statement and this policy together with associated supplementary guidance (SG), for the benefit of our own and future generations.
- 4.5 The Council will assess the impact of proposed developments that affect historic environment features and/or their settings according to the principles set out in relevant SG. The Council will not support development that would have an adverse impact on the historic environment, unless SG criteria are fully satisfied.

Supplementary Guidance 1: Placemaking Parts 1 and 2 (June 2018)

- 4.6 SG1, Placemaking, as a key document is considered in detail within the Design and Access Statement. For the purposes of this Planning Statement, consideration is given to Section 5 of SG1, Part 2, which provides guidance on tall buildings.
- 4.7 SG1 defines a tall building to be a building (including roof top structures and masts) that significantly exceeds general building heights in the immediate vicinity and which alters the skyline. This is not Page 16 the case in relation to the proposed site. Nevertheless, consideration is given to locations where SG1 suggests tall buildings would be acceptable.
- 4.8 SG advises tall buildings will usually be acceptable only in areas where topography, existing urban scale, height, transport infrastructure and land values make them sustainable, and on sites where additional height is appropriate to its local urban context.
- 4.9 SG goes on to set out tall buildings should be located:
- Within sustainable areas (e.g. the City Centre Western and Northern Fringes, the International Financial Services District, selected parts of the River Frontage from the Clyde Gateway westwards to the Clyde Tunnel and south of the Clydeside Expressway) and in areas with appropriate above and below ground infrastructure, public transport links and pedestrian accessibility;
 - To avoid areas of Sensitive Urban Character (see definition below) unless it is demonstrated, to the satisfaction of the Council, that the particular qualities of the area would be retained;
 - To avoid interruption of strategic views or competition with views of established landmarks and other significant or prominent listed buildings;
 - In a way that sensitively responds to local street conditions, recognising street hierarchies, building datums and in locations where tall building material choices will be appropriate;
 - In a manner that is not detrimental to local microclimate, public realm and local views; &
 - In areas which are financially viable for long term adaptability of alternative uses.
- 4.10 Sensitive Urban Character is defined as an area considered by the Council to be particularly sensitive due its local characteristics.

SG9: Historic Environment (approved January 2017)

- 4.11 With regard to listed buildings, SG9 sets out all works to Listed Buildings must be carried out in a way which protects their character as buildings of special architectural and historic interest. Building maintenance is the responsibility of its owner. SG goes on to confirm there is a presumption in favour of the retention of all Listed Buildings. However, it goes on to acknowledge that Listed Buildings must be allowed to adapt to new uses and the Council will respond favourably to creative ideas and good design, in order to ensure their retention, subject to other policies in the Plan and supporting SG, particularly Placemaking.
- 4.12 Therefore, the Council encourages the sensitive alteration and extension of Listed Buildings where this will not harm their special interest. To this end, proposals for the alteration of a Listed Building must:
- Respect the original layout and plan form of the building;

The Mackintosh Building

- Not result in the loss of historic fabric, including fixtures and fittings, which contribute to the building's special interest;
- Incorporate detailed design and traditional materials which reflect or complement the period, style and architectural character of the building;
- Replace missing traditional features, such as period doors or decorative plasterwork with good quality replicas of the originals;
- Follow further detailed guidance for repairs, alterations and extensions; and
- Seek advice at the outset as to whether the project will give rise to any archaeological issues.

4.13 Relative to Conservation Areas, SG9 sets out, all proposals for new development in, or affecting the setting of Conservation Areas, must:-

- Preserve and enhance the special character and appearance of the area and respect its historic context;
- Be of a high standard of design, respecting the local architectural and historic context and use materials appropriate
- To the historic environment;
- Protect significant views into, and out of, the area;
- Retain all existing open space, whether public or private, which contributes positively to the historic character of the area; and
- Retain trees which contribute positively to the historic character of the area.

Glasgow Central Conservation Area Appraisal (March 2012)

- 4.14 The Glasgow Central Conservation Area Character Appraisal (2012) defines and evaluates the character and appearance of the area, and identifies its important characteristics. This document is a key specific material consideration for the options analysis relative to perceived impact upon the building itself, nearby listed buildings and the wider conservation area.
- 4.15 In this respect, the Conservation Area Appraisal includes the subject site within Character Area 5: Garnethill (boundary shown in Figure 6 overleaf).
- 4.16 The Appraisal describes Garnethill as a relatively quiet and leafy residential area is set between the commercial Sauchiehall Street in the south and the M8 in the north and west. The gridiron street plan forms an extension of the adjoining Blythswood and Victorian Business Character Area. The grid-plan provides a unifying layout, but there is considerable variety in the date, size and style of the buildings.
- 4.17 It goes on to note there are various waves of architectural style and building types, from small early 19th-century classical villas to large later 20th-century Brutalist tower blocks, have lapped at Garnethill, each leaving their mark, but none covering the whole area.

4.18 The area is mainly residential, but there are also several substantial religious, educational and institutional buildings, notably the Glasgow School of Art and its annexes. The long east-west streets provide the main frontages, but ingenious use of the steep sloping north-south streets for subsidiary elevations is a characteristic of a number of buildings, notably the Mackintosh Building.

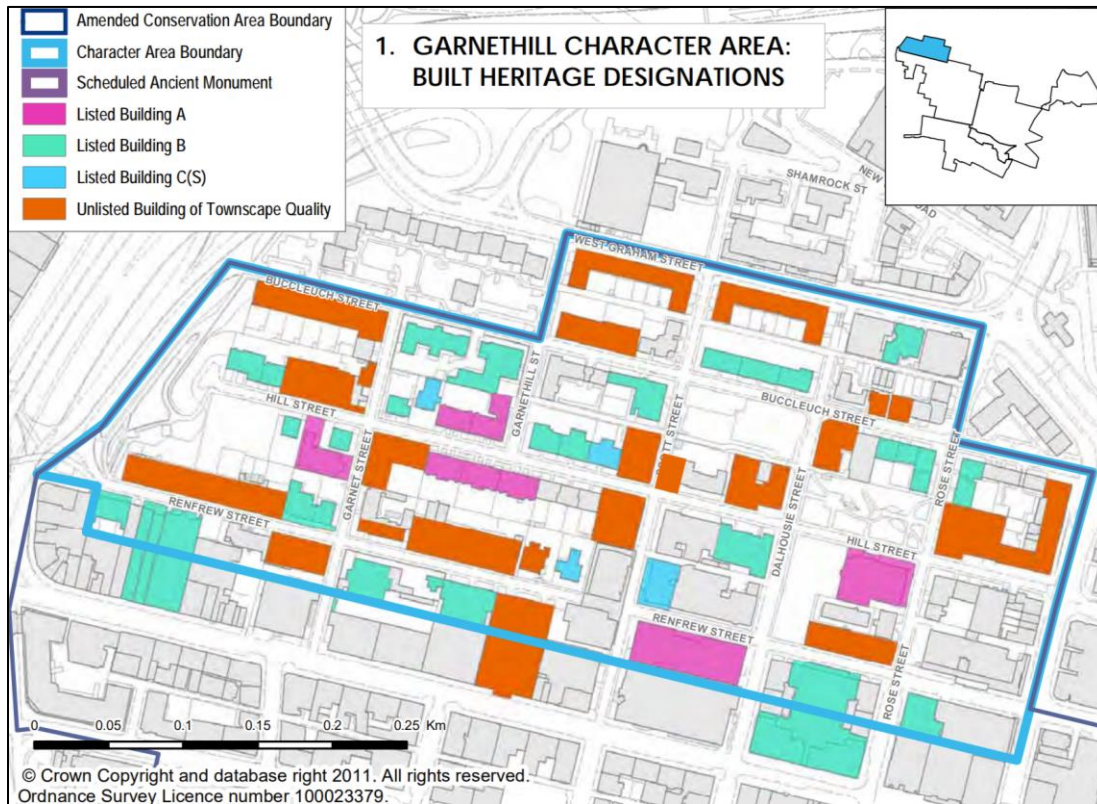


Figure 6, Central Conservation Area Appraisal, Garnethill Character Area

City Centre Strategic Development Framework (SDF) 2050

4.19 The City Centre SDF 2050 has been approved. The SDF provides spatial guidance setting out priority outcomes for particular areas.

4.20 The Mackintosh is included within the 'Sauchiehall and Garnethill' area where priority outcomes being to:-

- Provide a range of housing and community amenities to support family-focussed neighbourhoods at Garnethill and Blythswood Hill
- Extend the Avenues to further green the streetscape and improve pedestrian friendliness
- Improve connections across the M8, green it and address poor environmental quality
- Restored GSA campus which has a greater engagement with a regenerated Sauchiehall Street. Creating a creative cluster within a masterplan context

- Reinvigorate Sauchiehall Street with a mix of new civic amenities serving adjacent residential neighbourhoods and through providing an improved setting for restored GSA Campus.

4.21 This is illustrated in Figure 7 below taken from SDF document.

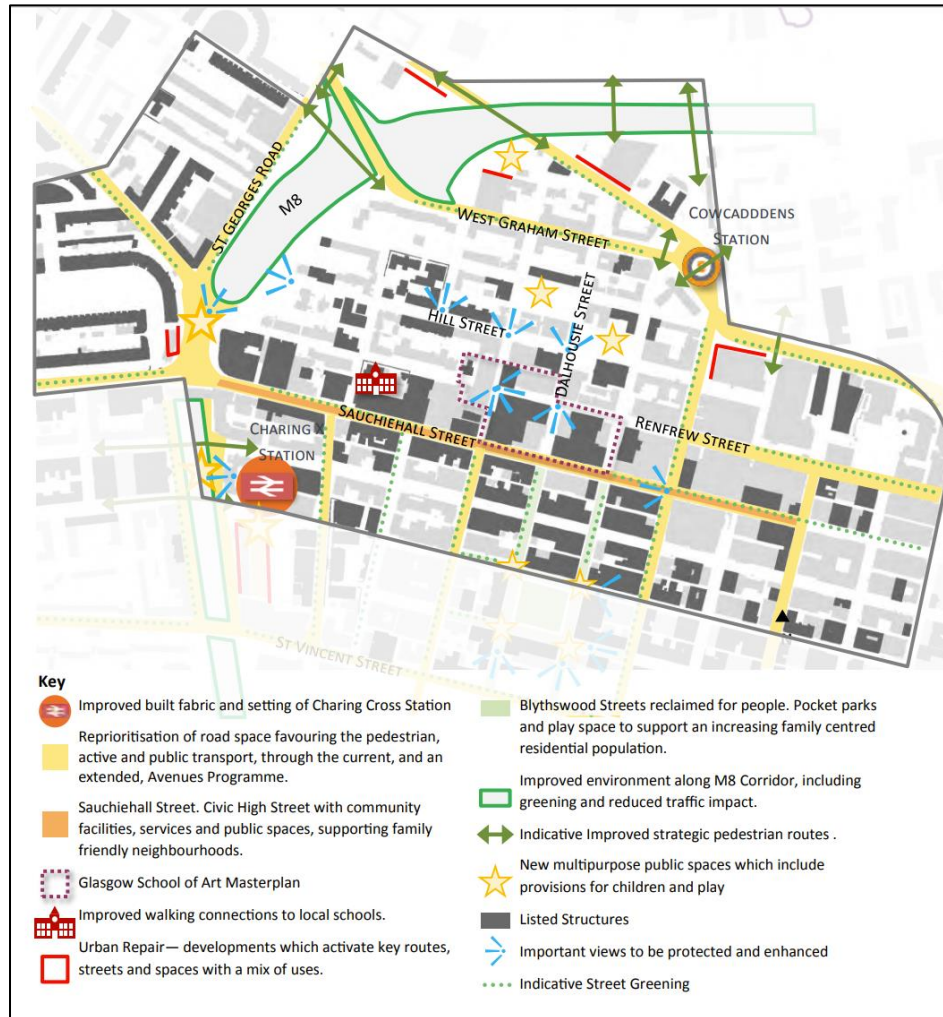


Figure 7, City Centre SDF 2050, Character Area including subject site

The Avenues Project

4.22 As part of the Glasgow City Region City Deal funding, approximately £115 million is being invested in Glasgow city centre to deliver the "Avenues" programme, which will result in a transformation of the city centre's streetscape and public realm - making it more "people-friendly", more attractive, greener, more sustainable and more economically competitive.

4.23 The project seeks to deliver a key strategic objective of the City Centre Strategy and Action Plan 2014-19: an integrated network of continuous pedestrian and cycle routes across the city centre. Design and construction work is being phased over the period 2018 to 2024. Construction work began with the

Sauchiehall Street "pilot" Avenue in 2018 and was completed in 2019. In addition to Sauchiehall Street, there are various other Avenue projects which relate to the Mackintosh Building and the wider GSA estate. The Avenues phasing map is shown below (Figure 8):-

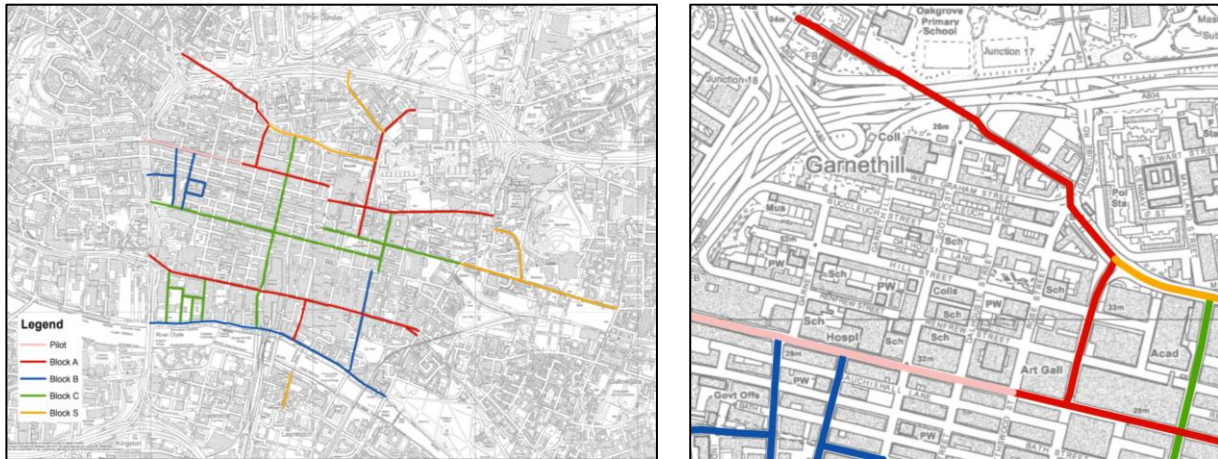


Figure 8, the Avenues Phasing Plan, DRS portal

4.24 The key avenue projects of interest are outlined below:-

- Sauchiehall Street (pilot project) – as a pilot scheme for the city wide ‘Avenues’ programme the proposals have transformed a former 4 lane highway into a humanised public space. Sauchiehall Street Avenue now features a fully segregated bi-directional cycle track; continuous flush footway and cycle crossings at side roads; large semi-mature deciduous trees; seats; permeable paving; improved access to buses and taxis; and a 20mph speed limit.
- The Underline (the section of road that links Great Western Road with the city centre and includes New City Road and Cambridge Street) (Block A) – given land-take from Stow College, as known to GSA, the Underline Avenue will see improvements along Cambridge Street all the way to St Georges Road, passing Cowcaddens subway and New City Road, to give a direct pedestrian and cyclist link between the city centre and the West End, with environmental improvements a key feature of the new Avenue. Work is due to begin in January 2022, with completion in the summer of 2023.



Figure 9, image of Sauchiehall Street Avenue



Figure 10, image of the Underline

5.0 PLANNING HISTORY

5.1 A review of Glasgow City Council’s online portal has been undertaken. To note, the portal holds details of planning applications from 1999 onwards. Below we set out details of available relevant applications for the subject site in Table 1.

Table 1: The Mackintosh, Planning History

Reference	Proposal	Status
Ref. 18/02345/LBA	Alterations to building including partial dountaking, consolidation and temporary works to make safe the building.	Grant subject to conditions.
Ref. 17/02875/DC	Internal alterations	Withdrawn
Ref. 16/02155/DC	Internal and external restoration works and minor alterations to Mackintosh Building Phase 2	Grant subject to conditions
Ref. 16/02154/DC	External restoration works and minor alterations to Mackintosh Building Phase 2	Grant subject to conditions
Ref. 16/01039/DC	Internal and external restoration works and minor alterations to Mackintosh Building Phase 1	Grant subject to conditions
Ref. 16/00997/DC	External restoration works and minor alterations to Mackintosh Building Phase 1	Grant subject to conditions
Ref. 13/02236/DC	Internal alterations to facilitate the return of non-original toilet facilities to office space	Grant subject to conditions
Ref. 13/00701/DC	Internal alterations to listed building comprising installation of fire suppression system.	Grant subject to conditions
Ref. 12/02010/DC	Internal alterations to ground floor reception area of listed building.	Grant subject to conditions
Ref. 10/00289/DC	Internal alterations to ground floor reception area of listed building.	Withdrawn
Ref. 07/03111/DC	Installation of architectural lighting scheme to listed building.	Grant subject to conditions
Ref. 07/02118/DC	Internal alterations to listed building.	Grant subject to conditions
Ref. 06/01190/DC	Internal restoration and repair works.	Grant subject to conditions

Ref. 94/03437/DC	Installation of two telecommunications antennae.	Grant subject to conditions
Ref. 87/02332/DC	Internal alterations to provide toilets for the disabled with upgrading of fire escape stair.	Grant subject to conditions

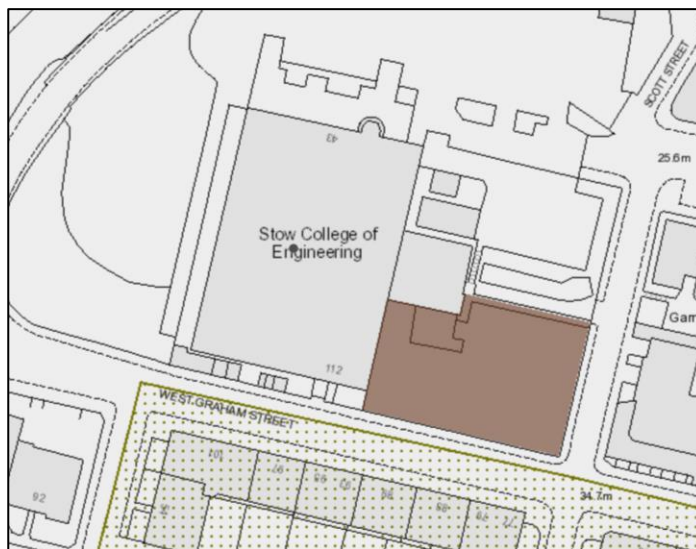
5.2 Further details on the above applications can be made available on request.

6.0 PLANNING OVERVIEW – OTHER RELEVANT SITES

6.1 As part of the exercise, it is important to look beyond the Mackintosh Building at other relevant sites. As part of the GSA estate, Stow College (43 Shamrock Street) is of relevance. Jumping Jacks and the ABC make up the balance of the Sauchiehall Street block with the Mackintosh Building. Therefore, an awareness of these sites is required as part of this exercise. The sections below provide a brief overview on the planning policy status of the sites and any relevant planning history.

Stow College, 43 Shamrock Street

6.2 City Development Plan adopted policy relative to Stow College are outlined in Figure 3 below.



Policy CDP1 – Placemaking Principle;

Policy CDP2 – Sustainable Spatial Strategy; &

IPG3 – Strategic Economic Investment Location, Economic Development.

To note, the site lies outwith the Central Conservation Area but is adjacent so regard must be had to Policy CDP9 – Historic Environment; &

Associated Supplementary Guidance.

Figure 11, City Development Plan Proposals Map, GCC online

6.3 The brown shading relates to a potential housing site. GCC’s 2019 Housing Land Audit includes the site under Ref. HOU3 with capacity for 50 units. Noted the site is owned by GSA.

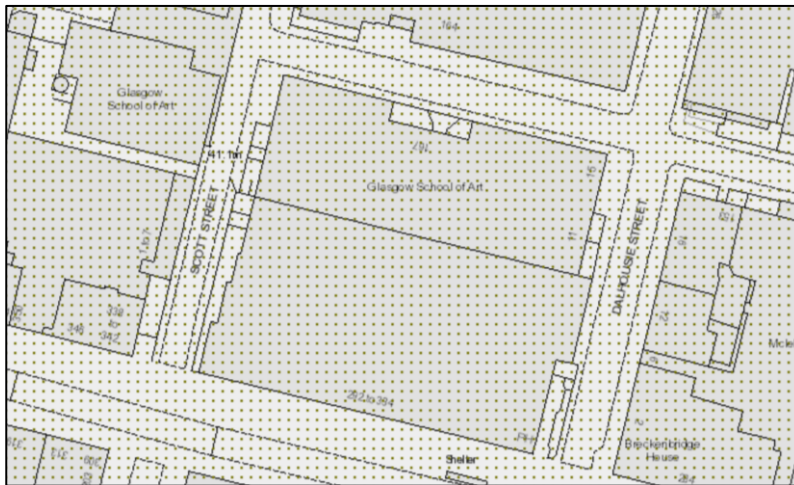
6.4 GCC’s planning portal confirms 12 planning applications have been submitted since 1999. Most are minor in nature of no particular note. One application of interest was an outline planning application submitted on behalf of Stow College in 2003 (Ref. 03/02404/DC, granted 15th February 2006). The proposal involved the following:-

“Erection of mixed development comprising educational, residential, student housing and hotel accommodation on vacant campus ground”.

6.5 Unfortunately there are no documents available online to show the quantum and parameters of development. Details can be requested of GCC DRS if required.

Sauchiehall Street

6.6 Jumping Jacks and the ABC share a city-block with the Mackintosh Building as shown in the extract from the City Development Plan Proposals Map below. Relevant policies are identified alongside this in Figure adopted policy relative to the Jumping Jacks site is outlined in Figure 12 below.



Policy CDP1 – Placemaking Principle;

Policy CDP2 – Sustainable Spatial Strategy; &

IPG3 – Strategic Economic Investment Location, Economic Development.

Located within Central Conservation Area - Policy CDP9 – Historic Environment.

Figure 12, City Development Plan Proposals Map, GCC online

6.7 There is an extensive planning history associated with the ‘Jumping Jacks’ site and the ‘ABC site, including dismissed appeals. For the purposes of this exercise, we will focus on the most recent proposals which are experiencing significant problems through the consenting system.

Table 2: 294 Sauchiehall Street Planning History

Reference	Proposal	Status
Ref. 16/01883/DC	Demolition of existing building and erection of student housing development with ground floor commercial and associated works.	Refuse - Appeal – Dismissed 18/12/17
Ref. 16/01884/DC	External works to listed building in association with 16/01883/DC.	Refuse. Appeal – Dismissed 18/12/17
Ref. 16/01885/DC	Complete demolition of building in conservation area.	Refuse. Appeal – Dismissed 18/12/17

6.8 The applications were refused as the proposal was not considered to be in accordance with the Development Plan [City Plan 2 2009] and there were no material considerations which justified departure.

The proposed student use was deemed contrary to Policy DEV9 ‘Civic, Hospital and Tertiary Education’ which stated the area will remain primarily in use for services and infrastructure of city-wide or regional importance.

- 6.9 Relative to placemaking and heritage aspects, the applications were also refused as the proposal was not considered to be in accordance with Policy DES 1 - Development Design Principles, and Policy DES 3 - Protecting and Enhancing the City's Historic Environment, insofar as the scale, massing and design of the proposed building would adversely affect the character and setting of the Category 'A' listed Mackintosh building and would have a negative impact on the levels of daylight currently enjoyed by the building
- 6.10 Whilst City Plan 2 has been replaced by Glasgow’s City Development Plan (2017), similar policies remain in place within adopted Clydeplan (2017).
- 6.11 As indicated in Table 2, refusal of the various applications was challenged at appeal. All appeals were dismissed with the Reporter concluding the proposed development did not accord with the development plan. The Reporter went on to note there are no material considerations that would still justify granting planning permission. There are numerous references to the subject site within the decision notices. These can be provided and / or summarised if helpful.
- 6.12 Table 3 outlines a stand-alone application on the former ABC music hall.

Table 3: 326 Sauchiehall Street Planning History

Reference	Proposal	Status
Ref. 19/00266/LBA	Complete demolition of fire damaged listed building. Significant body of objection to application from many of the key stakeholders engaged with as part of GSA SOBC.	Pending Forward action – monitor case given potential impact to Mackintosh project

- 6.13 It is understood locally revised proposals for the Sauchiehall Street block are being discussed with GCC DRS. Whilst a number of stakeholders suggested GSA consider acquisition of the Jumping Jacks / ABC site, we understand this is not likely to be progressed.

7.0 STAKEHOLDER ENGAGEMENT

- 7.1 As is widely known, the Mackintosh Building is an iconic building on the global stage. Consequently, the number of interest groups / persons is vast with the subject of rebuild being very emotive for some. In recognition of this, GSA instructed an initial round of stakeholder engagement as part of the SOBC mobilisation exercise.
- 7.2 For Stage 1 of the SOBC, the engagement exercise carried out focused upon a small number of key local stakeholders to help inform the numerous scenarios under consideration. Once options are filtered and there is a clearer direction of travel on what is being consulted on, more extensive engagement is recommended.
- 7.3 A Stakeholder Mapping exercise was prepared in conjunction with GSA and Avison Young (**Appendix 2**). The intention was to identify all key stakeholders and track progress on interviews conducted during November 2020 – January 2021. Sitting alongside stakeholder mapping was a series of questions for each stakeholder group. The intention was to standardise questions to better analyse views and secure meaningful feedback on the options under consideration within the SOBC.
- 7.4 Due to the Coronavirus-19 pandemic and associated legislative requirements / guidelines, face-to-face meetings could not be conducted. Therefore, interviews were carried out on virtual platforms stakeholders. Summaries of the meetings are outlined below.

Glasgow City Council (GCC)

- 7.5 Discussions have been ongoing with GSA and GCC over the years. A meeting was scheduled to specifically to discuss the Stage 1 SOBC. The following key officers attended, all of whom have the potential to influence the outcome of any planning application and / or application for listed building consent for the Mackintosh Building:-
- Raymond Barlow (Assistant Head of Planning & Building Control);
 - Blair Greenock (Principal City Centre DM);
 - Michael Ward (Policy);
 - Iain Mason (DRS Heritage);
 - Raffaele Esposito (DRS City Design); &
 - Mic Ralph (Principal Transport).
- 7.6 Education – art school - use sought by officers at GCC. Specific reference was made to this not becoming a museum. Officers noted heritage would be the leading agenda for GCC with balance to be struck on other policy / technical requirements. Reinstatement of the Mackintosh Building is sought, as close as possible to the original. Building Control stated they will work with GSA to find solutions to all aspects, albeit fire safety key.
- 7.7 Regarding reinstatement, officers noted extent of which could be informed by discussion on hierarchy of spaces and aspirations to embrace future green technologies. That said, there was also the question on whether the Macintosh Building should accommodate green technologies or whether a campus-wide strategy should be adopted. Officers went on to suggest other aspects that require a campus-wide strategy

could include an improved public realm strategy with connections to wider area, i.e. to Sauchiehall Street and beyond, Renfrew Street through Avenue of the Arts, and toward Stow College.

Historic Environment Scotland (HES)

- 7.8 As with GCC, discussions have been ongoing between GSA and HES in respect of the Mackintosh Building. HES are a key statutory consultee to any planning application and / or listed building consent. Any objection from HES, if GCC were minded to grant, would trigger referral to Scottish Ministers. Therefore, as part of the Stage 1 SOBC, a number of meetings were specifically scheduled with the following officers:-
- Dara Parsons (Deputy Head of Casework); &
 - Louisa Humm (Senior Officer Casework).
- 7.9 HES noted the Mackintosh Building to be of international importance and globally referenced. They note their role to be to take the right decision for the building, not to concern themselves with use, economics, etc. However, they provided a view that the best use of a building is that which is was designed / intended for – therefore an art school on this site.
- 7.10 Officers commented if not brought back as an art school in this location within the GSA campus, in theory, the argument for faithful reinstatement is removed. This seems very much a theoretical point as they went on to say they would 'struggle' with the suggestion reinstatement is not possible given GSA have done so previously. They went on to stipulate, HES would object to anything that does not involve keeping the Mackintosh Building.
- 7.11 HES acknowledge there is no such thing as 'faithful reconstruction' due to adherence to Building Standards, including Accessibility and Fire Safety. Officers noted the extent of reinstatement / restoration requires discussion on hierarchy of spaces. Reference made to subtlety of discussion on hierarchy of spaces at the juncture of faithful restoration answering questions such as 'what is desirable', 'what is acceptable' and 'what is best practice'. HES acknowledge there are some spaces that can be reconfigured to maximise flexibility and future-proof the Mackintosh Building. For example, with regard to the roof, it was suggested the top floor / roof could potentially be designed differently as this is not visible from street-level.
- 7.12 Initial discussions on the list of hierarchical spaces (refer to Appendix X), suggests general agreement between GSA and HES with the addition of the main entrance hall and staircase as an exceptional space that should be re-instated as setting the tone of the experience of the Mack. Other points explored with HES was whether consideration should also be given to the details of the building, with this perhaps being installed in allocated spaces where key elements could / should be reinstated into other simpler spaces, eg. doorcases, upper hatches to basement studios, end steel rafters in Studio 11. The rationale being the re-creation of a 'beautiful design' within the project not necessarily every nut and bolt of the original building. The suggestion is this approach would be taken on new design features as well as the restoration.
- 7.13 With regard to new technologies, HES support ambitions to achieve net zero carbon albeit acknowledging discussion required on how that could be designed in, for example insulation for windows. Discussion suggests HES are open minded about interventions albeit with a similar suggestion made to GCC as to whether this is the building where trade-offs occupier or whether more appropriate for GSA's net zero carbon aspirations being set within a campus wide set of objectives.
- 7.14 Concern has been expressed about the condition of the surviving stonework and what additional load it can carry. Reference made to any proposals which include additional insulation to inner faces and this having to take account of the breathability and future performance of the masonry – geologically, petrographically and structurally. HES noted they would not 'advocate a degree of restoration that would

compromise either its robustness or functionality as an Art School' but also that the possible functions being planned for the Mack should not dictate what it is used for.

- 7.15 In accordance with HEPS6, officers place considerable importance upon the decision-making process and the need for inclusive understanding of the potential consequences for people and communities. To do so, officers note this will require extensive consultation given the long-term cultural and sustainable impacts of the project. Officers have advised 2 / 3 clear options are subject of consultation with clarity on what is being consulted on. We would suggest what is meant in this is undeliverable options should not be subject of consultation.

Civic / Heritage Groups

- 7.16 Again, discussions have been carried out over the years with GSA and a number of civic / heritage groups with an interest in the Mackintosh Building. As part of this exercise, meetings were held with the following:-

- Charles Rennie Mackintosh Society (CRMS);
- Architectural Heritage Society of Scotland;
- Scottish Civic Trust; &
- Glasgow Building Preservation Trust.

- 7.18 A number of attendees interviewed referenced the 'engine-shed' sessions and recommended feedback reviewed as part of SOBC. Those interviewed were of the view the Mackintosh Building should remain in use as an art school, whilst they noted cultural heritage was for everyone. The stakeholders were of the view reinstatement could be achieved including new green technologies. They noted the extent of such reinstatement could be informed through discussion on hierarchy of spaces. Questions were raised in respect of funding and cause of the fire.

MP / MSP / Ward Councillors

- 7.19 There has been considerable political interest in the Mackintosh Building. Therefore, meetings were scheduled with Sandra White MSP and Ward 10 Councillors. Further dialogue is required, with this extending to include Alison Thewliss MP and other interested parties.

- 7.20 Sandra White MSP of the view the Mackintosh Building should return to art school use. Indeed, she was extremely anti the suggestion of the project creating a museum to Mackintosh, citing lack of funds at GCC for another museum. Notwithstanding feedback from community groups below, Sandra is of the view the community are split on reinstatement versus new build. She gave her own personal view that the Mackintosh Building has been lost to fire, and cannot be recreated. Her view was that a new build scheme should be promoted embracing the community and new technologies with connections to Sauchiehall Street and beyond. Sandra did stress that this was her own personal view.

- 7.21 Ward 10 Councillors take an active interest in planning and heritage matters across the City, often commenting on planning applications. Therefore, meetings were scheduled with the following:-

- Philip Braat – Lord Provost;
- Eva Bolander;

The Mackintosh Building

- Angus Millar; &
- Christy Mearns.

7.22 In terms of use, Ward Councillors suggested a museum as an alternative to a practising art school. Councillors would seek reinstatement as close as possible to original Mackintosh Building whilst embracing new technologies. Reference made to the project providing an opportunity to showcase skilled trades – traditional skills and new technology alike. Councillors looking for the project to deliver improved public realm with connections to Sauchiehall Street and beyond. As an aside, extremely positive feedback from Councillors on the community engagement work being carried out by Harriet Sims.

Community Council / Local Groups

7.23 GSA actively engage with local community groups via Harriet Sim. As an extension of those discussions, specific meetings were set up with the following groups to discuss the Stage 1 SOBC.

- Garnethill Community Council;
- Garnethill Multi-cultural Centre; &
- Blythwood and Broomielaw Community Council.

7.24 Community groups of view the primary use of the Mackintosh Building should be an art school. Representatives of aforementioned groups spoke passionately about the Mackintosh Building, whether they had been students or not. However, there was a perception the Mackintosh Building in its previous form had barriers to access for the community. There was an ask that this changes with the Mackintosh Building embracing the community with accessible uses such as workshops, exhibition space, local hub. Groups suggested GSA should acquire ABC / Jumping Jacks site(s) to create a cultural hub focused around the art school, with links to Sauchiehall Street. In terms of engaging and keeping the community informed of progress on the project, groups suggested installation of a notice board to reach and inform a wider audience.

7.25 For the avoidance of doubt, the stakeholder mapping and engagement exercise for the next stage will be required to be far-reaching with a view to demonstrate any decisions made have been informed by an inclusive understanding of the potential consequences for people and communities. HEPS Policy6 requires the decision-making process in respect of affects upon the historic environment to be collaborative, open, transparent and easy to understand. Once options have been filtered further, this will enable meaningful discussion.

8.0 OPTIONS ANALYSIS

8.1 The SOBC undertaken by Avison Young considers numerous scenarios for the Mackintosh Building / Site. These have been filtered down to 4 potential options (in no particular order):-

- **Do Minimum** (Option 1) – defined as stabilisation of the existing structure using an internal structural frame including the rebuilding of any external masonry walls deemed necessary and construction of a roof covering. The site will be cleared and then secured with CCTV and boundary protection.
- **Reinstate** (Option 2) - reinstated to align with the original layout, design features and materials (within reason). Off-site fabrication may feature in the rebuilding process and infrastructure would be provided to enable teaching and learning in a digital age.
- **Hybrid** (Option 3) - The external walls would be retained but the layout and internal spaces would be designed to fully support accessibility and flexibility while also taking advantages of some of the original design features where it makes sense e.g. studios benefiting from north-lit windows, library, and lecture theatre. The building would be fully compliant with all regulations and standards and would demonstrate sustainable building within the shell of a listed building.
- **Modern Equivalent** (Option 4) - Following demolition of the remaining structure, this scenario envisages the construction of an entirely new building. A fully compliant landmark building will be constructed that capitalises on the high-profile site.

8.2 For ease of reference, consideration from a planning perspective is given to each option below. This considers the strengths, weaknesses, opportunities and threats associated with each.

Do Minimum (Option 1)

8.3 Whilst this option likely to be of concern to a number of stakeholders, Option 1 would stabilise the structure. Costs associated with reinstatement and / or redevelopment would not be required. The exit strategy from the site would be considerably quicker than other options. Local residents who have cited inconvenience with the project would not have to live-alongside a construction project. Moreover, with the site would be 'safe' and 'complete', surrounding roads and pavements could be opened back to road users, cyclists and pedestrians.

8.4 Whilst there are some limited benefits of Option 1, from a planning / heritage perspective this is considered the least preferable option. As outlined in Section 7, HES set out they will not support any option that does not retain the Mackintosh Building. The key reason for this is that the 'do nothing' option will neither preserve or enhance the historic environment. The other three options have the potential to do so.

8.5 It is considered GCC and HES would determine this option not to be in keeping with legislative requirements, planning policy (including HEPS) and all relevant guidance. In summary, we expect the following observations would be made by statutory bodies:-

- Category A listed building with significant special interest. Section 59 of the Act requires regard to be had to the desirability of preserving the building or its setting or any features of special architectural historic interest which it possesses. This option does not have regard to the Act in this regard.

- SPP sets out a presumption against demolition or other works affecting a listed building and its setting.
 - Located within the Central Conservation Area. Section 64 of the Act requires that special attention is paid to the desirability of preserving or enhancing the character or appearance of the area. This option does nothing to preserve or enhance the conservation area. SPP reaffirms this section of the Act.
 - Does not comply with local planning policies CDP1, CDP2 and CDP9 insofar as this option does not contribute toward placemaking objectives; is not in keeping with sustainable spatial strategy; does not preserve the historic environment; and arguably has an adverse impact on the wider historic environment. Moreover, does not comply with SG9.
 - Does not comply with HEPS Managing Change in the Historic Environment.
 - Secure site creates greater barrier than that community perceived existed with previous building.
- 8.6 There are associated threats / risks given the above, principally with regard to timescales and costs of securing the necessary statutory consents associated with demolition and rebuild masonry walls. Whilst there could be potential of making a case to GCC on reasons associated with economic viability (albeit how does this sit with insurance and potential external donors / funders?), it is anticipated HES will strongly oppose this option. If GCC were minded to grant and HES maintained an objection, the application(s) would be referred to Scottish Ministers.
- 8.7 It is noted certain ministers called for a public inquiry following the two-fires. This, coupled with the prominence of the Mackintosh Building, could lead to the application(s) being called-in and be subject of a public inquiry. There would be significant cost and delay with any inquiry.
- 8.8 To provide perspective on the significant delays and risk that could be associated with an inquiry, we refer a similar case (albeit perhaps not with the significance of the Mackintosh Building); the Royal High School in Edinburgh and plans for hotel conversion. Proposals were initially refused by City of Edinburgh Council in 2015, citing the benefits to the economy and tourism did not outweigh the impacts on the historic environment. Proposals were subsequently scaled-back but application(s) were again refused in 2017 for similar reasons to previous scheme. An appeal was made and called-in for public inquiry. Scottish Ministers determined the appeal in 2020, some five years after the initial refusal, dismissing the case on grounds of adverse impacts on the historic environment. We expect Option 1 would result in a similar battle with HES, and potentially GCC, over a period of years with no certainty on outcome.
- 8.9 Furthermore, any inquiry would bring GSA back into the spotlight with a proposal which is not in keeping with the outward message that the Board is unanimous in its desire to rebuild the school as Mackintosh intended. In summary, whilst there are some limited benefits of Option 1, from a planning perspective this is the least preferable outcome, and we would not recommend progressing this option.

Reinstate (Option 2) / Hybrid (Option 3)

- 8.10 Reinstatement of the Mackintosh Building - in some shape or form - is the preferred option for the majority of stakeholders engaged as part of this exercise. With the exception of Sandra White MSP, the stakeholders interviewed were all of the view the Mackintosh Building should be reinstated as a practical art school on this site, and not reconstructed elsewhere. HES perhaps best summarise this by setting out 'the best use of a building is the use it was designed for'.

The Mackintosh Building

- 8.11 Both Option 2 and 3 have the potential to comply with legislation and planning policy objectives in respect of the historic environment. The key benefit of Option 3 is the potential to ‘give-back’ the heritage, civic and cultural benefits of the Mackintosh Building whilst providing greater flexibility on internal space and subsequent use. Moreover, there would be greater potential to embrace other key policies such as Policy CDP5 which seeks to embrace green technologies. Definitive schemes for both options which can be subject of further discussion are required to differentiate between the options. At this point, we do not have sufficient evidence to discount either and recommend both are progressed to the next stage.
- 8.12 It is anticipated GCC could be open to applying more flexibility than HES on the extent of reinstatement,. During the initial stakeholder interviews, HES confirmed they will seek as close as possible, faithful reinstatement, i.e. Option 2. However, a follow-up discussion on the hierarchy of spaces suggested they could be open to reconfiguration of spaces. In reality the position of HES will only be defined when they are consulted on a scheme(s).
- 8.13 Both Option 2 and 3 have the potentially to satisfy HES and GCC insofar as they could be considered compliant with the Act and all levels of planning policy. This is as summarised below:-
- The Mackintosh Building is a Category A listed building with significant special interest. Section 59 of the Act seeks reinstatement of the building, its setting and the features of special architectural historic interest which it possesses. The key difference between Option 2 and 3 is the extent of reinstatement.
 - National planning policy, SPP, sets out a presumption against demolition or other works that affect a listed building and its setting. Whilst options will involve selective demolition, this would be part of a wider reinstatement project which will preserve and enhance the Category A listed building.
 - As outlined in the point above, both options will preserve and enhance the Mackintosh Building. In doing so, the character and appearance of the Central Conservation Area would be preserved and enhanced. In doing so, this option would comply with the Act and SPP.
 - For the reasons set out in the above two points, reinstatement would comply with local planning policies CDP1, CDP2 and CDP9 alongside associated supplementary guidance, namely SG9.
 - With specific regard to SG9, guidance seeks to respect the original layout and plan form or the original building. Option 2 would wholly comply, with Option 3 having the potential to do so – ‘respect’.
- 8.14 Whilst Option 2 and 3 are anticipated to be the preferable solution from a historic environment perspective, it is acknowledged there will be a need for the decision-making process to be collaborative, open and transparent. This will require further analysis upon the potential consequences of decisions upon people and the community. This means extensive additional engagement which will spark a philosophical, cultural and theoretical debate. For example, the alternate opinion, promoted by architect Alan Dunlop and others, is reinstatement is against what Mackintosh stood for as an innovator, working at the cutting edge. The suggestion being that Mackintosh would want to see a new school of art fit for 21st century. Given feedback from stakeholder interviews carried out to-date, engagement on reinstatement / hybrid options will attract questions on funding, fire safety and ongoing impact upon the local community.
- 8.15 As stated earlier, we believe reinstatement of the Mackintosh Building in some shape or form is the preferred option for the majority of stakeholders, including GCC and HES. This could be either Option 2 or 3. To differentiate between the options, further consultation required on the hierarchy of spaces with key

stakeholders such as GCC and HES. This needs to be on the basis of concept scheme / design brief for each. The outcome of discussion with HES and GCC will help clarify the option(s) subject of wider engagement.

Modern Equivalent (Option 4)

- 8.16 From a planning perspective, all levels of planning policy set out a presumption against demolition. It is acknowledged much of the Mackintosh Building has been ‘demolished’ as a consequence of the fire. That said, given the significant special interest of the Mackintosh Building, we believe key stakeholders will rely upon planning policy which promotes reinstatement.
- 8.17 We would recommend that Option 4 is only be progressed if GSA felt a case could be made which meets the following HEPS tests insofar as the following:-
- The Mackintosh Building is no longer of special interest – it is anticipated it will be challenging to argue the Mackintosh Building is no longer of special interest, with this evidenced against the initial round of stakeholder consultation;
 - The Mackintosh Building is incapable of meaningful repair – there could be potential to make a case given the extent of fire damage. Expert input required from structural engineer, heritage consultant, quantity surveyor / surveyor able to provide required analysis / appraisals on costs required to determine if a case could be made on these grounds. However, given the GSA have demonstrated via previous projects that meaningful repair can be achieved, we expect this will be difficult to argue;
 - It is not economically viable to repair and reuse the building – there could be potential to make a case given the extent of fire damage and costs associated with Option 2 and 3. As above, with expert input required to determine if a case could be made. Input on insurance / funding would also be required.
- 8.18 If a case can be made to meet HEPS tests, Option 4 provides a clean sheet whereby a design brief can respond fully to GSA requirements, alongside those of the community. The site remains in the Central Conservation Area where any modern equivalent would be required to preserve and enhance the character and appearance of the area. Any replacement would need to respond accordingly with particular reference to LDP Policy CDP9 and associated SG9, alongside placemaking policies. This can be expanded upon should there be a view a case can be made against one of the aforementioned tests.
- 8.19 We would strongly recommend Option 4 is only progressed if HES and other key stakeholders are satisfied HEPS tests can be satisfied. We do not believe HES will agree and will oppose a modern scheme on the site of the Mackintosh Building. If this option was progressed and met with resistance, we would refer back to the timescales and risks associated with the Royal High School in Edinburgh as outlined above, i.e. 5 years plus with no certainty and referral to Scottish Ministers if GCC were minded to approve. We believe Option 4 should be discounted on special interest grounds.
- 8.20 In summary, we recommend progressing Options 2 and 3 to the next stage of scoping design and subsequent consultation to define extent of reinstatement.

9.0 CONCLUSION

- 9.1 This Planning Statement has been prepared to inform the Avison Young overarching SOBC, with respect to options for the Mackintosh Building. This statement sets out the planning baseline, providing a summary of legislation, planning policy and guidance, alongside relevant planning history. It details the stakeholder engagement undertaken at this initial stage and provides an options analysis which draws conclusions.
- 9.2 Scottish Planning Policy (SPP) reiterates the Act in relation to listed buildings and further states that the layout, design, materials, scales, siting and use of any development which will affect a listed building or its setting should be appropriate to the character and appearance of the building and setting. It further states that there is a presumption against demolition or other works that will adversely affect a listed building or its setting. Furthermore, with regards to Conservation Areas, SPP confirms the Act, and further states that proposals which do not harm the character or appearance of the conservation area should be treated as preserving its character or appearance.
- 9.3 Strategic policy echoes the above with relevant policy being contained within a wider placemaking objective. Local planning policy concerning the historic environment is set out in Policy CDP9 of the Glasgow City Development Plan. Other material considerations include the Glasgow Central Conservation Area Character Appraisal (2012) and the City Centre Strategic Development Framework 2050.
- 9.4 Historic Environment Policy for Scotland (HEPS) sets out national policy relating to the Historic Environment. HEPS are key material considerations in the determination of applications for planning permission and listed building consent. Policy HEP4 and Policy HEPS6 are key insofar as changes to specific assets and their context should be managed in a way that protects the historic environment with decision-making processes being collaborative, open, transparent and easy to understand.
- 9.5 Stakeholder mapping identified key stakeholders for interview to provide context to the planning position. Key stakeholders such as GCC, HES, civic and heritage groups alongside politicians and local community groups were interviewed. Sessions with each group provided helpful insight into how people feel about the Mackintosh Building with this informing how they would potentially respond to different options under consideration in the SOBC.
- 9.6 The various options contained within the SOBC, were considered in the context of the planning baseline exercise and the outcome of stakeholder engagement. Having undertaken the options analysis, this Statement recommends 'Reinstatement' (Option 2) and 'Hybrid' (Option 3) are progressed to the next stage consultation to establish the extent of reinstatement sought by all parties, including GSA. This will help differentiate between Option 2 and Option 3 and inform the planning risk associated with each. Thereafter, a further recommendation can be made on the most appropriate solution for the Mackintosh Building from a planning perspective, including planning process, risk and timescale.
- 9.7 Please note, the recommendations within this Statement are from a planning perspective only. The overarching Avison Young SOBC considers many other factors that will inform the decision-making process.
- 9.8 If GSA and SOBC agree with the conclusions of this Statement, next steps from a planning perspective relative to Option 2 and 3 are outlined overleaf.

Next steps

- 9.9 HES places emphasis upon the decision-making process and stakeholder engagement. The absence of proposals - initial concept / design brief - for Options 2 and 3, including clarity on extent of reinstatement, makes it difficult for stakeholders to understand what is being consulted on. Comments made by those consulted as part of this initial stage did not include schemes. Therefore, comments have been caveated accordingly.
- 9.10 To differentiate between Options 2 and 3 and secure meaningful feedback, initial concepts / design briefs will be required. This will provide clarity on what is being consulted upon. Given the significance of the Mackintosh Building and the anticipated interest in the project, we would recommend undertaking a further consultation exercise prior to selecting a preferred option.
- 9.11 A comprehensive consultation plan will be required proposing ways to secure maximum reach. It is anticipated a toolkit of options will be required including continued stakeholder meetings alongside briefings, presentations and consultation events. Meetings and events will be subject to Coronavirus-19 legislative requirements and guidelines.
- 9.12 Notwithstanding whether face-to-face consultation events can be conducted, we would recommend carrying out virtual consultation event(s) including live-chat and phone number. This will have a wider reach, enabling a greater number of people to attend and offer views. The data that can be derived from such events will be invaluable in demonstrating collaborative, open, transparent and easy to understand engagement, i.e. compliance with HEPS Policy 6 and PAC requirements (Pre-Application Consultation).
- 9.13 Once an option is defined, the process and timescale of securing statutory consents will be informed by acceptance or otherwise from key stakeholders of the scheme being progressed. Commentary can be provided on anticipated outcome of applications for planning permission and listed building consent, including risks and timescales. The minimum period for a 'major' application is 7-months but we anticipate the process around the Mackintosh Building to range between 18-months to 2-years given special interest.

APPENDIX A

167 RENFREW STREET AND 11, 15 DALHOUSIE STREET, GLASGOW
SCHOOL OF ART.

HES Reference: LB33105

Summary

Category A	Local Authority Glasgow	NGR NS 58435 65970
Date Added 06/07/1966	Planning Authority Glasgow	Coordinates 258435, 665970
	Burgh Glasgow	

Description

Charles Rennie Mackintosh, (Honeyman and Keppie), E section, 1897. W section, 1907-9 (Honeyman, Keppie and Mackintosh). Art Nouveau. 2 storeys and basement; 4-storey return and S elevations. Polished ashlar, harled rear elevation, snecked rubble returns.

- **N ELEVATION TO RENFREW STREET:** 8 bays, arranged 3-1-4 with single bay entrance at head of steps oversailing glazed basement area. Entrance with sculpted architrave, stylised cornice raised in centre with insignia; canted window to left with multiple geometric glazing bars. 1st floor balcony with wrought-iron balustrade, segmental headed pediment over 2-light window; canted window with independent eaves to left, narrow loop above recessed 2nd floor window with parapet in front; simple, raised polygonal turret to left. Outer bays: plain windows double-height above ground, with glazing bars. Bold eaves cornice.
- **E ELEVATION TO DALHOUSIE STREET:** shaped parapet wall to No 11; door with block lintel, fanlight above; central canted oriel projecting at 2nd and 3rd floor with varied windows in deep reveals; rising to corniced turret at eaves. Plain basement and ground floor windows; bipartite window with segmental pediment above at 1st floor. 2 windows with linked, bowed cill at 2nd floor.
- **W ELEVATION TO SCOTT STREET:** 6 bays. Polished ashlar basement and ground and upper floors in 3 W bays, otherwise snecked rubble. Wrought-iron grille to sub-basement. Shaped parapet wall to entrance with boldly stepped architrave. Ground floor projecting stylised oriel windows with leaded lights. 3 S bays tall narrow leaded windows lighting library; canted, partially glazed sections above.
- **REAR ELEVATION SW RETURN:** partly recessed leaded windows to ground floor, ashlar dressed central section above, centrally glazed overhanging, corbelled corridor. Boundary wall with piers, wrought-iron railings.
- **INTERIOR:** Original Glasgow School detailing throughout. Library to W with original fittings and furniture.

APPENDIX B

THE GLASGOW SCHOOL OF ART

Annex E

The Mackintosh Project:

SOBC Long List to Indicative Short List

Critical Success Factors

Critical success factor		Definition - extent to which each option ...	Assessment criteria - extent to which each option contributes to...
1.	Fit with project objectives	Contributes to achieving the objectives of the Mackintosh project and delivering the desired outcomes	<ul style="list-style-type: none"> • The inspiration of both students and those teaching the creative arts • Creation of landmark building that GSA stakeholders can be proud of • Demonstration of GSA's Mackintosh heritage • Provision of 'fit for the future' facilities to meet academic and research needs • Carbon neutral objectives and embedding of sustainability in both design and operation • Creation of an integrated and rationalised estate • Accessibility to the local community and the citizens of Glasgow • The positive reputation and brand of the institution
2.	Strategic fit	Shows a strategic fit between GSA strategies and both local and national government policies	<ul style="list-style-type: none"> • Diversification of income streams • Right size and shape of student numbers • Collaborative and inter-disciplinary learning across GSA's Schools • Achievement of future Outcome Agreement with SFC • Scotland's Cultural Strategy and Economic Strategy
3.	Potential value for money	Achieves best value against the proposed investment	<ul style="list-style-type: none"> • The extent to which anticipated costs and risks are minimised and benefits (both financial and non-financial) are maximised • Creation of community wealth and social value
4.	Commercial feasibility	Provides a viable commercial solution for GSA	<ul style="list-style-type: none"> • Acceptability e.g. legal, intra vires • Market deliverability – likely interest from suppliers / market • Optimisation of balance between control, risk and cost
5.	Organisational deliverability	Is deliverable in the context of our capacity and capability to transform	<ul style="list-style-type: none"> • Deliverability in the context of GSA's available capacity and capability, and potential to use and manage third party providers • An achievable solution within the proposed timetable
6.	Potential affordability	Will be affordable in the context of our available funds	<ul style="list-style-type: none"> • An affordable solution that is deliverable within GSA's capital and revenue budget, including utilisation of innovative funding mechanisms

Provisional short-listed options

Option 1: Do Minimum		Option 2: Reinstatement of Mack	
Pros	Cons	Pros	Cons
Minimum capital outlay	Significant reputational damage	Builds back a USP for GSA	Potential to be accused of creating a replica
Time	Failure to address academic need	Seen to stand by commitment	More costly than modern equivalent
Less disruption	Enduring negative impact on community and absence of civic benefit	Cohesion and integrity to estate	Challenging site upon which to build
Enables management focus on other aspects of student experience	Failure to stand by commitment	Major scope to enhance community linkages	May not effectively support 21st century pedagogy
Avoidance of significant expenditure in period of financial constraint	Stakeholder expectation - failure to stand by commitment	Provision of flexible space	May limit opportunity for transformation of the institution
	Missed opportunity - to make a difference	Landmark building of international significance	
	Sustains a negative impact on Reid / Renfrew St	Showcase reuse of heritage building	
	No economic benefit	Maximum scope to build on heritage	
	No additional space provided despite academic need	Provision of traditional studio space and facilities for crafts	
	Absence of 'heart and soul' of GSA	Re-provision of a 'fit for purpose' design that stood the test of time	
	No iconic building on which to trade		
Option 3: Modern equivalent		Option 4: Hybrid	
Pros	Cons	Pros	Cons
Maximum scope to innovate with design – exterior and interior	Severs link to heritage	Maintains important link to heritage	Constraints imposed by positioning of openings
Potential to create larger useable area	Reputational damage as a result of deliberate demolition of façade	Cohesion and integrity to estate	Failure to stand by commitment
Cohesion and integrity to estate	Failure to stand by commitment	Major scope to enhance community linkages	
Major scope to enhance community linkages		Significant scope to provide modern, flexible interior layout	

Provisionally de-selected options

Option 5: New build at Stow		Option 6: Re-commissioning and new build	
Pros	Cons	Pros	Cons
Relatively simple and quick construction	Create two centres of gravity for Glasgow campus	Significant reuse of existing buildings Scope to enhance community linkages	Quality of academic space will be compromised
Provision of purpose-built academic facility	Location by motorway		Results in further dispersal of the estate
Scope to enhance community linkages	Failure to stand by commitment		Failure to stand by commitment
Relatively simple and quick construction	Less accessible site than Renfrew Street		Reduced opportunity to create a USP through the estate
Provision of purpose-built academic facility	Risk of inappropriate development at Mack – in common with 6 and 7		No capital receipt
Scope to enhance community linkages			Relatively inefficient estate
Option 7: Procure new space in city			
Pros	Cons		
Sites exist for purpose-built facilities, and for existing buildings to be adapted	Results in further dispersal of the estate		
Shorter timeline to procure space compared to rebuild on site	Failure to stand by commitment		
More control over output if procuring new facilities	Reduced opportunity to create a USP through the estate – if adapting an existing building		
Likely to be more cost-effective than rebuild on Mack site	Existing building may require compromise on academic facilities		
Could procure space with expansion capacity	Limited scope to enhance local community linkages		

Parameter:	Measure:	Units:	Notes:
Approx GIA	7,670	m2	Note from website
Approx Roof Area	1,500	m2	Approx measure from original plans https://www.mackintosh-architecture.gla.ac.uk/catalogue/freetext/display/?rs=31&xml-dra&q=glasgow%20school%20of%20art
Approx GF Floor Area	1,500	m2	-
Approx Wall Area	5,130	m2	-
Approx Glazing Area	40%		North façade 40%, South, East & West Façade 20% approx
Approx Form Factor	1.060		Heat loss area / Floor area
Approx Thickness of Wall Insulation			Typical passivhaus metrics
2030 Elec Carbon Intensity	0.134	kgCO2/kWh	SAP 10.1 figure
2030 Gas kgCO2/kWh	0.210	kgCO2/kWh	SAP 10.1 figure
2030 Biomass kgCO2/kWh	0.038	kgCO2/kWh	SAP 10.1 figure
%eff Boiler plant	90%		
%eff District Heating	75%		
2030 DfH kgCO2/kWh	0.120	kgCO2/kWh	Assumes 25% gas and 75% Biomass and plant and DfH %eff (although biomass without CCS will likely fall out of favour)
sCOP GSHP	3.0		Conservative view of achievable COP, includes allowance for whole system eff
2030 GSHP kgCO2/kWh	0.045	kgCO2/kWh	
Cost of Carbon	£	75.00	TeCO2 minimum \$100/TeCo2 United Nations - https://www.unglobalcompact.org/news/3361-04-22-2016
EUI Option 2 DEC B 2020	160	kWh/m2	50% of (80kWh/m2 yr elec; 240kWh/m2 yr DEC D benchmark uni building)
Heating Option 2 DEC B 2020	80	kWh/m2	33% of heating 240kWh/m2 yr DEC D benchmark uni building
Embodied Carbon Option 2	600	kgCO2/m2	30% Reused & Constrained Innovation (LETI 2020 new build target)
PV roof area Option 2	50%		
EUI Option 3 EnerPHit basis	105	kWh/m2	EnerPHit heating max (25kWh/m2,yr) but with benchmark uni elec (80kWh/m2,yr), aligns with RIBA 2025 benchmark for offices i.e. <110kWh/m2 and allows for some compromises in terms of passive design and form necessary to recreate the existing plans and elevations of the original Mac
Heating Option 3 EnerPHit basis	25	kWh/m2	EnerPHit heating target for Glasgow
Embodied Carbon Option 3 (2030 RIBA)	500	kgCO2/m2	30% Reused & Fewer Constraints on Innovation (RIBA 2030 new build target)
PV roof area Option 3	50%		
EUI Option 4 New Build Passivhaus (2030 LETI)	65	kWh/m2	Assumes Leti 2030 schools target and a new build passive haus level of performance
Heating Option 4 New Build Passivhaus (2030 LETI)	15	kWh/m2	New build passivhaus heating target
Embodied Carbon Option 4 New Build (2030 LETI)	350	kgCO2/m2	Unrestrained Innovation, CLT mass timber structure and local biobased materials (LETI 2030 new build)
PV roof area Option 4	75%		

Option 1 Do minimum to stabilise the ruin: no input needed.
 Option 2 Rebuild Mac as faithfully as possible but comply with current building regs and improve fabric performance as far as possible beyond that.
 Option 3 Hybrid between 2 and 3 where quite a lot of stone and existing walls are re-used but only 10 internal special spaces rebuilt faithfully.
 Option 4 Newbuild of a very high quality replacement building.

Cost of natural gas	£	0.0150	/kWh	
Cost of electricity	£	0.1180	/kWh	
Cost of pellet biomass	£	0.0380	/kWh	
Cost of heat from DfH	£	0.0478	/kWh	Assumes a mix of 25% nat gas & 75% wood pellet, 90% eff boilers and 75% eff heat network
Cost of heat from GSHP	£	0.0393	/kWh	Assumes an overall seasonal COP of 3.0
Cost of heat from gas boiler	£	0.0167	/kWh	Assumes a boiler %eff of 90%

Analysis of Options:

Option:	EUI (kWh/m2)	Heating (kWh/m2)	Heat Source	Annual Energy Demand (kWh/yr)	PV Generation kWh/yr	Annual Operational CO2 (TeCO2 yr)	Embodied CO2 (TeCO2/m2)	Embodied CO2 (TeCO2)	Embodied CO2 + 30 Years Operational CO2 (TeCO2)	Cost of 30 Year Offsets	Embodied CO2 = No. of years operational CO2	Annual DHN heat energy demand (kWh/yr)	Annual elec energy demand - PV generation (kWh/yr)	Annual Energy Cost Estimate		
Option 2	160	80	DfH/biomass/gas	1,472,640	97,500	171,347	600	4,602,000	9,742.42	£	730,681.38	26.9	613,600	761,540	£	119,178.16
Option 3	105	25	DfH/biomass/gas	966,420	97,500	110,601	500	3,835,000	7,153.03	£	536,476.98	34.7	191,750	677,170	£	89,967.45
Option 4	65	15	DfH/biomass/gas	598,260	146,250	54,717	350	2,684,500	4,326.01	£	324,450.75	49.1	115,050	336,960	£	45,258.11

Option:	EUI (kWh/m2)	Heating (kWh/m2)	Heat Source	Annual Energy Demand (kWh/yr)	PV Generation kWh/yr	Annual Operational CO2 (TeCO2 yr)	Embodied CO2 (TeCO2/m2)	Embodied CO2 (TeCO2)	Embodied CO2 + 30 Years Operational CO2 (TeCO2)	Cost of 30 Year Offsets	Embodied CO2 = No. of years operational CO2	Annual elec energy demand - PV generation (kWh/yr)	Annual Energy Cost Estimate		
Option 2	107	80	Local GSHP	981,760	97,500	118,491	600	4,602,000	8,156.73	£	611,754.39	38.8	884,260	£	104,342.68
Option 3	88	25	Local GSHP	813,020	97,500	95,880	500	3,835,000	6,711.39	£	503,354.28	40.0	715,520	£	84,431.36
Option 4	55	15	Local GSHP	506,220	146,250	48,236	350	2,684,500	4,131.58	£	309,868.46	55.7	359,970	£	42,476.46

Analysis includes Scope 1 and 2 emissions for building energy but not fleet vehicles or refrigerant leaks. The only Scope 3 emissions allowed for is embodied energy.
 All refrigerant used must be minimal global warming potential so leakage should not be a significant emission.
 Rev C columns F and H corrected by plus 20% for 365 day usage and building area increased

Rev D includes estimate of annual energy costs and a lowered EUI (for local GSHP option) to account for the COP of the GSHP. The lowered EUI leads to some minor changes in Annual Energy and operational CO2 emissions (highlighted)



GSA Mackintosh Project Procurement Options Workshop

Held on 14 and 20 April 2021

Annex H

Martin Blencowe

**SCOTTISH
FUTURES
TRUST**

April 2021

Attendees at Workshops on 14 and 20 April 21

- Martin Blencowe Senior Project Development Support, SFT
- Kelly Meldrum, Facilitator, SFT
- Muriel Gray, Chair of Board of Governors
- Habib Motani, Vice Chair of Board of Governors and Convenor of Business and Estates Committee
- Michael McAuley, Vice Convenor of Business and Estates Committee
- Professor John French, Convenor of Steering Group, Mackintosh
- James Sanderson, Vice Convenor of Steering Group Mackintosh
- Harry Rich, Member of Business and Estates Committee
- Professor Penny Macbeth, Director of GSA
- Andrew Menzies, Director of Finance
- Karen Hardisty, Head of Procurement
- Eleanor Magennis, Director of Estates
- Paul Brewer, Member of Steering Group Mackintosh*
- Lesley Thomson, Member of Steering Group Mackintosh*

* Could only attend first workshop on 14 April

The following members of the Steering Group Mackintosh were invited but could not attend:

- Stephen Hodder, Professor Hanif Kara and Professor Neal Juster

Agenda items covered across both workshops

- Introductions
- Protocols – Text Chat/Raise Hand/Whiteboard
- GSA Project Characteristics – Agree a description
- Available Procurement Strategies
- Selecting a Strategy – not an Implementation Plan
- Sift by Pass/Fail Criteria – Short List
- Agree Scoring Weightings
- Score Short Listed Strategies
- Issues to consider for Quality Assurance
- Issues to consider for Design Team procurement
- Risk slide added after workshops

Quality Assurance Considerations for Procurement Implementation Plan

- **Study reports on Grenfell Tower, Edinburgh Schools, DG One Leisure Centre**
- **Design Quality Compliance – GSA requirements and Building Standards**
- **Recent NHS Scotland building issues leading to independent design audits**
- **Who checks and approves (not simply “reviews”) specialist sub-contractor designs?**
- **Who will assure GSA of Materials and Workmanship Compliance?**
- **Get it right first time? Or build, inspect and correct?**
- **Inspections by Client Clerk of Works? Contractor? Contractor’s Designers? Client Designers?**
- **Commissioning Tests and Acceptance – by who?**
- **SFT led Construction Quality Assurance Initiative – A collaborative approach**

Designer Procurement Considerations for Implementation Plan

- **PM Led Team? Architect Led Team? Individual Appointments?**
- **Scottish ESPD advertised? Or use a Framework?**
- **If advertised, who will administer the process?**
- **If D&B Novation, will designers be acceptable to Main Contractor?**
- **If a team, how does selection criteria work?**
- **Practice experience? Or proposed people experience?**
- **Link experience to a resource histogram**
- **IT IS ALL ABOUT PEOPLE!!**
- **Ensure selection is not simply about an essay writing capability**
- **Zero Carbon capability, BIM capability.**
- **Who will write scopes of service**
- **Beware fees based on performance specifications and Contractor Design Portions**
- **Consider fees to end of RIBA Stage 2 (Concept Design) on a time charge basis against a budget**

Annex C High Level Sustainability Strategy and Zero Carbon Refurbishment Specification.

“The ambition is to deliver the re-birth of the Mackintosh building as a world class exemplar of art, architecture and sustainability, fit for purpose in the 21st century as an inspiration to artists and the community and as an effective response to the climate emergency.”

Prof J French 01.03.2021

Project Specification**1. The Sustainability baseline**

The strategic position is to incorporate sustainability principles through all aspects of the project development and delivery and in relation to all of the project deliverables. These will be core values rather than later additions. The approach will represent good value for money whilst challenging conventional norms around historic buildings. A key indicator will be building performance and user satisfaction delivered through these principles of sustainability.

The project to deliver the Mackintosh as an exemplary rebuild will in itself be an ‘educator’ and enable leadership and dissemination to others.

The architectural and built environment sector represents a major contributor to greenhouse gas emissions in both construction and operation and the historic stock of energy inefficient buildings in the UK is a challenge of the first order. In developing this specification the challenge must be to deliver locally in terms of the original vision, form and functionality and also to deliver interdisciplinary zero carbon solutions whilst at a strategic and international level to provide much needed leadership in this space and especially in the context of the GSA response to the climate emergency.

2. The wider context

The Inter-Governmental Panel on Climate Change (IPCC) has declared a climate emergency. “We have 12 years to limit climate change catastrophe, warns UN, urgent changes needed to cut risk of extreme heat, drought, floods and poverty, says IPCC Mon 8 Oct 2018 07.23. First published on Monday 8 Oct 2018. The United Nations has also published the UN

Sustainable Development Goals (UNSDG) which are set out below:

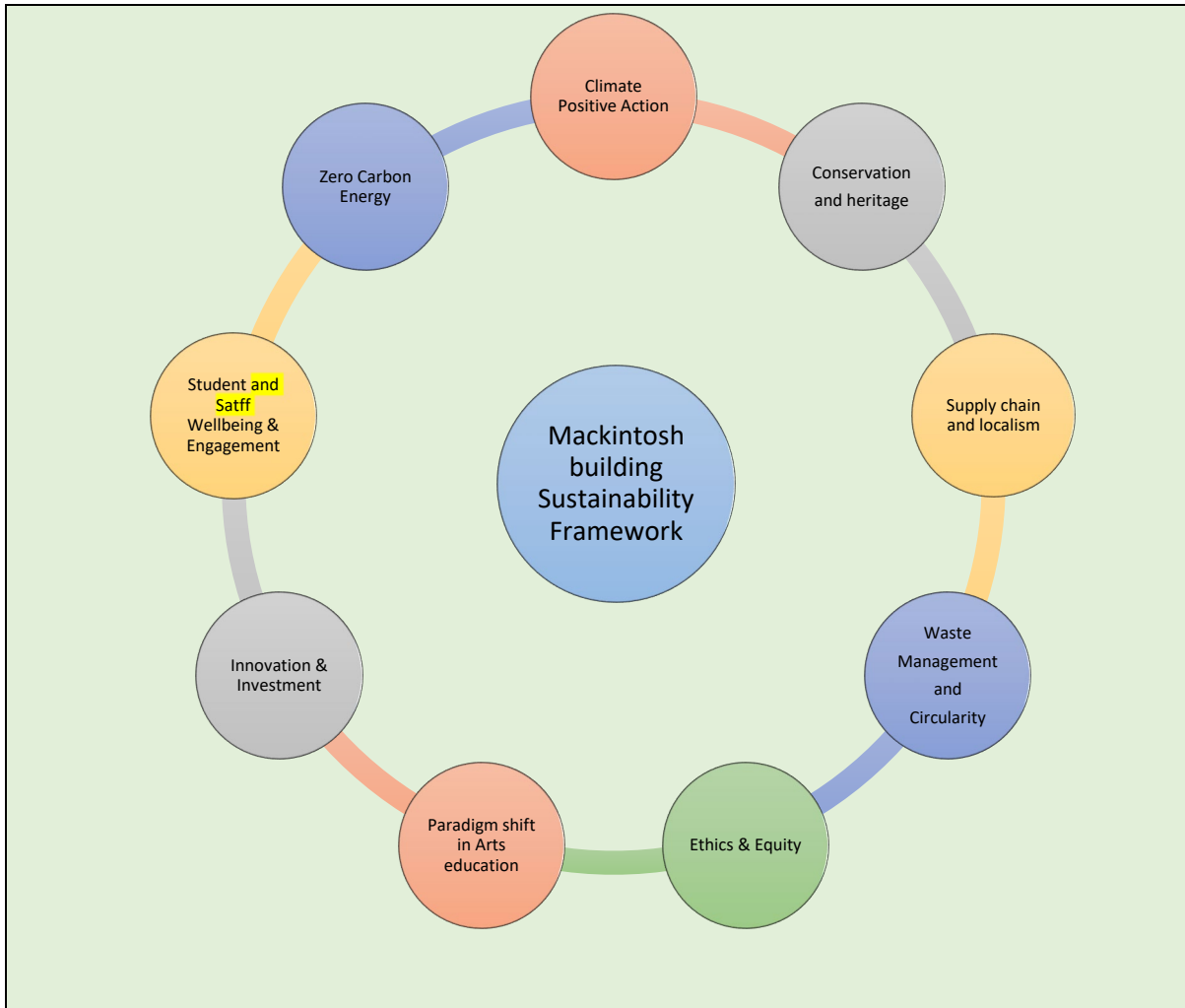


Major capital projects including refurbishments and/or rebuilds can and will make a significant contribution to addressing the UNSDG. Goal 13 addresses climate action which is of particular relevance to the Glasgow City Council context which declared a climate emergency and set a 2030 target for zero carbon transformation. However, addressing the UNSDG more widely also allows GSA to address a wide range of environmental and socio-economic indicators across its community of interests.

A high-level objective of the Mackintosh building will be to track progress against the UNSDG through setting targets and measuring benefits at the project level and the societal beneficiary level.

A high-level outcome reporting matrix will be used and this will include assessing and tracking the relevant UNSDG to both GSA and all segments of the wider community of interest.

KPIs will be developed and measured across the main elements in the indicative diagram as a collective client, funder and design team exercise.



Heritage projects are challenging due to the limitations created by architectural legacy and materiality and as such they pose an additional challenge to public sector bodies seeking to achieve transformational change to deliver against zero carbon targets.

The UK Climate Change Committee was successful in advising the UK Government to adopt a Net-zero target of 2050 and a 70% reduction by 2030. Decisions made in 2021 /22 at the level of the project specification and initial high-level brief will directly impact upon carbon emissions in 2030. Major refurbishments and/or rebuild projects often take 5 or more years requiring a step change in the design development process. This delayed impact is fully understood in relation to the Mackintosh Project which is likely to take 5-7 years to complete by which time societal expectations of zero carbon transformation will have moved forward significantly.

Imperative to the transformation is the early adoption of new approaches to ‘fabric first’ design that enable comparable cost with an enhanced sustainability performance.

This project is seeking to operate against this objective and produce a world class asset whilst also making significant progress in delivering against the climate change targets.

3. Architectural and Design Ethos

- The appropriate design ethos can respond to the exceptional aspirations of heritage, contemporary design and sustainability in operation and in design.
- Open minded, the design ethos will be both traditional and contemporary with high quality event and working spaces, meeting areas, learning and teaching space and exhibition and archive areas with locations for social interaction, networking and hospitality.
- The building should be re-provided with consideration to maximising natural light, the effective use of surfaces and finishes and the internal layouts developed to provide a healthy and passive environment with good acoustic performance and careful consideration given to the aesthetic aspects.
- The building needs to be an inspirational environment that stimulates learning in the arts and collaboration with consideration also given to flow management, circulation and event space.
- The use of natural finishes will improve the general environment and careful planning of furniture and layouts could be transformative if done well.

Success Factors would include;

Recognition by RIBA and the Civic Trust.

The project will aim to be a case study for a zero carbon rebuild and the circular economy and dissemination will lead best practice in the sector.

The project will deploy dissemination as an educational tool and as a learning and research project.

4. Energy and Emissions and Thermal Performance

The building project should aim to be net-zero greenhouse gas emission in both its material design and delivery as well as its operation and seek to adopt renewable energy solutions where ever possible.

- The project aims to achieve the highest level of energy efficiency possible within a sensible and understood cost-benefit ratio.
- A problem-solving approach to address the challenge of low energy consumption and high energy efficiency It will be a significant demonstrable project outcome.
- The project team will explore opportunities for thermal mass to manage heat and ‘coolth’ and to enable a stable internal environment linked to the use of the passive deployment of air and ventilation systems. The use of materials with high thermal energy storage

properties will be evaluated and where possible materials will be selected that deliver both thermal stability and carbon sequestration.

- The project aims to be zero emission. If zero emission cannot be achieved due, for example, to energy supply to heat pumps not being fully de-carbonised then a viable and validated offset regime will need to be put in place.
- The full potential of available energy efficiency measures should be reviewed for possible adoption and this should include assessment of new and innovative solutions around heat recovery and air tightness and include new and emerging technologies that might be evaluated *in situ* as pilots or as research projects. This will be an ongoing aspect of the project that will allow technology adoption at later stages in the life of the project through the use of future-engineering design approaches.

Success factors:

The Building will be recognised by CIBSE for achieving high levels of energy performance.

The building will achieve a stable internal temperature and user comfort through air management systems and thermal stability in design and operation as evidenced through monitoring and user satisfaction surveys.

The building will aspire to achieve the Passive House standard. The methodology and discipline of modelling the energy consumption by design will be followed and the attention to thermal comfort and passive systems will be followed.

The building can be designed to have an annual target heating and cooling demand of not more than c60 kWh/m² per year in heating or energy. Total primary energy consumption (primary energy for heating, hot water and electricity) must not be more than c60 kWh/m² per year.

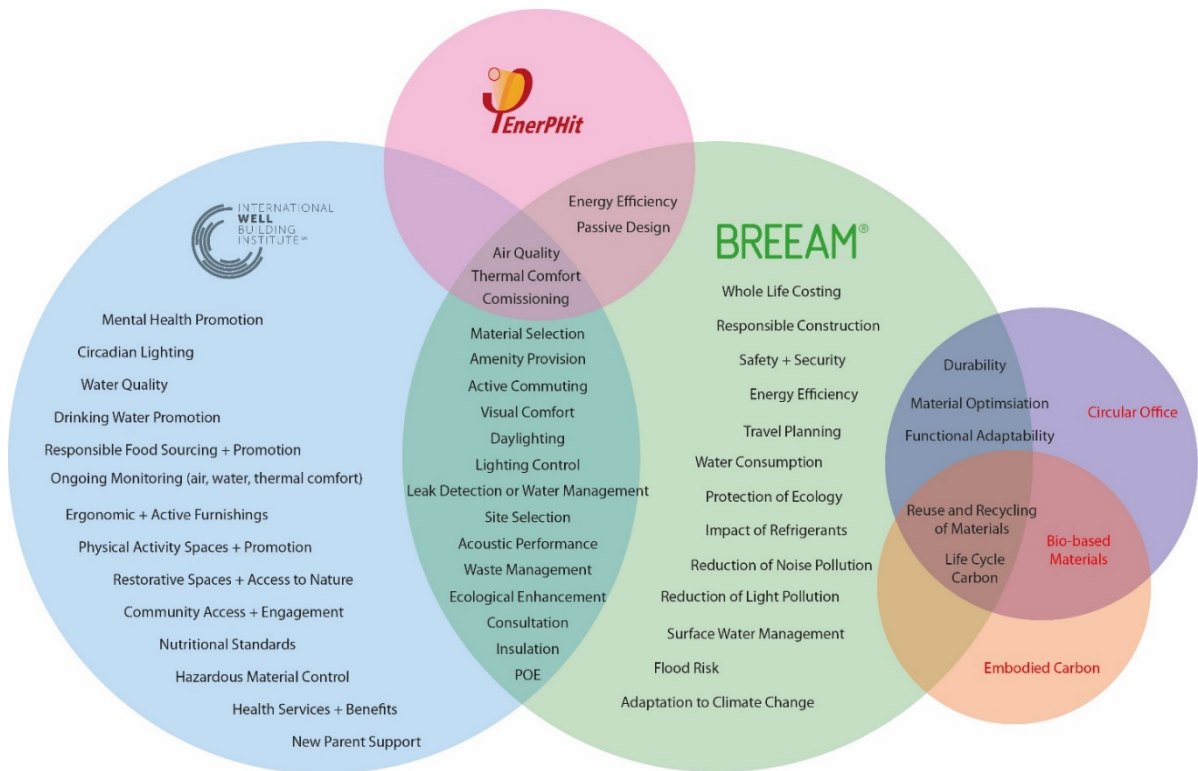
After rebuild the building must not leak more air than 1.0 times the building volume per hour.

5 Wider Environmental Impact – BREEAM and Sustainability Indicators

- **The Green Credentials** of the project both in design and delivery can be measured through the Building Research Establishment Environmental Assessment Method (BREEAM) which will take account of a range of performance indicators including materials, biodiversity and community impact.
- **Performance indicators** will be mapped across other standards. BREEAM effectively covers the main area of environmental sustainability but does not directly address health and wellbeing of the user.
- **Wellness:** the team will actively review the merits of including the Well Standard which has direct beneficial outcomes in relation to health and wellbeing including mental health and its

inclusion is likely to provide a highly supportive environment for students and staff. Plant based environments where biophilic characteristics are deployed have been shown to achieve high levels of user satisfaction and wellness and this project will be well suited to the use of this performance standard not least through the inclusion aesthetically interesting internal design but also restorative and passive/tranquil areas for users.

No single performance standard meets all of the requirements of the client and future user in one single approach. The standards have been mapped for this project and include attention to a range of overlapping indicators.



Success Factor: The achievement of the Well Standard and BREEAM Outstanding.

The project team will target BREEAM Outstanding as a performance measure on the project and target the Well Standard as an option for delivery before RIBA Stage 1 is completed in which biophilic contribution to the standard will be quantified and developed as a unique characteristic.

6 Embodied Carbon and Life Cycle Analysis

The project should minimise carbon emissions by undertaking a full life cycle assessment in order to minimise embodied carbon. Embodied carbon is the carbon emissions associated with the process of rebuild, the materials selected, their manufacture, transport and replacement cycle, end of life and disposal of materials before the next refurbishment. Some

materials such as concrete are very high emission materials at both construction and removal.

In practice this means the rebuild, operation and end of life carbon cost of the project will be modelled using suitable software products during project development and delivery, and be owned as an approach by the project team. Maximum use of local and recycled materials will be a high priority as this will bring down the carbon emissions associated with this indicator.

Strategies will be employed to incorporate materials that can act as a carbon sink and lock up carbon, including artist-based finishes, textiles and biocomposites used in features.

- **Building Components and Embodied Carbon**

As part of sustainability performance monitoring, the different materials employed in the building's rebuild will be subjected to embodied carbon assessment and design decisions will be informed by understanding the carbon footprint and carbon storage potential of different options before the completion of RIBA Stage 2.

The storage of carbon in the fabric of a building can significantly benefit the overall carbon footprint and compensate for carbon intensive materials and processes. The inclusion of plant and timber-based materials can result in 'biogenic storage' of carbon. Setting aside carbon in energy we will seek to arrive at carbon expenditure and carbon storage in balance in order to get to zero.

An options appraisal will be conducted early in the project life to maximise achievement of this criterion and to decide on the life cycle period appropriate for the Mackintosh building.

6 Technology Transfer and Evaluation

The project will seek to engage with technology developments that have application in the built environment and seek to accelerate the rate of technology transfer through early adoption. Heritage projects can also benefit from leading edge technology. By partnering with both the University of Glasgow and the University of Cambridge and other partners the project can access early-stage innovation and share best practice.

These collaborations will also generate positive job and skills impacts in the wider Glasgow area.

Success Factor:

The project will include a quantified number of demonstrable technology innovations and at least 50 low carbon arts and technology-based SMEs will assist with the project delivery whilst also contributing to economic development and employment in the local area.

7 Bio-based materials and biophilic performance.

- Plant based materials will be adopted wherever possible to avoid the use of petrochemicals. These have many advantage such as minimising the use of plastics and volatile organic compounds, they can act as carbon sinks for sequestration and they can add to the aesthetic quality of the user experience as well as providing enhanced functionality and mental health therapies. As a point of principle the use of plastics will be avoided and bio-based alternatives adopted.
- A key practical dimension to achieving the embodied carbon target will be to utilise low carbon intensity materials for example wood instead of glass for balustrades and this is further enhanced if a traceability register is maintained for all materials which underpins sustainable sourcing and drives the procurement of local materials. In addition, the use of natural textiles and natural materials in the fit out will be one of the defining characteristics of the project adding tactile surfaces and the smell and experience of natural and healthy materials.
- Unique to the Mackintosh building project will be the opportunity to use art and innovation to educate and exemplify the principles of the creative economy linked to the history of the arts and crafts in Glasgow. True to the principles of the original Mackintosh building the design team will operate across a range of academic disciplines and across the pure arts and practice-based digital environments to develop an interpretation appropriate for the twenty first century context.
- It is anticipated that the additional bio-based carbon storage will have the potential to compensate for the carbon in energy use of the building and this will be monitored and reported through a research project whilst also being disseminated to the public, school children and the community.

Success Factor:

The low carbon refurbishment will make use of 70% bio-based materials and a product and material traceability register will be maintained to encourage the local sourcing of materials. The use of plants with biophilic uses will be exploited to provide an enhanced internal environment.

The use of bio-based materials for carbon capture and storage will be exploited and used to explain climate change and sustainability principles alongside history and heritage. The internal use of bio-based materials for biogenic storage of carbon will be included in the embodied carbon assessment and the exemplification of these principles will be developed through the arts.

8 Soft Landings Process

This is an important aspect of the handover of a building to the client and ensures the building functions as it was intended and meets the performance standards that were envisaged.

Provision will be made for the soft landing process especially if the building is using advanced management and control systems to maintain its internal environment. In this instance the management of the internal environment, air handling, ventilation and plant-based systems will be supported by a building handbook expanded to cover these and the other sustainability performance criteria.

Success Factor:

A soft landing process for a minimum of one year prior to handover will be included.

9 Post Occupancy Evaluation

User satisfaction will be key to the success of this project and will require consultation and monitoring with a range of users and stakeholders including the public.

Systematic collection of user feedback using questionnaires will need to be adopted and the service providers will need to actively engage with the delivery and management team and the client.

Success Factor:

A post occupancy evaluation process will be implemented for three years from the date of handover and the information used to improve the management and service delivery.

10 Value for Money

VFM is an important aspect of the approach to sustainable buildings. Often this is best achieved by early options appraisal to address the best technology and embodied carbon solutions. The introduction of technology innovation and a demanding project specification increase the need for robust cost and risk reporting.

In practical terms the project team will need to employ effective methods for risk management and communication with the client through collaborative working. The client will need to understand the relationship between the capital cost and long-term energy efficiency and carbon savings and associated cost savings of the building over its planned life.

Success Factor:

Success will be recognition by RICS and the provision of data that shows how a zero carbon project can be delivered within the normal cost profile of a building of this kind and provide leadership to the wider sector and best practice for others to follow.

Mackintosh Building High Level Brief – at a glance:

A world class interdisciplinary academic exemplar of art, architecture and sustainability driving leadership and the dissemination of learning
A rebuild responding to the climate emergency, history and heritage
Mapping at all levels to the UNSDG and the IPCC
Passive House standard fabric first rebuild achieving the lowest possible energy and carbon consumption
BREEAM Outstanding
Circular economy exemplar
The Well Standard for user and visitor wellness and mental health response
Zero embodied carbon and full life cycle analysis
Use of natural and bio-based materials and local supply chains, celebrating localism
Art and innovation exemplar deploying the creativity of the SMEs and stimulating an enterprise community during and after project delivery
Soft Landings process
Value for money in design and delivery
Post Occupancy Evaluation designed at the outset into the delivery and commissioning programme

THE GLASGOW SCHOOL OF ART

BOARD OF GOVERNORS COVERSHEET	
To, Date:	Board of Governors, 17 June 2021
Paper Author (and designation):	Andrew Menzies, Director of Finance
Title of Paper:	Mackintosh Building - funding assessment
Summary of Paper:	
Recommendations (note/discuss/approve/endorse):	The Board is invited to NOTE this report.
Consultation:	This paper was considered by BEC on 17 May 2021.
Risk Management:	N/a
Resource Implications:	Set out within the paper.
Equality Impact Assessment Implications:	N/a
Legal and Regulatory Considerations:	As noted in the paper.
Freedom of Information (FOI):	This paper is restricted in full under part 2 of the Freedom of Information (Scotland) Act 2002 – Commercial Interests and Economy.
Next Steps:	Will progress in tandem with the Project’s planning and approval.

BOARD OF GOVERNORS: COVERSHEET	
To, Date:	Board of Governors, 17 June 2021
Paper Author (and designation):	Professor Penny Macbeth, Director of GSA
Title of Paper:	Progress against GSA Operational Plan 2020/21
Summary of Paper:	The following charts progress against GSA's Operational Plan for 2020/21. Completed actions are highlighted in green and those in progress/extended into next year for conclusion are indicated in orange.
Recommendations (note/discuss/approve/endorse):	Members are invited to note and comment on progress and amendments made to this year's operational plan.
Consultation:	Senior Leadership Group, May 21 Business and Estates Committee, May 21
Risk Management:	Risks are captured within the Institutional Risk Register.
Resource Implications:	Not applicable.
Equality Impact Assessment Implications:	This report has no EIA implications. Any policies or procedures referenced in the course of the report will, where appropriate, be subject to an EIA in line with GSA's procedures.
Legal and Regulatory Considerations:	There are no legal or regulatory considerations.
Freedom of Information (FOI):	This paper may be released in its entirety.
Next Steps:	The draft Operational Plan for session 2021/22 will be considered by the June Board for comment, with final Board approval sought in October 2021.

Note: Give the current COVID-19 situation there is the potential for some aspects of the Plan, such as Estates actions, to be delayed during the period of the 2020/21 Operational Plan, depending on the impact of the Scottish Government’s Coronavirus Strategic Framework.

Completed	In progress/ extended into 21/22
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Glasgow School of Art Operational Plan 2020/21

1. Strategic Plan 2021 Reimagining our future through an open and transparent stakeholder engaged process		Lead	Reporting
1.1 Strategic Planning process	Scoping and planning stage for stakeholder events	Director Director of HR Senior Head of School Director of Development	Board Nov 20
1.2 Stakeholder workshops	Stakeholder workshops begin with external stakeholders, Board of Governors, students and staff	Director Director of HR Director of Development	Board June 21
1.3 Strategic Plan Presentation	Strategic Plan presented to Board of Governors	Director	Board Dec 21

Glasgow School of Art Operational Plan 2020/21

2. People Empowering and investing in our people

2.1 Equality, Diversity and Inclusion	Scheduled review of GSA's progress against agreed Equality Outcomes	Deputy Director Acad.	Board Mar 21
	Review GSA position against sector expectations regarding British Sign Language and Gender Based Violence	Deputy Director Acad.	Board Mar 21
2.2 Organisational Development - Infrastructure – Phase 1	Initial development of structural and staff resource model proposals aligned with the emerging academic portfolio and strategic priorities, and subsequent implementation	Director of HR Deputy Director Acad. Director of Finance	Board June 21
2.3 Organisational Development -Infrastructure – Phase 2	Initial development of structural and staff resource model proposals for professional support areas that support the academic endeavour and strategic priorities, and subsequent implementation	Director of HR Registrar and Secretary Director of Finance	Board Jun 21
2.4 Staff Development – Learning Needs Analysis	Phase 1: Institutional learning needs analysis to identify immediate priorities emerging owing to altered institutional context.	Director of HR	Board June 21
2.5 Staff Development – Leadership Development	Scoping and introduction of leadership development activity for senior staff that supports strategic priorities	Director Director of HR	Board Oct 21
2.6 Staff Development - Career Development – Phase 1	Scoping of potential career tracks and identification of resources that support career progression, succession planning and continuous professional development	Director of HR	Board Dec 21
2.7 Staff Development – Career Development –Phase 2	Review of the Career Review and Development mechanism at GSA and associated resources through stakeholder engagement and external benchmarking	Director of HR	Board Dec 21
2.8 Staff Development	Completion of mandatory compliance-based e-learning modules at 80% by 31 December.	Senior Leadership Group	Board Mar 21
2.9 Health and Wellbeing – Staff Wellbeing	Development and implementation of resources and frameworks to support staff operating on campus and/or remotely within the altered COVID-19 context	Director of HR	Board Nov 20
	Scoping of Healthy Working Lives accreditation to consolidate existing approach and to establish a recognised framework for continued development and enhancement of provision	Director of HR	HRC May 21

Glasgow School of Art Operational Plan 2020/21

3. Academic

3.1 QAA external review	ELIR outcome: Respond to QAA review and produce detailed institutional action plan in response, high level overview March board with detailed plan at June board	Deputy Director Acad. Senior Head of School Head. Learning & Teaching	Board June 21
3.2 Student Experience	Phase 1: In September 2020 begin a critical and evaluative action planning process which focuses on continued poor performance of programmes in the National Student survey (NSS)	Director Head. Learning & Teaching	Board Nov 20
	Phase 2: Improve the lead indicators in both the (NSS) and the GSA internal student survey ensuring progress to overall satisfaction. KPI of 85% Overall Satisfaction by 2026	Deputy Director Acad. Heads of Schools Head. Learning & Teaching	Board Dec 21
3.3 Student Voice	Evidence appropriate progress in embedding student voice in all learning and teaching activities at GSA	Deputy Director Acad. Heads of Schools Head. Learning & Teaching	Board June 21
3.4 REF 21	Evidence appropriate progress in supporting and maximising GSA's Research Excellence Framework approach to ensure the strongest possible submissions against outputs, impact and environment	Deputy Director R&I	Board March 21
3.5 Research & Innovation	Evidence of planning for the next REF cycle looking to develop research potential in staff, bring in ECR's grow funded PhD's and increase research funding	Deputy Director R&I Director of HR	Board Dec 21
3.6 Innovation	Ensure that GSA maximises collaboration within innovation opportunities that occur as a result of economic recovery	Deputy Director R&I	Board Oct 21
3.7 Open Studio	Evidence development and delivery of CPD courses funded through the SFC Upskilling Fund.	Deputy Director Acad. Dir. Strategy & Marketing	Board Oct 21
3.8 Student Recruitment	Implement changes to the GSA's recruitment processes as a result of COVID-19 by 31 December 2020.	Dir. Strategy & Marketing	Board March 21
3.9 Student Selection	Implement changes to the GSA's academic selection processes as a result of COVID-19 by 31 January 2021	Deputy Director Acad	Board March 21

Glasgow School of Art Operational Plan 2020/21

4. Finance Providing a framework of financial planning, reporting and stewardship to support effective management and governance

4.1 Three year financial planning	Develop a three-year financial plan - aligned with the objectives of the new strategic plan; - founded on financial sustainability; - which gives transparency to GSA's <u>underlying</u> financial performance; - which is integrated with capital expenditure planning; and - which has clear visibility of funding sources - financial sustainability targets, KPIs, and benchmarking	Director of Finance	Board June 21
4.2 Resource allocation and budgeting	Implement a budgetary process, with transparency over allocation and consumption of resources, to support planning and decision making; and with clear delineation of budgetary accountability.	Director of Finance	Board Dec 21
	Review of Schools' income generation and financial cost of School structures.	Director of Finance	Board March 22
4.3 Statutory reporting	Improve the Annual Report and Accounts, compliant with Funding Council directions and meeting sectoral norms in terms of presentation and a richer, more insightful commentary.	Director of Finance	Board Nov 20
4.4 Management reporting	Develop the routine monthly management reporting by improving layout and presentation, presenting highlights, more coherent commentary, better consistency with annual financial statements.	Director of Finance	Board March 21
4.5 Income general and cost	Financial cost and benefit of a) GSA's China office	Director of Finance DSM	Board Dec 21
	b) GSA's Altyre Campus	Director of Finance DDI	Board Jun 21

4.6 Investment and treasury management	Support the trustees to develop an Investment Management Policy.	Director of Finance	Board Mar 21
	Tender investment management service.	Director of Finance	Board Dec 21
	Undertake a financial appraisal of existing borrowing.	Director of Finance	Board June 21

Glasgow School of Art Operational Plan 2020/21

5. Estate Providing an estate that supports GSA achieve its ambitions

5.1 Post occupancy Evaluations	Post occupancy evaluations completed for Reid & Stow buildings.	Director of Estates	Board March 21
5.2 Post Fire 18 Insurance	Evidence appropriate progress with management of various insurance claims	Director of Estates Director of Finance Director of Development	All 20/21 Board meetings
5.3 Post Fire 18 remedial Works: Bourdon/Assembly	Evidence appropriate progress with finalising the scope of works and implementation on site.	Director of Estates	Board June 21
5.4 Post Fire 18 remedial Works: Reid	Evidence appropriate progress with scoping and commissioning. Phase1	Director of Estates	Board June 21
5.5 Stow Building remedial works and defects	Evidence appropriate progress with defects liability list collation and plan prepared to address.	Director of Estates	Board March 21
	Submit bid to Scottish Funding Council for loan funding to complete further work to building such as windows and roof. December 2020 deadline.	Director of Estates	Board March 21
5.6 Mackintosh Building	Mackintosh Building Establish Project Development Board	Director of Estates	Board Nov 20

	Completion and approval of Strategic Outline Business Case	Project Development Board	Board June 21
	Evidence appropriate progress with procuring Design Team for works	Project Development Board	Board June 21
	Evidence appropriate progress with enabling works	Project Development Board	Board June 21
5.7 Sustainability	Begin designing the process and development a sustainability strategy regarding Carbon Footprint	Director of Estates DDA	Board June 21

Glasgow School of Art Operational Plan 2020/21

6. Place Engaging with and through our city, local, civic, global

6.1 Community Engagement Strategy	Building on the Community Engagement work since 2018, evidence development of a formal strategy and align with the community engagement/benefit elements of the Mackintosh Building Rebuild project.	Dir. Strategy & Marketing	Board March 21
6.2 Glasgow's post COVID social, cultural and economic recovery	Ensure the successful conclusion of the physical Graduate Showcases 19/20	Dir. Strategy & Marketing	Board Dec 21
	Evidence active engagement in Glasgow Economic Leadership and its associated workstreams (HE/FE; Creative Economy and Tourism workstreams) with Glasgow City Council, Glasgow City Region and Glasgow Life	Dir. Strategy & Marketing	Board June 21
6.3 GSofA Singapore	Successful conclusion of relationship with Singapore Institute of Technology, develop and implement Singapore Country wide Strategy as legacy of partnership	Dir. Strategy & Marketing	Board June 21

6.4 Europe	Phase 1: development of GSA's Europe strategy covering student recruitment, scholarships, staff and student exchange, academic and research partnerships	Deputy Director Acad Dir. Strategy & Marketing	Board March 22
7. External Maximising the potential of our alumni and key external stakeholders			
7.1	Consolidation of alumni networks into one place in order to maximise opportunity and to manage key relationships	Director of Development	Board March 22
7.2	Initial development of the next phase of fundraising activities in line with the new strategic plan	Director of Development	Board June 21

Glasgow School of Art Operational Plan 2020/21

8.Communication Communicating and sharing our unique qualities and achievements with internal and external audiences

8.1 Internal Communication	Implement an internal communications strategy in line with the strategic planning process	Dir. Strategy & Marketing	Board March 22
8.2 External Communication	Develop capacity, expertise and insight within the marketing and communications team in order to maximise coverage and mitigate risk within the media for GSA in relation to high profile projects and events.	Director Dir. Strategy & Marketing	Board Oct 21
8.3 Digital development	Develop Project Brief and Outline Plan for website and intranet, including compliance with digital accessibility regulations for website and mobile applications (2018)	Digital Steering Group	Board Oct 21

9. Resilience Responding to the ongoing pandemic, benchmarking against SG and sector guidance

9.1 Safe Campus	Phase 1: measures in place and operating well for GSA to open for session on 14 September 2020 and physical return of students on 5 October 2020. On going preparedness	GoldGroup Senior Leadership Group	Board Sept 20
	Phase 2: Continuity of delivery in alignment with Scottish Government guidance and current context throughout session 2020/21.	Senior Leadership Group	All 20/21 Board meetings
9.2 Hybrid curriculum	Development of curriculum and learning and teaching approaches, that flex in and out of lockdown and quarantine periods, maximising the physical and virtual studio. Available from start of term, 14 September 2020	Senior Head of School	Board Sep 20
9.3 Digital inclusivity	Development and implementation of policy and strategy to support students with challenged access to digital tools.	Digital Steering Group	Board Nov 20
9.4 Scenario planning	Financial modelling of the shortfall in student recruitment in order to prepare mitigating actions	Director of Finance	Board Nov 20

Glasgow School of Art Operational Plan 2020/21

10. Regulation Operating in a compliant and safe manner

10.1 Internal Audit	Ensure that there are no Internal Audit actions outstanding beyond a six month period.	By 30 April 21 Director	Board Oct 21
10.2 Policy and Procedures	SLG member-led review and confirmation that policy framework is comprehensive and up-to-date	By 30 April 20 Senior Leadership Group	Board Oct21
10.3 Corporate Governance	Full compliance with Higher Education Governance Scotland Act (2016)	Registrar and Secretary	Board Nov 20

10.4 Cyber Security	Achieve annual reaccreditation for IASME Cyber Essential (mandated by Scottish Government) (Achieved on 21 October 20)	Registrar and Secretary	Board Nov 20
10.5 UKVI	Pass UKVI Tier 4 (Student Immigration) Basic Compliance Assessment. (Achieved on 20 September 20)	Registrar and Secretary	Board Nov 20
10.6 Health and Safety	Development of annual Health and Safety Plan	Registrar and Secretary	Board Nov 20

BOARD OF GOVERNORS: COVERSHEET	
To, Date:	Board of Governors, 17 June 2021
Paper Author (and designation):	Professor Penny Macbeth, Director of GSA
Title of Paper:	Draft Operational Plan 2021/22
Summary of Paper:	The paper lays out a draft Operational Plan for GSA for 2021/22.
Recommendations (note/discuss/approve/endorse):	Members are invited to discuss this draft. A final version will be offered to the September BEC and October Board for approval.
Consultation:	Senior Leadership Group, May 21 Business and Estates Committee, 24 May 21
Risk Management:	Risks are captured within the Institutional Risk Register.
Resource Implications:	Not applicable.
Equality Impact Assessment Implications:	This report has no EIA implications. Any policies or procedures referenced in the course of the report will, where appropriate, be subject to an EIA in line with GSA's procedures.
Legal and Regulatory Considerations:	There are no legal or regulatory considerations.
Freedom of Information (FOI):	This paper may be released in its entirety.
Next Steps:	See Recommendations section.

DRAFT

Glasgow School of Art Operational Plan 2021/22

1. Strategic Plan 2022 Reimagining our future through an open and transparent stakeholder engaged process		Lead	Reporting
1.1 Strategic Plan	The development of a robust and stretching strategic planning process, including consultation and presentation at key stages with the Board of Governors throughout the first semester.	Director Director of Development Steering Group	Semester 1 Key milestones
	Draft presentation	Director Director of Development Steering Group	Board Dec 21
	Final presentation of Plan and KPI's		Feb 22
1.2 Strategic plan Communication	Strategic Plan launch and dissemination, focusing on both internal and external stakeholders	Director Director of Strategy and Marketing	Spring 22
1.3 Sustainability Framework and Climate Action Plan	In parallel with the Strategic Plan and the Estates Strategy, develop a GSA Sustainability Framework and associated Climate Action plan. Working toward publishing high level goals and approaches to coincide with COP26 in Glasgow.	Deputy Director Academic Director of Estates	Board Dec 21

2. People Empowering and investing in our people

2.1 Organisational Development - Infrastructure	Development of working models aligned with the emerging employment landscape, academic portfolio, strategic priorities, and subsequent implementation	Director of HR	Board Oct 21
2.2 Staff Development – Learning Needs Analysis	Institutional learning needs analysis to identify priorities aligned with strategic objectives.	Director of HR	Board Oct 21

2.3 Staff Development – Leadership Development	Scoping and introduction of leadership development activity for senior staff that supports strategic priorities	Director Director of HR	Board Dec21
2.4 Staff Development - Career Development – Phase 1	Development of potential career tracks and identification of resources that support career progression, succession planning and continuous professional development	Director of HR	Board May 22
2.5 Staff Development - Career Development – Phase 2	Review of the Career Review and Development mechanism at GSA and associated resources through stakeholder engagement and external benchmarking	Director of HR	Board May 22
2.6 Health and Wellbeing – Staff Wellbeing	Implementation of Healthy Working Lives action plan to consolidate existing approach and to establish a recognised framework for continued development and enhancement of provision	Director of HR	Board Dec 21
2.7 Health and Wellbeing – Staff Wellbeing	Progression of thematic working groups identified through Staff Survey in parallel with Strategic Planning process	Director Director of HR	Board Dec 21
2.8 Equality, Diversity & Inclusion	Ensure progress with actions identified in the Equality Outcomes 2021-25 action plan	Deputy Director Academic	Board May 2022

3. Education

3.1 QAA External Review	<u>ELIR recovery</u> : Delivery of ELIR & Concern Scheme Action Plan, addressing all recommendations from the ELIR outcome and associated QAA Scotland Concern Scheme Reports. Includes the project management of associated projects; liaison with QAAS and UoG and preparation for anticipated ELIR re-review event in summer 2022 Includes monitoring and taking action to ensure that academic standards are assured during the revision and implementation period.	Deputy Director Academic Registrar & Secretary	Board progress updates at each meeting in 21/22
3.2 Student Experience: Student Partnership Agreement	Development of a comprehensive <u>Student Partnership Agreement</u> . Building upon the Student Voice initiatives of recent years, providing evaluation and review of what is working with regards to student representation and feedback and codifying more broadly GSA's values and approach to partnership with students.	Deputy Director Academic	Board March 22

3.3 Student Experience: Academic Framework	Development of a comprehensive <u>Academic Framework</u> for UG and PGT provision at GSA. This vital piece of curriculum architecture, will help GSA achieve greater clarity and consistency in our education offer and will assist in ensuring that student expectations regarding the volume of teaching contact, assessment and access to facilities are established and met.	Deputy Director Academic	Board 16 June 22
3.4 Student Experience: Teaching & Learning Resource Allocation Model	Establish an institutional resource allocation approach to ensure that all programmes have sufficient academic, technical and administrative support to provide a stable and resilient student experience, whilst delivering subject/ programme specific outcomes. Includes <ul style="list-style-type: none"> • analysis of our existing staff student ratios (SSRs) with regards to the above staffing categories. • benchmarking with competitor and peer group institutions • development of guidance to support the planning of new and a review of existing provision within schools. 	Deputy Director Academic Head of Learning & Teaching Director of Finance	Board 16 June 22
3.5 Academic Portfolio Review	Begin a detailed review of our existing portfolio, identifying gaps, evaluating the size and shape of our disciplinary mix and ensuring that our existing portfolio and 5 year plans for future portfolio development align with the Strategic Plan.	Director Deputy Director Academic	Board 28 March 22
3.6 Digital Strategy	Scope the next stage of the Digital Strategy to ensure GSA is developing the correct infrastructure and academic approach to enhanced delivery	Registrar & Secretary DDA	Board March 22
3.7 Extend EDI Articulation work	Implement plans for increased engagement with BAME students through WP and Articulation work	Director of Strategy and Marketing	Board June 22
3.8 Recruitment Strategy Revision	Review our recruitment strategies (Home/RUK/EU and international (country strategies) reflecting post-COVID recruitment landscape and aligned to new Strategic Plan	Director of Strategy and Marketing	Board March 22

4. Finance Providing a framework of financial planning, reporting and stewardship to support effective management and governance

4.1 Financial planning	Develop a new Financial Plan <ul style="list-style-type: none"> - Likely to be for 5-years 2022-2027; - Projecting progress against KPIs set by the Strategic Plan; 	Director of Finance	Board June 22
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	<ul style="list-style-type: none"> - Income and expenditure projections aligned with priorities identified in the new Strategic Plan; - Capital Expenditure plans reflecting the continuing work on developing a comprehensive Estates Capital Plan as well as reflecting emerging themes from the new Estates Strategy; - Seek to incorporate the financial profile associated with the project to re-build the Mackintosh Building, recognising its likely material effect on a Financial Plan with an extended time-horizon. 		
4.2 Resource allocation and budgeting	Continue the work to increase transparency of resource allocation, particularly updating the distribution of the Scottish Funding Council Grants, to better reflect the current and planned distribution of students.	Director of Finance	Board June 22
4.3 Statutory reporting	Produce Annual Report and Accounts, compliant with Funding Council directions and meeting sectoral norms in terms of presentation and insightful commentary, in accordance with the agreed timetable.	Director of Finance	Board Nov 21
4.4 Investment and treasury management	Tender for provider for Investment Management Services for GSA's endowment investments	Director of Finance	Board December 21

5. Estate Providing an estate that supports GSA achieve its ambitions			
5.1 Design Policy and action plan for an Inclusive and Accessible Campus	Complete Design Policy and action plan. (Delivery of Plan to be incorporated into Estates Strategy)	Director of Estates	Board Oct 21
5.2 Post Fire 18 Insurance	Evidence appropriate progress with management of various insurance claims	Director of Estates Director of Finance Director of Development	All 21/22 Board meetings
5.3 Post Fire 18 remedial Works: Bourdon/Assembly	Complete project on site	Director of Estates	Board Feb 22
5.4 Post Fire 18 remedial Works: Reid	Evidence appropriate progress to tender return and signing of contract . (Thereafter start project on site)	Director of Estates	Board March 22
5.5 Stow Building building works	Completion of Stow Building defects project	Director of Estates	Board Oct 21
	Design and develop Stow building works funded from SFC loan to programme and funding allowance. Procurement and approval of contractor for works. (Project will complete by autumn of 2022)	Director of Estates	Board March 22

5.6 Mackintosh Building	Develop a further package of enabling works to reduce the extent of scaffolding	Director of Estates	Board Oct 21
	Progress above enabling works to tender return for approval of contractor	Director of Estates	Board June 22
	Procure and appoint design team for RIBA Stage 1 of Mackintosh main project	Director of Estates	Board March 22
5.7 Estates Strategy	Procure and appoint design team to develop Estates Strategy which should incorporate Stage 1 of Mackintosh project, sustainability strategy and inclusive design approach.	Director of Estates Deputy Director Academic	Board June 22

6. Place Engaging with and through our city, local, civic, global			
6.1 Gallery reopening	Restart the GSA Exhibitions Programme on campus reopening the GSA gallery spaces, deliver planned programme and forward programming in line with our learning, teaching and research ambitions and the role of GSA galleries in the city's exhibitions eco-system	Director of Strategy and Marketing	Board Dec 21
6.2 Community Engagement	Develop, implement and embed Phase 2 of Community Engagement Strategy	Director of Strategy and Marketing	Board Dec 21
6.3 International Strategy	Develop the GSA's new internationalisation strategy aligned to new strategic plan and changing external landscape	Director of Strategy and Marketing	Board March 22

7. External Maximising the potential of our alumni and external stakeholders			
7.1 External Relations	Work with the Director, Director of Strategy and Marketing and Directorate Communications Officer to develop a more systematic and transparent external relationship management model	Director of Development	Board June 22
7.2 External Relations	Review and benchmark current alumni engagement mechanisms to develop a revised alumni strategy that supports the Strategic Plan and reflects the Development Strategy, embedding any reporting or management changes	Director of Development Director of Strategy and Marketing	Board Dec 21
7.3 Development Strategy	Produce a Development Strategy 2022 – 27 to support the priorities in the new GSA Strategic Plan and the need in relation to the Mackintosh Building Project	Director of Development	Board March 22
7.4 Development Trust	Review future priorities and composition of the GSA Development Trust	Director of Development	Board June 22

8.Communication Communicating and sharing our unique qualities and achievements with internal and external audiences			
8.1 Student Communications	Implement and deliver an enhanced and improved approach to student communications in response to the ELIR recommendations and the return to on-campus delivery	Director of Strategy and Marketing	Board progress updates at each meeting in 21/22
8.2 Staff Communications	Implement and deliver an enhanced and improved approach to staff communication reflecting the feedback from the GSA staff survey, our new People Strategy and improvements made in 2020-2021	Director of Strategy and Marketing	Board progress updates 21/22
8.3 Website Scoping	Begin the process of delivering a new GSA corporate website and scope the stage 2 digital environment brief to guide future developments	Director of Strategy and Marketing	Board March 22

8.4 Mackintosh Project Communications	Continue to implement the Mackintosh Project communications strategy in a phased approach in line with the project phases	Director of Strategy and Marketing	Board progress updates 21/22
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9. Research & Innovation

9.1 Research Strategy	Develop the GSA Research and Innovation strategy, including research-teaching linkages, innovative pedagogy, impact and knowledge exchange, building on the REF approach, GSA's academic portfolio and strategic planning.	Deputy Director Research & Innovation	Board June 2022
9.2 Research & Innovation culture	Develop a research culture that benefits from sectoral developments and opportunities across the UK, aligned to HR policy development for staff in research and innovation roles at GSA.	Deputy Director Research & Innovation Director of Human Resources	Board June 2022
9.3 Innovation & collaboration	Ensure that GSA maximises innovation opportunities to support economic and social recovery, increasing research funding for collaborative research, innovation and knowledge exchange. Develop the Altyre campus as an innovation centre for GSA.	Deputy Director Research & Innovation	Board June 2022

BOARD OF GOVERNORS: COVERSHEET	
To, Date:	Board of Governors, 17 June 2021
Paper Author (and designation):	Allan Atlee, Deputy Director Academic
Title of Paper:	ELIR Recovery Approach and Action Plan
Summary of Paper:	This paper provides an overview of the approach being adopted to ELIR recovery and an update on progress made to date.
Recommendations (note/discuss/approve/endorse):	The Board of is asked to NOTE this update.
Consultation:	The approach and action plan was developed between April and May 2021 and involved discussion and consultation with staff and students across the school at Senior Leadership Group and an SLG 'away afternoon', the GSA/ GSASA Monthly Liaison Meeting, Lead Reps Liaison Meeting, Undergraduate and Postgraduate Committee, and Academic Council on 5 th May where the approach and plan were approved. Separate iterative consultation was undertaken with the QAA Scotland and with the University of Glasgow.
Risk Management:	Risk 'a' in the Institutional Risk Register: Risk: <i>Failure to plan and monitor an appropriate institutional response to the 2020 ELIR Report and QAA Concern Scheme recommendations.</i> Mitigations: This is a GSA Strategic priority, with engagement from SLG and across all disciplines and professional support areas. The Deputy Director (Academic) leads on the development of an ELIR Recovery Plan. Additional Resources will be provided to support the development and implementation of the plan. Specific additional engagement with student representatives will feed into the plan, and a full review of the mechanisms through which students are consulted and engaged will be undertaken.
Resource Implications:	SLG has approved a number of permanent and fixed term appointments to support the delivery of this work and recruitment is in progress.
Equality Impact Assessment Implications:	Our normal use of Equality Impact Assessment will be utilised in relation to any new or amended policies and procedures developed as part of this suite of work.

Legal and Regulatory Considerations:	Use of the QAA Quality Mark is revoked until such time as successful re-review has occurred in 2022.
Freedom of Information (FOI):	No restrictions
Next Steps:	The Board can expect regular updates at each meeting in 21/22, including briefings on preparations for re-review in spring/ summer 2022

Approach to Responding to ELIR 2020 & Concern Scheme recommendations

Board of Governors update 17 June 2021

Background

The Board received an update on the outcome of the 2020 ELIR at its March 2021 meeting. The School submitted a full action plan and detailed outline of its approach to ELIR Recovery to the QAA Scotland on 20th May 2021. This paper provides a further update on progress and sets out the timeline between now and the anticipated ELIR re-review in 2022.

Update on Progress

Since the March 2021 Board the GSA Deputy Director Academic has continued to engage externally with the QAA Scotland, and with colleagues at the University of Glasgow to refine the School's ELIR Action Plan ahead of submission in May 2021.

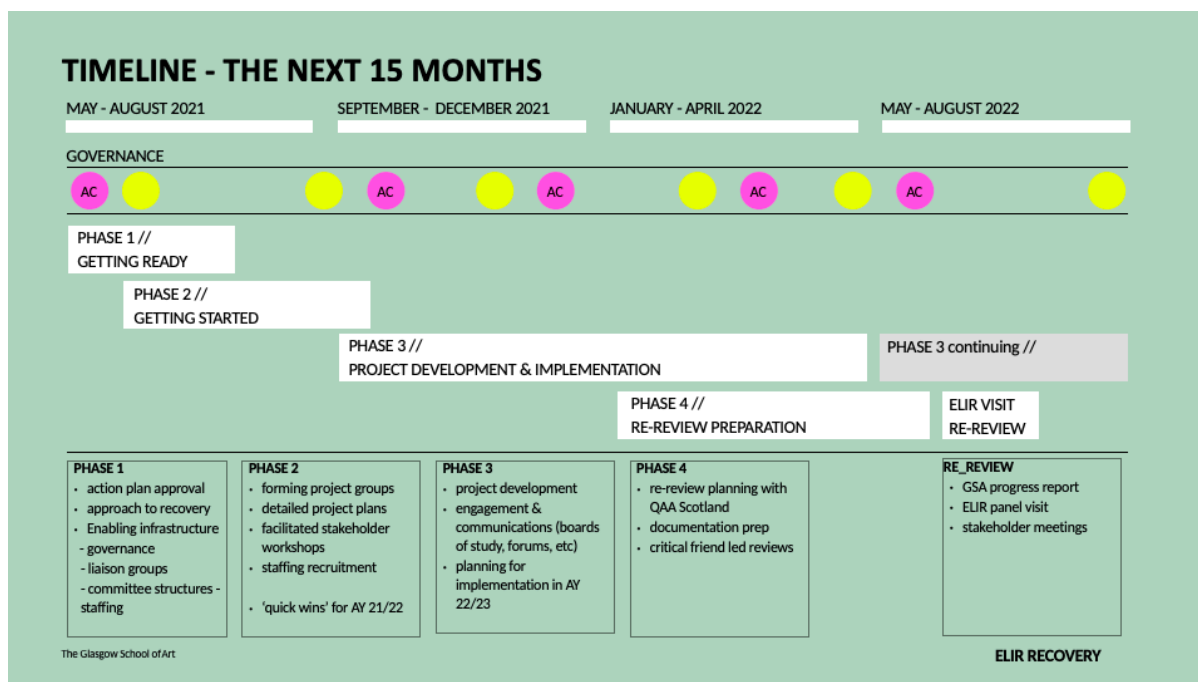
Internally, detailed briefings and discussions have been held with SLG, the Students Association and with staff teams across the School. Our action plan has been reviewed and discussed at Undergraduate and Postgraduate Committee in April and was approved by Academic Council at its May meeting ahead of submission.

The full ELIR Action Plan submitted can be accessed here:

https://gsdfa.sharepoint.com/:x/s/ELIRRecovery/ET8fBM7EU_BMvCCzrQuCaMB-TbpCC8m-YMSKFnO18ygEw?e=Z0s2i0

Timeline

9 th April	Publication of ELIR 2020 Reports on QAA Scotland website
14 th April	Undergraduate & Postgraduate Committee – consideration and discussion on ELIR Reports, discussion on draft ELIR Action Plan and recovery approach
5 th May	Academic Council – Consideration and Approval of GSA ELIR Action Plan and recovery approach
21 st May	Submission of Action Plan to QAA Scotland
8 th June	Director and Deputy Director update meeting with QAA Scotland Director and Quality Enhancement Manger
17 th June	Board of Governors –briefing on GSA ELIR recovery approach and Action Plan
July (tbc) summer 2022	Initial meeting of GSA/ University of Glasgow Liaison Group ELIR re-review (exact timing to be determined in discussion with QAAS)



Oversight and reporting

Academic Council will have overall responsibility for the oversight and monitoring of the ELIR Action Plan and will task its subordinate committees with specific aspects of this work as necessary. Academic Council will review the ELIR Action Plan at each of its meetings and report frequently on progress to the Board of Governors.

Aligned to Academic Council's schedule there will be quarterly liaison meetings with QAA Scotland to discuss progress and plan for an ELIR re-review, likely to be spring/ early summer 2022.

In addition the GSA and the University of Glasgow will establish a joint ELIR Liaison Group to maintain a close working relationship throughout the period of recovery. This group will meet monthly for the first year and will be reviewed thereafter.

University of Glasgow & GSA ELIR Liaison Group

Membership:

University of Glasgow

Vice Principal (Academic Planning & Technological Innovation) (Convener)

Dean of Learning & Teaching (Arts College)

Director of Academic Services

UoG representative GSA Academic Council

The Glasgow School of Art

Deputy Director Academic

Secretary & Registrar

Academic Registrar

Head of Learning & Teaching

GSASA President

SLG Management & Additional Resourcing

A significant volume of academic development work including a number of large educational enhancement projects, various reviews of existing quality processes, and student partnership & student voice enhancement projects has commenced following the approval of the Action Plan.

Delivering on this work is critical to a successful ELIR re-review in 2022, and to longer term sustained improvements in the Student Experience.

The School has established the following new roles to support the delivery of this work:

Head of Programme Development

A new permanent post reporting initially to the Deputy Director Academic during the ELIR recover period and working closely with the L&T team, Academic Quality Office and academic schools to lead on the delivery of 2 significant ELIR projects – (1) The Common Academic Framework; (2) 'Courseware' - review and enhancement of Programme Information.

Beyond the ELIR period this role's core function would be to *'lead on programme and course design across GSA, and support the ongoing enhancement and development of our portfolio'*

Academic Development Leads

School based roles supporting the successful development, delivery and full implementation of all ELIR related projects at school level.

Core activity of the roles would be:

- Managing all aspects of the school's quality assurance and enhancement work, working in partnership with the AQO to ensure cross GSA consistency.
- Ensuring effective implementation of all educational enhancement projects within the schools.
- Ensuring that partnership with students is embedded across all academic development work.

Senior HE Consultant

Alongside the above posts we will engage 1 or more senior sector figures with PVC/ Dean level experience of quality, L&T and/ or QAA review processes including the ELIR process itself to provide 'critical friend' services during the period of ELIR recovery.

Recommendation

Board is asked to **note and comment on** the approach set out in this paper along with the ELIR Action Plan.

Allan Atlee
Deputy Director Academic

7th June 2021

BOARD OF GOVERNORS: COVERSHEET	
To, Date:	Board of Governors, June 2021
Paper Author (and designation):	Ms Julie Grant, Head of Student Support and Development Responsible Senior Officer Allan Atlee Deputy Director Academic
Title of Paper:	Glasgow School of Art 2021-2025 Equality Outcomes
Summary of Paper:	<p>This report presents an overview of GSA's new Equality Outcomes for 2021-2025 which require to be published by 30 April 2021.</p> <p>This paper was approved by SLG on 27th April 2021. This paper was considered at HRC on 11th May and recommended to the Board for ratification.</p> <p>The action plans are under development in partnership with the Equality Diversity and Inclusion Committee and will undergo a similar consultation process as the Equality Outcomes. Further information related to the action plans and consultation can be found in section five and six of the report.</p> <p>It is anticipated that the associated action plans will be submitted for consideration to the Board of Governors in October 2021 via SLG and HRC to ensure full participation, accountability and consultation.</p>
Recommendations (note/discuss/approve /endorse):	The Board of Governors are being invited to ratify the Equality Outcomes 2021 – 2025
Consultation:	There has been a three week consultation period involving student and staff groups providing both individual and team feedback. Consultation also occurred with Trade Unions and Outspoken Arts Scotland Ltd. Further detail can be found in the report.
Risk Management:	This report, as in past years, will be published as part of GSA meeting its publication requirement by 30 April 2021.
Resource Implications:	Consideration of resource implications will be required for all lead persons/departments responsible for delivery.

Equality Impact Assessment Implications:	New outcomes will be communicated to all staff and will be used to inform Equality Impact Assessments.
Legal and Regulatory Considerations:	To date GSA has complied with statutory reporting requirements.
Freedom of Information (FOI):	This paper will be published in full.
Next Steps:	As matters stand, the associated action plans will be submitted for consideration to the Board of Governors in October 2021 via SLG and HRC in September 2021.

THE GLASGOW SCHOOL OF ART EQUALITY OUTCOMES 2021-2025

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1. Introduction

1.1 This paper presents the agreed Equality Outcomes for Glasgow School of Art for the period 2021-2025. This is the third set of Equality Outcomes set by Glasgow School of Art since 2013, as required by the Public Sector Equality Duty supported by specific duties detailed in the Equality Act 2010. The general duty requires public bodies to have due regard for three specific needs:

- The need to eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.
- The need to advance equality of opportunity between people from different groups, considering the need to:
 1. Remove or minimise disadvantages suffered by people due to their protected characteristics.
 2. Meet the needs of people with protected characteristics.
 3. Encourage people with protected characteristics to participate in public life or in other activities where their participation is low.
- The need to foster good relations between people from different groups, tackling prejudice and promoting understanding between people from different groups.

1.2 In advance of setting new outcomes, significant consideration was given to the progress made in relation to the 2017-2021 Equality Outcomes taking into account all other legislative requirements including the publication of:

- Equality Outcomes Final Progress Report 2017-2021
- Student Equality Monitoring Report 2019-2020
- Staff Equality Monitoring Report 2019-2020
- Equality Monitoring GSA Board of Governors
- Equal Pay Report 2020

Further detail can be accessed via <https://www.gsa.ac.uk/about-gsa/key-information/equality/>

1.3 Relevant internal and external evidence was taken into account as part of the process.

1.4 Reasonable steps; under the current restrictions were taken to involve people with relevant protected characteristics.

1.5 Reasonable steps; under the current restrictions were taken to consult with students, staff and stakeholders.

1.6 It should be noted that the Glasgow School of Art has managed a number of significant major incidents in the reporting period, with a second devastating fire in a period of 5 years occurring in 2018 and the current global pandemic beginning in early 2020; continuing to profoundly impact upon the delivery of our core educational activities. There is no doubt this has delayed progress of some specific equality outcomes however; mainstreaming equality has continued to be a key priority. The effective transition to fully online, remote delivery of our academic programmes in 2020/21 and the requisite upskilling of staff has itself accelerated aspects of our equalities work.

2. Assessment of The Glasgow School of Art's Equality Outcomes 2017-2021

- 2.1 There is government recognition that the focus and structure of new outcomes and action plans need to reflect how we will measure impact and difference made to specific protected characteristics.
- 2.2 The Glasgow School of Art's 2017-2021 Equality Outcomes were assessed in terms of progress and future position i.e. embedded into mainstreaming, carried forward with future actions or amended to reflect current institutional priorities pertaining to inequalities.
- 2.3 Advice and guidance from the Scottish Funding Council and The Equality and Human Right Commission was used to inform discussion.
- 2.4 Several of GSA's 2017 – 2021 Equality Outcomes were noted to be too general in nature with the broad aim 'to achieve equality for all'. There was some evidence of ineffective monitoring and reporting such as activity related to processes, policy and practice. It was noted there was a reliance on descriptions of actions and outputs and generic commentary on the potential impact of activity.
- 2.5 There was evidence of statements suggesting improvement had occurred with no indication of how this has been measured and not necessarily correlated with tangible improvements for people with protected characteristics.

2.6 Outcome 1 - An organisational culture in which respect for self and others is understood and practiced; where identity-based ignorance or prejudice is challenged and confidence promoted.

It is recognised that there is further development to be achieved to progress this outcome with a particular focus being considered for Race, Gender, Disability and LGBTQI+ as suggested by both internal and external research.

2.7 Outcome 2 – An inclusive and accessible environment in which the diverse needs of students are systematically anticipated and provided for.
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This outcome was assessed as too general in nature and will be replaced in the 2021 – 2025 outcomes.

2.8 Outcome 3 – An increase in the number of students from currently under-represented groups and achieving successful outcomes.

This outcome was assessed as viable with consideration being given to which underrepresented groups the Glasgow School of Art will focus on, with SMART targets set to ensure progress can be effectively measured.

2.9 Outcome 4 – A fair pay and career progression framework which underpins equality of opportunity for all, actively works towards reducing the gender pay gap and addresses occupational segregation.
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The Glasgow School of Art is committed to fair pay and career progression however, progress will be reported via mainstreaming activity, the Gender Pay Gap Report and the Equal Pay Statement therefore this outcome will not be reflected in the 2021 – 2025 outcomes.

2.10 **Outcome 5 - An increased number of people from diverse ethnic and cultural backgrounds contributing to learning, teaching and research at GSA and engaging with diverse local communities.**

It is recognised that there is further development to be achieved to progress this outcome. Consideration will be given to the use of baseline data to monitor progress of targeted actions.

3. Setting the Glasgow School of Art Equality Outcomes for 2021-2025

- 3.1 The setting of new Equality Outcomes centred around a review of progress, gathering evidence, identifying priority issues, consultation and gaining approval.
- 3.2 The first stage was a review of current outcomes including assessment of progress made. As noted in section one, all data sets and reports available internally were interrogated to gauge distance travelled and identify gaps in provision and inequality. During this exercise, it was identified that further development of data sets was required to allow GSA to effectively measure progress and inform action. This has been reflected within the new Equality Outcomes.
- 3.3 The data collated was considered and compared with internal and external evidence gathered from a variety of sources including but not limited to staff and student surveys; the Student Voice mechanism; feedback from students, staff and stakeholders; national and sectoral equality and diversity priorities and challenges.
- 3.4 A variety of external equalities evidence was considered to help inform the process:

[The EHRC tackling racial harassment - universities challenged report](#) tells us that racial harassment:

- Is a common experience for a wide range of students and staff at universities
- Can have a profound impact on someone's mental health, educational outcomes and career
- Is not fully understood and university staff lack confidence in dealing with race issues
- Is most often not reported or recorded and this restricts the ability to take action
- Is not being handled well through existing complaints' procedures

[Is Scotland Fairer report](#) tells us:

- Not everyone is equally likely to achieve a degree level qualification
- Disabled people are less likely to have a degree level qualification
- People from deprived communities and men were under-represented at university
- Ethnic minority students receive lower final grades for their degrees compared to white students
- Most victims of sexual violence and rape do not report it to the police
- Women age 16-20 are most at risk, and often the offender is their partner
- Women and disabled people are more likely to experience domestic abuse

[The IBF Report - How coronavirus has affected equality and human rights](#) tell us that during the pandemic:

- The economic impact has been unequal, entrenching existing inequalities and widening others.
- The groups most likely to be affected by the expected rise in poverty include young people, ethnic minorities and disabled people, who are already closest to the poverty line.
- Differences in support for remote learning threaten to widen inequalities for those who already perform less well than their peers.
- There has been a rise in reported domestic abuse and there are concerns about the ability of survivors to access justice.

The Scottish Parliament Equalities and Human Rights Committee Report, [Race Equality, Employment and Skills: Making Progress](#) notes that the Scottish Specific Public Sector Equality Duty should, as a minimum, voluntarily record and publish their ethnicity pay gap and produce an action plan to deliver identified outcomes. Good practice would include undertaking an assessment of GSA's understanding of racism and the structural barriers that may exist and integrate ambitions into the strategic plan underpinned by specific outcomes and supported by timely monitoring.

- 3.5 Internal equalities feedback was gathered from variety of sources including but not limited to staff and student surveys; the Student Voice mechanism; feedback from students; student societies; staff and stakeholders, the National Student Survey and the Glasgow School of Art Student Experience Survey.
- 3.6 The Black Lives Matter movement has brought a new and much-needed focus to the endemic racism which persists in society and is under-reported. Students and staff have reported evidence of racism and unconscious bias through both formal and informal processes. Only 5.9% of the Glasgow School of Art staff are BAME and there is evidence of a lack of confidence and understanding when dealing with race. Student feedback indicates they would like to see a more diverse student and staff cohort and further diversification of the curriculum and associated reading lists. The number of applicants from BAME UK domiciled backgrounds has risen marginally over the past five years increasing approximately 1% each year from 7.8% in 2015/2016 to 10% of applicants in 2019/2020.
- 3.7 Students and staff report mental health as a significant area of concern with anxiety, depression, severe isolation and lack of socialisation as key factors. The number of students disclosing a disabling mental health condition (HESA Code 55) has continued to increase in line with the sector and has only been exacerbated by the pandemic. There is a growing trend of the presenting severity of need. 39% of students were assessed with a severity rating level 5 or above i.e. spectrum between severe anxiety and distress affecting all areas of functioning to not coping; out of control; despair and hopelessness; emotionally overwhelmed; suicidal thoughts/intent. Staff report a significant increase in students suffering from poor and often severe mental health; with growing concern for resource implications and confidence when supporting mental health and pastoral care. Similarly, the overall number of staff seeking to access mental health support has also seen an increase during the pandemic period.
- 3.8 Student feedback indicates they would like staff to have a deeper awareness of Trans and non-binary and the availability of gender neutral toilets is of particular concern to students. In 2019/2020 21% of students accessing counselling identified as BAME and 36% disclosed a disability demonstrating the impact of intersectionality on mental health. Sexual orientation statistics have remained fairly constant in comparison to the previous year, 13% identifying as bisexual and 6% identified as gay (male and female). In the most recent staff survey 87% of staff who responded indicated that they were satisfied with their level of understanding of diversity issues and over 90% stated that they felt GSA

respects people equally regardless of their sexual orientation and their gender identity. This highlights a disparity between student and staff perception which needs to be addressed.

- 3.9 Students and staff would like to see an Equalities group for each school or the development of Equality Champions. Many staff also suggested the consideration of student and staff forums focused on specific characteristics to promote awareness and safe spaces for discussion.
- 3.10 The Equal Pay Review for 2021 highlighted the continued imbalance of men and women in senior level posts at GSA, to which the existing gender pay gap can be largely attributed. The report further identified a pay gap between part-time staff (of which 60% are women) and full-time staff, as well as pay gaps in terms of both disability and ethnicity at GSA.

4 The Glasgow School of Art Equality Outcomes 2021-2025

4.1 The overarching themes of The Glasgow School of Art Equality Outcomes focus on:

- Culture and community
- Environment (digital and physical)
- Impact and value
- Evaluation

4.2 EQUALITY OUTCOME 1: Actively foster and support an organisational culture in which dignity and respect for self and others is understood and practiced, where confidence is encouraged and promoted, and where ignorance, prejudice and bias is challenged.

4.2.1 This outcome is a continuation from 2017-2021. All protected characteristics will be considered with a particular focus on Race, Gender, Disability, Trans and non-binary issues as suggested by both internal and external research. This outcome will support GSA to eliminate discrimination; promote equality of opportunity and foster good relations in support of the Public Sector Equality Duty.

4.2.2 There will be clear institutional mechanisms for staff and students to challenge ignorance and prejudice. We will supplement numerical data with other forms of data, such as qualitative data gained through focus groups, student and staff surveys, complaint letters and feedback forms.

4.2.3 Outputs to support this outcome will include:

- Recognise that each person has different circumstances and allocate resources and opportunities needed to reach an equal outcome therefore creating equity for all
- Develop an Equality Diversity and Inclusion Committee
- Recruitment of an Equality Diversity and Inclusion Officer
- Develop and deliver an additional suite of training for students and staff including Gender Based Violence, Disability, Race Equality and LGBTQI+. using anonymised feedback from students and staff to inform training
- Actively utilise the toolkits provided by the Scottish Race Equality Project supporting the declaration that: Racism exists on our campuses and in our society. Call it what it is and reject it in all its forms. We stand united against racism
- Fund and implement a Report and Support tool to ensure clear reporting routes for all

4.3 EQUALITY OUTCOME 2: Continue to evaluate our physical and digital environment, aiming to optimise accessibility and inclusivity by acknowledging and providing for the needs of our students, staff and stakeholders.

4.3.1 This outcome is a revised version from 2017-2021 with a more specific focus on measurable outputs that can demonstrate progress.

4.3.2 Physical accessibility is still a substantial challenge owing to the profile and age of some of GSA's buildings. GSA will complete an audit of the accessibility of our estate and digital provision and implement the findings, developing relevant action plans including a ten year estates plan with inclusion as a core value.

4.3.3 This outcome will support GSA to eliminate discrimination; promote equality of opportunity and foster good relations in support of the Public Sector Equality Duty. All protected characteristics will be considered with Disability having an additional focus.

4.3.4 Outputs to support this outcome will include:

- Recognise that each person has different circumstances and allocate resources and opportunities needed to reach an equal outcome therefore creating equity for all
- Develop a 10 year Estates Strategy with an access and inclusion plan
- Produce a Design Policy for an Accessible and Inclusive Campus
- Audit and develop GSA's website with a focus on accessibility and legislative requirements
- Develop a dedicated section on the Intranet for Equalities
- Evaluate and extend the Digital Inclusion Project

4.4 EQUALITY OUTCOME 3: Actively build and support a staff population which is more reflective of the Scottish population and encourage a diverse student body.

4.4.1 This outcome is an amalgamation of two previous outcomes set in 2017-2021 with a more specific focus on measurable outputs that can demonstrate progress.

4.4.2 This outcome will support GSA to eliminate discrimination; promote equality of opportunity and foster good relations in support of the Public Sector Equality Duty.

4.4.3 All protected characteristics will be measured however there will be an additional emphasis on Race as suggested by both internal and external evidence.

4.4.4 Outputs to support this outcome will include:

- undertake an assessment of GSA's understanding of racism and the structural barriers that may exist
- Develop a GSA recruitment strategy with diversity targets focused on improving the representation of people from BAME groups using the Scottish Government Minority Ethnic Recruitment Toolkit
- Enhanced recruitment activity within schools/colleges/geographic areas with large numbers of home domiciled BAME
- Develop a GSA strategy for decolonising the curriculum

4.5 **EQUALITY OUTCOME 4: Improve lifelong outcomes for students by identifying and supporting those groups facing persistent inequality throughout and beyond their student learning journey into positive destinations.**

4.5.1 This is a new outcome developed to eliminate all inequality gaps in admissions, retention and awarding. This outcome will support GSA to eliminate discrimination; promote equality of opportunity and foster good relations in support of the Public Sector Equality Duty. All protected characteristics will be measured.

4.5.2 GSA will develop robust data sets for each stage of the student journey including positive destinations. These will be used to identify inequality, set specific actions with progress monitored yearly.

4.5.3 Outputs to support this outcome will include:

- Develop and communicate clear baseline data to be used in conjunction with Equality Impact Assessments and Programme Monitoring Annual Reviews (PMAR)
- Baseline data will include applications, admissions, retention and attainment for all nine protected characteristics
- Ensure that students with protected characteristics equal the retention and continuation rates of GSA's average, progress measured yearly
- Ensure that students with protected characteristics equal the awarding rates of GSA's average, progress measured yearly

4.6 **EQUALITY OUTCOME 5: Develop a comprehensive and robust equality and diversity data set which enables us to identify gaps, inform action, assess progress and measure impact for each Equality Outcome.**

4.6.1 This is a new outcome developed to address identified gaps in the data sets, ensuring effective baselines to inform targeted actions and support measurement of impact. This outcome will support GSA to eliminate discrimination; promote equality of opportunity and foster good relations in support of the Public Sector Equality Duty and all protected characteristics will be measured.

4.6.2 Outputs to support this outcome will include:

- Develop and make easily accessible to all staff a comprehensive and robust equality and diversity data set which enables us to inform action, assess progress and measure impact
- Provide training to all staff in how to use the data to inform action
- Embed use of data in all reporting, evaluation and decision making including Equality Impact Assessments

5 **Consultation**

5.1 The draft equality outcomes were formulated in partnership with the Equality Diversity and Inclusion Committee, informed by internal and external evidence as noted in section three.

5.2 The draft outcomes were shared with Lead Reps, all members of the Student Association and all Student Societies members, approximately forty students. Each group was invited to attend at least one consultation meeting to gather feedback and inform action.

- 5.3 Draft outcomes were shared with Heads of Schools and many Heads of Professional Services for discussion within individual teams. Several teams fed back directly, accounting for approximately one hundred staff members.
- 5.4 All staff were offered the opportunity to contribute to the consultation via a number of planned, open discussion sessions facilitated by the Equality Lead in partnership with HR. Twenty six members of staff attended the sessions.
- 5.5 Consultation also occurred with Trade Unions, the LGBTQ+ staff group and external agencies such as Outspoken Arts Scotland Ltd.
- 5.6 All feedback was taken into consideration and amendments and additions were made to the draft outcomes in response. This resulted in the creation of a new version of GSA's Equality Outcomes. Meaningful suggestions were also collated to inform the relevant action plans in the process of being developed.

Action Plans

- 6.1 A number of action plans are in the process of being developed giving due consideration to involvement and consultation.
- 6.2 There will be an action plan related to each Equality Outcome as well as an overarching mainstreaming action plan.
- 6.3 Implementation of GSA's equality outcomes will be the responsibility of the individual lead named in the action plan.
- 6.4 The draft action plans will undergo a similar consultation process as the equality outcomes.
- 6.5 Actions plans will be published in full once approved by the Board of Governors.

THE GLASGOW SCHOOL OF ART

BOARD OF GOVERNORS: COVERSHEET	
To, Date:	Board of Governors, 17 June 2021
Paper Author (and designation):	Andrew Menzies, Director of Finance
Title of Paper:	Report from the Director of Finance
Summary of Paper:	<p>This paper provides an update on:</p> <ul style="list-style-type: none"> - Financial Transactions funding - SFC indicative university funding allocations AY 2021-22 - GSASA annual accounts 2018/19 and 2019/20 - GSA external audit planning 2021
Recommendations (note/discuss/approve/endorse):	The Committee is invited to NOTE this report.
Consultation:	The report draws upon updates made to SLG, Business and Estates Committee and the Audit and Risk Committee.
Risk Management:	The updates are key to GSA's financial, risk and governance approach.
Resource Implications:	Set out within the paper.
Equality Impact Assessment Implications:	Any policies or procedures referenced in the course of this paper will, where appropriate, be subject to an EIA in line with GSA's procedures
Legal and Regulatory Considerations:	As noted in the paper.
Freedom of Information (FOI):	This paper may be released in full (as adjusted 8 December 2021)
Next Steps:	Each item will be taken forward as appropriate.

THE GLASGOW SCHOOL OF ART
BOARD OF GOVERNORS
REPORT FROM DIRECTOR OF FINANCE

This report provides an overview of key Finance issues within GSA. The Board is invited to **note** this report.

1. FINANCIAL TRANSACTIONS FUNDING

Following the approval of the proposal by the Board of Governors at their meeting in March 2021, the loan documentation was executed and dispatched to the Scottish Funding Council along with the draw down request. The draw down request was fulfilled, and the £10m is currently held in a segregated bank account, pending its utilisation for the planned works at the Stow Building.

2. SCOTTISH FUNDING COUNCIL INDICATIVE UNIVERISTY FUNDING ALLOCATIONS AY 2021-22

In March 2021, the Scottish Funding Council announced the indicative funding allocations for the coming academic year and, as usual, in June, confirmed final allocations (SFC/AN/20/2021, available at <http://www.sfc.ac.uk/publications-statistics/announcements/2021/SFCAN202021.aspx>).

The following table summarises GSA’s share of the funding announced:

TEACHING	£
Total grants for Teaching AY 2020-21	11,192,414
Grants for Teaching AY 2021/2022:	
Indicative Main Teaching Grant	8,354,361
Small Specialist Institution	2,996,000
Upskilling/Skills Shortages	293,387
Disabled Students Premium	54,000
Pensions Contribution	237,806
Total grants for Teaching for AY 2021-22	11,935,554
Percentage change from AY 2020-21	6.6%
RESEARCH	£
Total grants for Research and Innovation for AY 2020-21	1,730,000
Grants for Research and Innovation AY 2021/2022:	
Research Excellence Grant	1,225,000
Research Postgraduate Grant	162,000
University Innovation Fund	362,000
Total grants for Research and Innovation for AY 2021-22	1,749,000
Percentage change from AY 2020-21	1.1%
TOTAL	£
Total grants for Teaching & Research AY 2020-21	12,922,414
Total grants for Teaching & Research AY 2021-22	13,684,554
Percentage change from AY 2020-21	5.9%

The key points in the announcement for GSA were:

- Our SFC teaching and research grants, combined, will grow by 5.9% from £12,922k to £13,685k, signalling real-terms growth, contrary to the trend in the most recent years.
- The growth in teaching reflects SFC’s action to “provide additional funded places for Scottish students to support productive learning opportunities at a time of significant economic and social turmoil” and “to recognise the financial uncertainty and sustainability challenges facing the university sector by

securing a general uplift in teaching grants for all universities". In return for which they expect universities to increase, or at least maintain, student intakes, particularly for school leavers.

- While, as a result of Brexit, new EU students will no longer be eligible for SFC funding, the SFC have not adjusted funded student places at universities for AY 2021-22 to take account of this change and have confirmed that any funded places 'freed-up' by this change can be used to increase the number of places for eligible students resident in Scotland. There is no signal about their longer term plans in this regard.
- SFC also signalled their intention to protect the university research base, through a 1.5% uplift in research funding, but also, indirectly, through the increase in teaching grants, given the level of cross-subsidisation within the higher education system.
- In common with all institutions, at GSA, there was a weighting of the increases towards teaching (GSA: +6.6%) rather than Research (GSA: +1.1%).
- There was a 2.1% increase in the Small Specialist Institution Grant, to just below £3m pa.
- Continuing previous initiatives, SFC signalled their expectations of a further year's funding for additional counsellors to support students suffering from mental ill-health (2020/21: £63k) and for the provision of free sanitary products (2020/21: £10k) to be announced in due course.
- In keeping with previous years we expect subsequent announcements to confirm the Research and Development Grant (2020/21: £67k) and the Museums & galleries Grant (2020/21: £98k).
- Separate to the funding announcement, we have received confirmation of a £142,383 grant to support access to high demand professions, continuation of a, now, regular funding stream.
- In addition the funding announcements confirmed £202,285 for the SFC capital maintenance grant, a 0.4% increase on the pre-Covid allocation made in the previous year.

3. GSASA ANNUAL ACCOUNTS 2018/19 AND 2019/20

Following previously documented delays, the GSASA annual accounts for the years ending 3 July 2019 and 2020 have now been brought to a conclusion, through their approval by the GSASA Trustees.

The GSA Board's agreement to signal indicative future funding to GSASA's external auditor/independent examiner facilitated their preparation on the going concern basis and avoided expression of "material uncertainty" by the auditor/independent examiner.

4. GSA ANNUAL FINANCIAL STATEMENTS AUDIT FOR YEAR ENDING 31 JULY 2021

At the recent meeting of the Audit and Risk Committee, our external auditors, Azets, presented their [Audit Planning letter](#), which the Committee considered alongside GSA's own detailed Annual Accounts Reporting Timetable.

In outline, the Committee agreed that:

- the audit field work will begin on 30 August 2021;
- the accounts will be considered by a joint meeting of the Audit & Risk Committee and the Business & Estates Committee on 8 November 2021;
- the Board of Governors will be invited approve the Financial Statements at a single agenda meeting on 23 November 2021;
- facilitating their submission to the Scottish Funding Council ahead of the anticipated 30 November 2021 deadline.


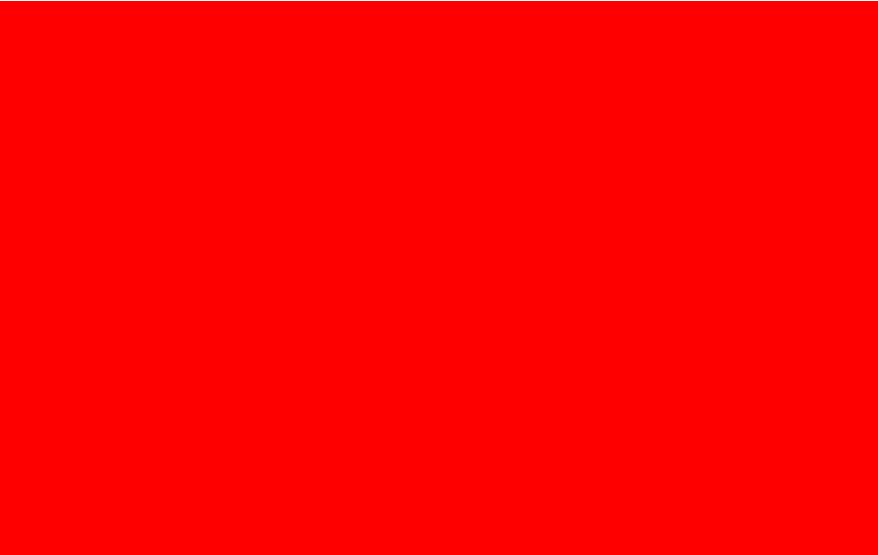
Andrew Menzies
Director of Finance
2 June 2021

THE GLASGOW SCHOOL OF ART

BOARD OF GOVERNORS: COVERSHEET	
To, Date:	Board of Governors, 17 June 2021
Paper Author (and designation):	Andrew Menzies, Director of Finance
Title of Paper:	Financial Plan 2021-2024
Summary of Paper:	This paper presents the proposed Financial Plan for the period 2021-24, included in which is the budget for the forthcoming financial year, 2021/22.
Recommendations (note/discuss/approve/endorse):	The Board of Governors is invited to APPROVE the plan and the 2021/22 budget.
Consultation:	The budget for the coming year is based on extensive consultation with local budget holders.
Risk Management:	The Plan is a key element in the management of GSA's financial, risk and governance approach.
Resource Implications:	Set out within the paper.
Equality Impact Assessment Implications:	Any policies or procedures referenced in the course of this paper will, where appropriate, be subject to an EIA in line with GSA's procedures
Legal and Regulatory Considerations:	As noted in the paper.
Freedom of Information (FOI):	This paper is restricted in full under part 2 of the Freedom of Information (Scotland) Act 2002 – Commercial Interests and Economy.
Next Steps:	Subject to approval by the Board of Governors, it is anticipated that this plan will meet the requirements of an imminently expected Call for information from the Scottish Funding Council for Strategic Financial Plans from all HEI's.

Financial Plan 2021-24

THE GLASGOW SCHOOL OF ART

BOARD OF GOVERNORS: COVERSHEET	
To, Date:	Board of Governors - 17 June 2021
Paper Author (and designation):	Andrew Menzies, Director of Finance
Title of Paper:	GSA Management Accounts to the end of April 2021 (Q3)
Summary of Paper:	<p>The purpose of this paper is to present GSA management accounts for the period to April 2021, presented alongside a recent Q3 full-year outturn forecast.</p> 
Recommendations (note/discuss/approve/endorse):	The Board of Governors are asked to NOTE these accounts.
Consultation:	
Risk Management:	
Resource Implications:	
Equality Impact Assessment Implications:	
Legal and Regulatory Considerations:	
Freedom of Information (FOI):	
Next Steps:	

BOARD OF GOVERNORS: COVERSHEET	
To, Date:	Board of Governors: 17 June 2021
Paper Author (and designation):	Part A: Alan Horn, Director of Development Part B: Andrew Menzies, Director of Finance
Title of Paper:	Part A: Update on progress with the Mackintosh OCIP insurance claim Part B: Update on expenditure against Mackintosh OCIP
Summary of Paper:	This paper presents to the Board of Governors: Part A: an update on the current position with the Mackintosh Building OCIP insurance claim. Part B: an update on Mackintosh related expenditure.
Recommendations (note/discuss/approve/endorse):	
Consultation:	
Risk Management:	
Resource Implications:	
Equality Impact Assessment Implications:	
Legal and Regulatory Considerations:	
Freedom of Information (FOI):	
Next Steps:	

BOARD OF GOVERNORS: COVERSHEET	
To, Date:	Board of Governors Meeting: 17 th June 2021
Paper Author (and designation):	Alan Horn, Director of Development
Title of Paper:	GSA Institutional Risk Register
Summary of Paper:	Presentation of the updated Institutional Risk Register.
Recommendations (note/discuss/approve/endorse):	The Board of Governors is invited to consider and approve the updated Institutional Risk Register.
Consultation:	Previously considered at the SLG of 11 th May 2021 and subsequently updated. Approved by the 17 th May 2021 Audit and Risk Committee and noted at the Business and Estates Committee of 24 th May 2021.
Risk Management:	Risks are captured within the risk register.
Resource Implications:	Resource implications of mitigating actions identified will be considered and discussed by SLG on a case by case basis.
Equality Impact Assessment Implications:	Equality impact assessments will be taken forward as appropriate by the relevant risk owner.
Legal and Regulatory Considerations:	Legal and Regulatory Considerations will be notified to SLG by relevant risk owner.
Freedom of Information (FOI):	This paper will be restricted in full under Part 2 of the Freedom of Information (Scotland) Act 2002, Section 33: Commercial Interests and the Economy.
Next Steps:	The Board of Governors is invited to consider and approve the updated Institutional Risk Register.

THE GLASGOW SCHOOL OF ART

BOARD OF GOVERNORS

17th JUNE 2021

ACTION SOUGHT

The Board of Governors is invited to consider and approve the updated Institutional Risk Register.

BACKGROUND

The previous iteration of the consolidated Institutional Risk Register produced by the Director of Development was approved by the Audit & Risk Committee at their meeting on 1ST March 2021.

UPDATE

The Senior Leadership Group regularly reviews the Institutional Risk Register to ensure that risks and mitigations remain current and that scoring is appropriate. The updated version attached was produced by the Director of Development and reviewed by the Senior Leadership Group at their meeting of 4th May 2021. The minor amendments agreed have been incorporated in this updated version.

This iteration of the Institutional Risk Register was approved by the Audit and Risk Committee at their meeting of 17th May 2021 and noted by the Business and Estates Committee at their meeting of 24th May 2021.

RECOMMENDATION

The Board of Governors is invited to consider and approve the updated Institutional Risk Register.

Alan Horn
Director of Development
02/06/2021

BOARD OF GOVERNORS: COVERSHEET	
To, Date:	Board of Governors, 17 June 2021
Paper Author (and designation):	Eleanor Magennis Director of Estates
Title of Paper:	Report from Director of Estates
Summary of Paper:	This report provides an overview of the current position on developments within the GSA estate.
Recommendations (note/discuss/approve/endorse):	<p>The Board of Governors on the recommendation of the Business and Estates Committee is asked to approve:</p> <ul style="list-style-type: none"> • Expenditure of [REDACTED] contingency for additional fire damaged window repairs to Bourdon, Assembly and Reid buildings. This is part of the insurance claim. • Extend the current Mackintosh debris removal and stabilisation contract which is scheduled to complete in July 2021 to permit the removal of remaining damaged services, high level stonework and deformed metalwork. This would be funded from the project contingencies. • Appointment of the consultant team to deliver the RIBA Stage 2-7 services for the proposed programme of refurbishment works to the Stow Building, [REDACTED]. This is part of the £10M SFC loan. • Approval of the appointment of Advanced Building Contractors to complete the Stow Building defects rectification works, at a cost of [REDACTED] • That the GSA enter into a Licence to Occupy with GCC for the Underline Project on the recommendation of the Business and Estates Committee. The final Licence to Occupy is available along with the accompanying plan attached to this report.
Consultation:	An earlier version of this paper was considered by Senior Leadership Group on 11 May 2021 and Business and Estates Committee on 24 May 2021.
Risk Management:	It is important that SLG and BEC are appropriately sighted on progress with key estates developments to enable assurance and risk management.
Resource Implications:	These are all noted within the paper.
Equality Impact Assessment Implications:	Any policies or procedures referenced in the course of the report will, where appropriate, be subject to an EIA in line with GSA's procedures. All projects mentioned will also strive to adopt the principles of inclusive design.
Legal and Regulatory Considerations:	Not at this time.
Freedom of Information (FOI):	This paper will be restricted in part under part 2 of the Freedom of Information (Scotland) Act 2002 – Commercial Interests and Economy.
Next Steps:	Following input from the Board of Governors, the Director of Estates will take forward and oversee the actions contained in this report.

THE GLASGOW SCHOOL OF ART

BOARD OF GOVERNORS – 17 JUNE 2021

REPORT FROM THE DIRECTOR OF ESTATES

ACTION SOUGHT

The Board of Governors on the recommendation of the Business and Estates Committee is asked to **approve**:

- Expenditure of [REDACTED] for additional fire damaged window repairs to Bourdon, Assembly and Reid buildings. This will form part of the Insurance claim.
- Extend the current Mackintosh debris removal and stabilisation contract which is scheduled to complete in July 2021 to permit the removal of remaining damaged services, high level stonework and deformed metalwork. This would be funded from the project contingencies.
- Appointment of the consultant team to deliver the RIBA Stage 2-7 services for the proposed programme of refurbishment works to the Stow Building, at a fee of [REDACTED]. This is part of the £10M SFC loan.
- Approval of the appointment of Advanced Building Contractors to complete the Stow Building defects rectification works, at a cost of [REDACTED].
- That the GSA enter into a Licence to Occupy with GCC for the Underline Project on the recommendation of the Business and Estates Committee. The **final Licence to Occupy** is available along with the accompanying plan attached to this report.

OVERVIEW OF PAPER

These actions are all detailed in this report which provides an update on the following estate developments:

1. Mackintosh building project.....	3
2. Bourdon, Assembly and Reid reinstatement works.....	4
3. Reid reinstatement works.....	5
4. Stow defects works	6
5. Stow SFC loan detailed design works.....	8
6. Glasgow City Council underline project re. Stow carpark	9
7. Reid building fire alarm system.....	10
8. Blythswood halls of residence.....	10
9. Project management procedures.....	11
10. GSA halls of residences.....	11
11. 5-10 year capital investment plan.....	11
12. Sustainability Policy.....	11

Items highlighted in bold are the projects with actions for approval by the Board of Governors.

1.0 MACKINTOSH BUILDING PROJECT

1.01 Action Sought

The Board of Governors is asked to approve to extend the current Mackintosh debris removal and stabilisation contract which is scheduled to complete in July 2021 to permit the removal of remaining damaged services, high level stonework and deformed metalwork. This would be funded from the project contingencies.

1.02 Overview

Four main activities are in progress for the Mackintosh project:

- Debris clearance and stabilisation of the Mackintosh building. This phase of work will complete in June rather than end of July 2021.
- Review of the measures required to remove the majority of temporary scaffolding and effect permanent repairs to the standing structure
- Strategic Outline Business Case (a separate paper has been provided on this to the Board)
- Procurement strategy for the project

1.03 Debris Clearance and Stabilisation of the Mackintosh Building

Works to clear the debris in line with the SFRS investigation are scheduled to complete ahead of target in mid June 2021. The SFRS recorded its last official day on site on 3 June 2021. The works will be completed within budget and it is proposed to maintain momentum on the site by utilising the remaining contingencies and provisional sums to undertake further consolidation as noted above.

Addyman Archaeology has been active on the site as original material is found, albeit in small quantities only including the discovery of original bass door numerals.

David Narro Associates Engineers (DNA) are currently finalising the concept design for the proposal to replace the distorted steel beams of the internal structure with new steel to original proportions and locations. This will allow the removal of the bulk of buttressing scaffold that is on hire and impedes routes along Renfrew and Dalhousie Streets. Work on this could commence as early as March 2022, subject to approvals. DNA are working alongside Simpson & Brown Conservation Architects for this proposal who were commissioned via a competitive tender last month.

Options for screening or banner wrapping the building which were raised at the Board of Governors on 29 March 2021 will be considered in the context of above.

Proposals for illustrative and information panels raised at the BEC on 24 May 2021 has been investigated and would cost around £15k for Dalhousie Street. This would be for 20 die bond aluminium panels over the metal hoarding. These could explain the works undertaken since the second fire and provide images of the interior clearance alongside images from the Mackintosh archive and School's activities over the years. Once more permanent boundaries are established on the Scott Street side a similar approach could be taken there and in time updates on the future project. This is not a cost that would be covered by insurance. This can be reviewed further as part of the overall communication strategy for the Mackintosh project.

1.04 Procurement Strategy for the project

In parallel to developing the Strategic Outline Business Case for the Mackintosh project and the continued enabling works on site, detailed consideration has been given to the procurement strategy for the Mackintosh project with progress to date as follows:

- A paper on the design team procurement options was presented to the 19 January 2021 Business and Estates Committee. This included descriptions of each option, likely timescales, benefits, drawbacks and case studies. Advanced Procurement for Universities and Colleges (APUC) reviewed this paper for accuracy and comments before submission to BEC. The paper concluded that independent advice would be sought before a final decision would be made.
- The 8 March 2021 Business and Estates Committee agreed that the RIBA Stage 0-1 of the Mackintosh project should be progressed alongside an Estates Strategy. An **indication** of the scope of these works and associated costs was identified through utilising the Scape framework, this demonstrated the cost benefit in combining the two services. For the Estates Optimisation that was [REDACTED] and for RIBA Stages 0-1 around [REDACTED]. If worked on together it would be around [REDACTED] including VAT. The RIBA Stages 0-1 work would form part of the insurance claim. It must be emphasised these are indicative amounts and were prior to the completion of the SOBC and updated costs.
- At the 17 May 2021 Business and Estates Committee the outputs from the Scottish Futures Trust (independent facilitator) were included in the Strategic Outline Business for the Mackintosh project. These were the result of two workshops held on 14 and 20 April 2021. These covered the overall procurement strategies for the project. The attendees of these workshops are noted in the SOBC.
- On 27 May 2021 a third Scottish Futures Trust facilitated workshop was held which focused on the procurement considerations for the Design team. All members of BEC along with the Convenor of Steering Group Mackintosh were invited to attend but three members were unable to attend due to other commitments.

From this a draft paper was prepared on the proposed procurement strategy for RIBA Stages 0-1 and an Estates Strategy. The Convenor of the Business and Estates Committee has requested some further work on this paper before it is issued to the members of the Business and Estates Committee. It is anticipated this will be taken as a single item at a specially convened Business and Estates Committee and thereafter at an additional Board of Governors meeting. Thereafter timelines and key dates can be confirmed.

2.00 BOURDON, ASSEMBLY & REID REINSTATEMENT WORKS

2.01 Action Sought

The Board of Governors is asked to **approve** expenditure of [REDACTED] for additional fire damaged window repairs to the Bourdon building.

2.02 Overview

The Contract for the works was signed by the Director of the GSA on 20 April 2021 following a thorough due diligence exercise undertaken between the GSA and Thorntons' solicitors. An update meeting with stakeholders was held on 19 April 2021 followed by a prestart meeting on 28 April 2021. Hub West and Morrisons commenced on site on 17 May 2021 and site set up is progressing well, with works due to commence on the roof of the Bourdon on 21 June 2021. The 5G works being undertaken by WHP Telecoms concluded on 5 May 2021 and

discussions are ongoing with hub West, the GSA and MBNL (GSA tenant) to agree the extent of the Bourdon roof coverings to be overlaid and the methodology for doing so in order to mitigate any risk to damage of the 5G equipment.

Regular communications are being issued to the Project Sponsor, the GSA and local community to ensure all parties are fully informed of works progressing around the campus.

2.03 Co-ordination with WHP Telecoms / 5G Contractors

Following completion of the 5G works, there has been a significant volume of access requests from external contractors to visit the site to undertake survey and remedial works. Whilst the lease requires the GSA to accommodate these visits, there is a risk that the continuous disruption to Morrisons to accommodate these visits could result in cost and programme issues. The GSA Estates has now implemented a tracker that is co-ordinated and managed by MBNL to make these visits easier to plan and accommodate.

2.04 Additional Works

The replacement of the remaining eight existing rooflights that were not impacted by the fire but are in a poor condition may be replaced alongside the insurance works. A cost is awaited for this [REDACTED] and this will be funded from the maintenance budget if instructed. With the scaffolding in place it is an opportune time to do this work.

2.05 Contingency

The remaining contingency for the project is [REDACTED] low for this stage in the project. The intention is that the maximum price table included in the insurance paper will form the contingency if approved. In the meantime a close control of all expenditure and issues is taking place. A meeting with Insurers takes place on 23 June 2021.

3.00 REID REINSTATEMENT WORKS

3.01 Curtain Walling Replacement

Hub West has presented a paper confirming that their surveys and investigations have concluded that in order to provide a like-for-like warranted system, the entirety of the south elevation curtain walling will require to be replaced. Their investigations also explored replacement of discrete elements based on case-by-case assessment of the damage of each panel however this option was discounted on the basis that a warranty could not be provided. The budget cost reflecting 100% replacement has been captured in the updated construction costs detailed below. It is noted that this cost position includes [REDACTED] of 'provisional sum' which has been added as a risk allowance at this time, owing to the ongoing nature of the design and scoping exercise in this pre-construction period. This information has been shared with the GSA insurers to update them on the current cost position.

Service	Cost (incl. VAT)
Spend to date	
Hub West Professional Services – predevelopment fees, incl. feasibility study	[REDACTED]
Bracket testing (December 2020) and works to stabilise the windows prior to re-occupation in September 2020	
GSA Project Management fees	
Subtotal	
Future Anticipated Spend	

Anticipated Hub West professional fees	
Anticipated Construction Contract Sum	
Provisional Sums to Contract	
GSA Project Management fees	
Subtotal	
Estimated Total project cost (Spend to date + Anticipated Spend)	

3.02 Statutory Approvals

A site meeting has been held with Building Standards in order to seek their guidance on the Building Warrant requirements for the remedial works, and in particular the insulation. It is known that the current insulation material installed on the building elevations no longer meets current technical standards in terms of its performance in fire. Therefore Building Standards will stipulate that this is replaced with a material that meets current technical standards. The insurance advisors have confirmed that as this requirement is mandated by Building Standards then the cost for this upgrade could be sought within the insurance claim.

The cost for the replacement of insulation is [REDACTED]. This is captured in the cost update above which has not been included in previous reporting.

The Hub West team is now also holding discussions with Planning to ensure they are satisfied with the proposals.

3.03 Glass Supplier Engagement

The tender exercise to identify the two preferred glazing suppliers that Hub West will engage with to develop the glazing sample panels has now been completed. Hub West made recommendation to appoint two preferred suppliers, and this was approved by the SLG on 11 May 2021 as programmed.

The output of this work will be to select one of these glass suppliers to take forward the reglazing work. This is a crucial decision that will be based on sample panels and on how best they match the existing glazed panels. A decision on this is required by the 3 September 2021 and it has been agreed that this will be completed by the SLG, followed by final approval by BEC via email correspondence / on site visit in the third week of August 2021.

3.04 Logistics/ Reid building Decant Requirements

Hub West have continued to develop the proposed phasing and logistics proposals associated with the current scope of works and the GSA has provided initial feedback. Consultations with the key senior stakeholders, including the Project Sponsor and the Acting Head of School of Design, are underway and will be completed in the coming period. It is anticipated that this will be an iterative process to balance the construction requirements whilst minimising disruption to the building users and surrounding community. The working methods to carry out the works will be in accordance with Health and Safety legislation including appropriate risk assessments and permits.

4.00 STOW DEFECTS WORKS

4.01 Action Sought

The Board of Governors is asked to approve appointment of Advance Building Contractors to complete the Stow Building defects rectification works, at a cost of [REDACTED]

4.02 Background

At the 29 March 2021 meeting of the Board of Governors it was advised that the list of defects to the Stow Building would be competitively tendered in order to identify a suitable contractor to complete the works. This is to support the GSA in evidencing that no monies are due, by the GSA, to the Administrators of the original contractor (Central Building Contractors (Glasgow)). This exercise has now been undertaken by the GSA Estates, with support from the GSA Procurement, and tender returns were received from four prospective contractors. The tender submissions were reviewed on both a commercial (cost) and technical (quality) basis by representatives from the GSA Estates team and the project consultant, Faithful+Gould. The contractor achieving the highest compliant score from this exercise was Advanced Building Contractors, at a cost of [REDACTED] (including VAT).

4.03 Project Cost Position

In addition to the aforementioned contract sum, it is recommended that the GSA make allowance for further contingency monies for the project which may be required. These may be unforeseen costs to the GSA or increase to the contract sum. For example, given the nature of the works and condition of the existing building additional expenditure may be required to complete unforeseen additional works by the contractor. A 10% allowance has been made for this risk and this is reflected in the total project cost summary below:

Service	Cost (incl. VAT)	Approval Status
Faithful+Gould Professional Fees	[REDACTED]	Approved by SLG 23 March 2021
Contract Sum (Advanced Building Contractors)	[REDACTED]	Approval Required
GSA Contingency Allowance (10%)	[REDACTED]	Approval Required
GSA Project Insurances (TBC)	[REDACTED]	
Estimated Total project cost (Incl. VAT)	[REDACTED]	Board of Governors is asked to approve the [REDACTED] balance of these costs.

4.04 Next Steps

The Director of Estates will liaise with the GSA solicitors to agree the contract terms prior to entering into contract with Advanced Building Contractors and liaise with the GSA insurance advisor to ensure the appropriate project insurances are in place. It is noted that entering into contract with Advanced Building Contractors will be subject to both of these matters being satisfactorily addressed.

The Contract Award date is anticipated to be 17 June 2021, subject to approval at this Board meeting and it is anticipated that the works will be carried out over a ten week period thereafter, to finish at the beginning of September 2021.

The Director of Estates will liaise with the GSA solicitors in order to evidence that the GSA do not owe the previous Contractor any monies, on the basis that the cost to complete the defects rectification works exceeds the balance outstanding. As advised at the 5 February 2021 meeting of the Board of Governors, HubWest had completed a review of the financial position of the original project and deduced that the current balance due to the Contractor [REDACTED]

Furthermore, on appointment of the contractor the GSA Estates will co-ordinate discussions between the project team and the building key stakeholders to agree the works phasing and logistics with a view of minimising disruption to the building users.

5.00 STOW SFC LOAN DETAILED DESIGN WORKS

5.01 Action Sought

The Board of Governors is asked to **approve** the appointment of a consultant team to deliver the RIBA Stage 2-7 services for the proposed programme of refurbishment works to the Stow Building, at cost of [REDACTED]. This is part of the £10M SFC loan.

5.02 Background

At the 29 March 2021 meeting of the Board of Governors approval of £10M of loan funding for additional works to the Stow Building was granted, along with approval to appoint Faithful+Gould to deliver multidisciplinary design team services for delivery of the project up to the end of RIBA Stage 1.

The Board of Governors are now asked to approve appointment of this same team to deliver the complete project (RIBA Stage 2-7 services), using the SCAPE framework as per the RIBA Stage 1 services. These fees were approved by the BEC at their 24 May 2021 meeting.

The consultant team and fee approval sought is as follows:

- Architect – BDP
- Civil & Structural Engineer – Woolgar Hunter
- Mechanical & Electrical Engineer – TUV SUD
- Project Manager – Faithful + Gould
- Cost Consultant – Faithful + Gould
- Principal Designer – Faithful + Gould

Service	Fee %	Fee (Incl. VAT)	Approval Status
RIBA Stage 1	[REDACTED]	[REDACTED]	Approved by Board of Governors at 29 March 2021 meeting
RIBA Stage 2 – 7	[REDACTED]	[REDACTED]	Board of Governors is asked to approve this fee
Total Fee @	[REDACTED]	[REDACTED]	

5.03 Current Progress and Next Steps

The consultant team have commenced RIBA Stage 1 activities, including initial surveys and optioneering and the Director of Estates is in the process of establishing the project development board. RIBA Stage 1 activities are programmed to continue to August 2021.

5.04 Stow College Sign

The imprint of the Stow College sign onto the galbestos cannot be removed until the summer of 2022 when the galbestos is removed. The methodology for doing this work is part of the brief for the Stow SFC loan design team.

5.05 Stow Building Pre-purchase survey

There is an outstanding action from the 11 March 2019 Board of Governors meeting to investigate if the GSA could make a viable legal action against the surveyors responsible for carrying out above as much of the additional expenditure was due to issue the surveys had not identified. This question has been raised with the GSA solicitors Thorntons. However, these surveys are always caveated extensively so it is unlikely to be any recourse.

6.00 GLASGOW CITY COUNCIL UNDERLINE PROJECT RE. STOW CARPARK

6.01 Action sought

The Board of Governors is asked to approve the GSA to enter into a Licence to Occupy with GCC for the Underline Project on the recommendation of the Business and Estates Committee.

The **final Licence to Occupy** is available along with the attached plan.

6.02 Proposal

The Glasgow City Council (GCC) Underline, which is part of the Avenues project, will see improvements to Cambridge Street from Sauchiehall Precinct along to the junction with Cowcaddens Road down to the underpass giving access to the Subway and along New City Road past the Stow Building to connect with St Georges Road. This will provide a direct pedestrian and cycling link from the heart of the city centre to the West End while addressing the need for more green/blue infrastructure.

To ensure the most direct and continuous route can be taken it is necessary to utilise a small area of land within the Stow Building carpark approximately 115m². The introduction of the enhanced public realm in the vicinity of the Stow Building will not only benefit the local residents and businesses but ensure a more attractive environment for students while providing direct pedestrian and cycling facilities to the West End and city centre.

There will be no requirement to remove or relocate the existing GSA cabins during or after construction of the new cycle path and public realm.

The new area of public realm will require the removal of approximately 25m of existing boundary wall which will be reconstructed along the southern edge of the newly created public realm. The area will consist of 3m wide cycle path, 3.25m wide footway (Caithness paving), 2m wide rain garden with trees and 30m² of public space.

6.03 Licence to occupy/legal agreement

It is proposed that the GSA enter into a 'Licence to Occupy' agreement with GCC, permitting them to occupy the area of the carpark indicated on the plan for the duration of the works. Once the works are completed GCC would then adopt the area of land.

The GSA's solicitor reviewed the terms of the draft Licence and advised the proposed terms of the Licence are commercially reasonable. The GSA lawyers provided a commentary on the draft Licence that was shared with the Business and Estates Committee.

The proposal has also been shared with the Scottish Funding Council and they have no objections to the proposal.

6.04 Changes made since Business and Estates Committee on 24 May 2021

It was flagged to the Business and Estates Committee at its meeting on 24 May 2021 that it had recently transpired that the title of the land for the Stow car park does not match the boundary wall of the Stow car park. This has been subsequently checked and the title / ownership aligns with the overhead motorway and GCC owns the area shown hatched in the plan attached to this report.

The amendments (shown as the tracked changes) to the Licence to Occupy make it clear that the GSA's consent is different depending on which area is being referred to but that the Council's obligations will still apply to the whole area (whether or not the GSA has legal title).

The issue of ownership will be pursued separately but the Licence to Occupy can be progressed in the meantime.

6.05 Next steps

On approval by the Board of Governors the Director of Estates will liaise with the GSA's solicitors to execute the Licence to Occupy agreement.

The current construction start is proposed for January 2022 with completion in Summer 2023, however as tender packages for a main contractor have yet to be let the exact phasing of construction are not fully known. There are also adjoining works to the motorway that could delay the project but GCC will keep the GSA updated.

7.00 REID BUILDING FIRE ALARM SYSTEM

The issue is faults continue to appear on the Fire Alarm panel. These are cleared and resolved and then other faults appear. The issue that caused false fire alarms has been mitigated with regular monitoring which is also ensuring the building is safe to occupy. However, this is not a sustainable way forward and advice has been sought from the contractor that maintains the panel. The Business and Estates Committee at their meeting on 8 March 2021 asked that a solution and cost to resolve the issue be ascertained. This was not received in time for the 24 May meeting of Business and Estates Committee but instead a paper will be brought to the 28 September 2021 Business and Estates Committee in the form of a detailed report including funding request and thereafter to the 18 October 2021 Board of Governors for approval.

The cost of the works is likely to be around £400k (there are about 12km of cables to be installed) but more if done out with core hours. The new wired system would be installed while the wireless system was still in operation so at no point would the building not be covered. The whole process would take around 16 weeks and would involve drilling into the concrete structure so would be noisy. All this will be reviewed further as part of the paper brought to the 28 September 2021 Business and Estates Committee.

8.00 BLYTHSWOOD HALLS OF RESIDENCE

There are two fire escape protected lobbies leading to escape staircases each with a window section of curtain walling. Underneath the window externally is a panel suspected to be similar to those found in Grenfell Tower. Due to the location and construction this was considered low risk as identified in a report carried out by Graham Construction after the Grenfell Tower fire in 2017.

However, competitive quotes for replacing these panels, which total 12m², were sought and the works will be paid by maintenance. This will eradicate any possible issue and concern. The cost is approximately £10,000. A Building Warrant is required and will be sought. Thereafter the timescale for installation will be confirmed.

9.00 PROJECT MANAGEMENT PROCEDURES

The Estates project management procedures have been collated and presented into a user-friendly pack which sets out the key processes and steps for managing capital projects at the GSA, all aligned with the RIBA Plan of Work. This pack also includes hyperlinks which direct the user to the standard templates and forms to be used for consistency in each project. These are now being implemented for the GSA projects and were approved at the 4 May 2021 meeting of the Senior Leadership Group. This was a recommended action from Internal Audit who will further review the implementation of these procedures during a follow up visit later this year.

10.00 GSA HALLS OF RESIDENCES

The GSA own Margaret Macdonald House and lease Blythwood Hall of Residence. The terms of the lease for the latter are such that the GSA cannot exit until 8 September 2040. Legal advice has been sought from the GSA lawyers to confirm this situation. Over the two properties a range of quality and price of accommodation is provided. Both properties will be considered as part of the Estates strategy in terms of the best way forward.

In the meantime it is anticipated that a modest refresh of Margaret Macdonald House will take place this summer. There has been no recent investment, an HMO inspection is due later this year and as there will be no summer business it is an opportune time to do this work.

11.00 5-10 YEAR CAPITAL INVESTMENT PLAN

The Capital Investment Plan continues to develop and to date, the focus has been on affirming the costs, financial approvals and procurement contracts associated with hubWest projects namely; Safe Campus Works, Stow Defects Support and fire re-instatement insurance works for Workstream 1 and 2. There remain some gaps due to the considerable amount of information that requires to be collated and populated. The next focus is on concluding the costs associated with the Mackintosh project. Thereafter work will follow on leases and maintenance contracts. So this is in effect the work committed. The work to date is the result of the Interim Senior Project Manager working closely with the Management Accountants.

Thereafter the focus will be on the outputs of the Building Condition and Access Audits with prioritising legislative compliance. It is proposed this is developed through the procurement of an external team to work on an Estates Strategy with outputs anticipated autumn 2022 subject to Board approvals.

The Director of Estates shared the full plan to date with the Director of Finance in preparation of his three year financial plan.

12.00 SUSTAINABILITY POLICY

In liaison with the Deputy Director Academic and building on the Sustainability paper prepared by Professor John French the process to develop a Sustainability Strategy has begun. One part of that will be the commissioning of the RIBA Stages 0 to 1 for the Mackintosh building and the Estates Strategy.

Eleanor Magennis
Director of Estates
11 June 2021

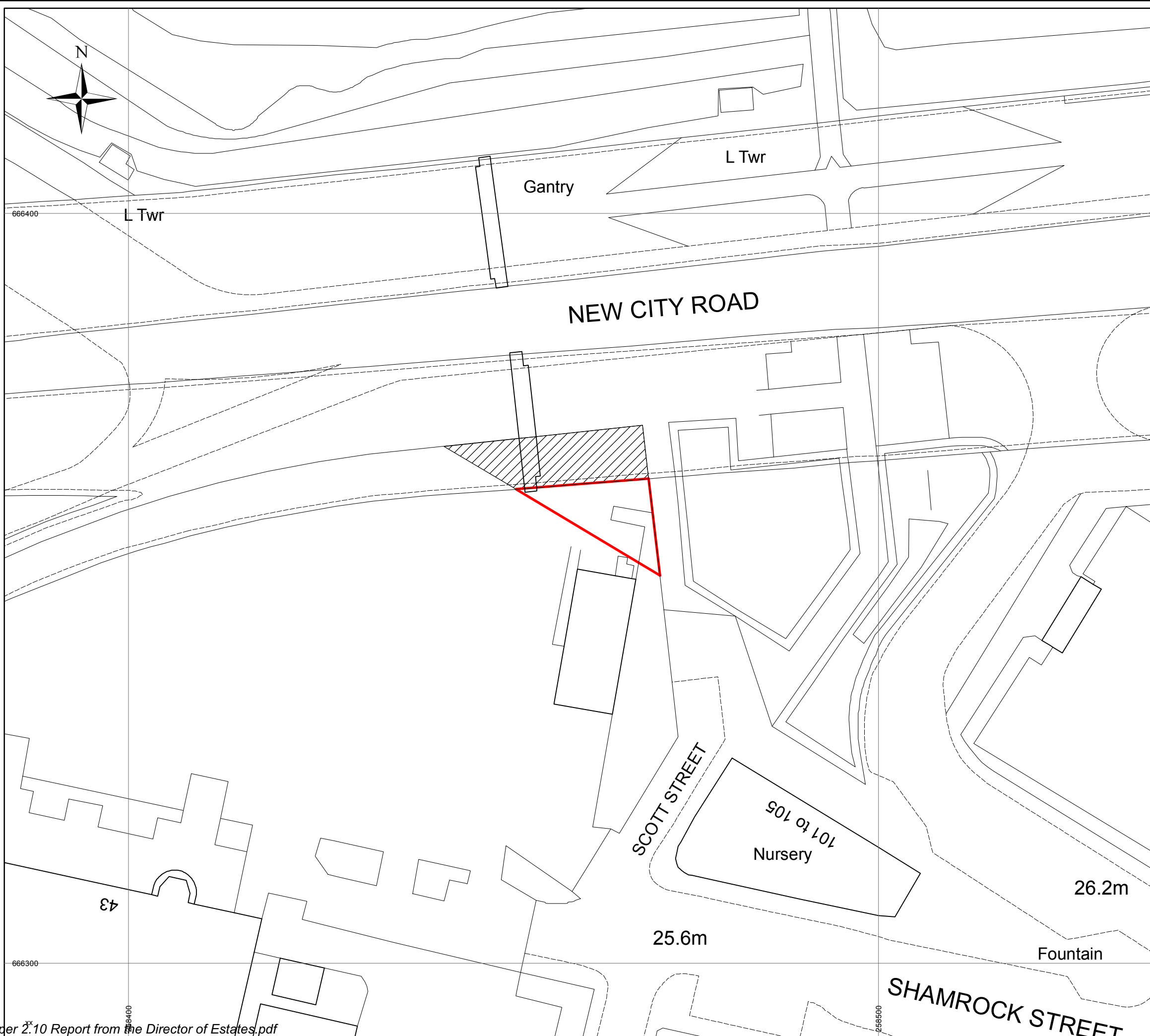


LAND AT STOW COLLEGE, GLASGOW

Contents within the boundaries coloured Red, 115 sq m or thereby

Plot Hatched Black details the Additional Area not owned by the GSA.

This is the Plan referred to in the foregoing Licence to Occupy between Glasgow School of Art and Glasgow City Council



C	Licence boundaries amended to follow GLA219713		
B	Licence boundaries amended from Civic Engineers Blue Boundary (previously scanned) to follow sizes on plan		
DRG NO	94224_A	REV	C
CREATED	JTH	SCALE	1:500
OS SHEET	NS5866SW	NORS REF	
FILE		LEGAL FILE	PDRS3918
AREA	115 sq.m	DATE	26/05/2021
BUNDLE No			

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BOARD OF GOVERNORS: COVERSHEET	
To, Date:	Board of Governors, 17 June 2021
Paper Author (and designation):	Eleanor Magennis Director of Estates
Title of Paper:	Health and Safety Report
Summary of Paper:	This report summarises key developments in relation to health and safety matters within the GSA, and institutional progress against the Health and Safety Annual Plan 2020/21, approved in October 2020.
Recommendations (note/discuss/approve/endorse):	The Board of Governors is invited to discuss and comment on this Paper.
Consultation:	A fuller version of this paper was considered by Senior Leadership Group on 11 May 2021 and the Health and Safety Committee on 19 May 2021.
Risk Management:	<p>A specific institutional Risk Register for Health and Safety has been prepared which is aligned with the GSA's Institutional Risk Register.</p> <p>Items referred to in this paper refer back to elements within the Health and Safety risk register.</p>
Resource Implications:	None
Equality Impact Assessment Implications:	This report has no EIA implications. Any policies or procedures referenced in the course of the report have been or will be subject to an EIA in line with GSA's procedures.
Legal and Regulatory Considerations:	Health and Safety and Fire Safety legislative and regulatory compliance
Freedom of Information (FOI):	This Paper may be released in full.
Next Steps:	Progress will continue with all items contained in the Paper.

THE GLASGOW SCHOOL OF ART
BOARD OF GOVERNORS 17 JUNE 2021

HEALTH AND SAFETY REPORT (FOR THE PERIOD: 1 FEBRUARY 2021 TO 30 MAY 2021)

1.00 OVERVIEW AND CONTEXT

Good progress has been made with the deliverables of the Occupational Health and Safety Plan 2020/21 as summarised in this update.

The completion of three policies was extended from February 2021 to allow further input namely the Studying and Creating Safely at Home, the Contractor Management Policy and Procedures plus the GSA Driving at Work and Study Policy. These policies were presented to the 21 April 2021 meeting of the Occupation Health and Safety Management Committee.

2.00 COVID 19 RELATED HEALTH AND SAFETY ARRANGEMENTS

The institutional COVID 19 risk assessment has been reviewed by the Director of Estates and the Interim Health and Safety Manager and discussed with the Trade Unions. The changes related to the wearing of face coverings for indoor seminars and tutorials. In addition each department and school were asked to review their local risk assessments by the 31 March 21.

The Safe Campus Group has been re-instated to help guide and support the GSA through the Scottish Government Covid restrictions. Four meetings of the group have now taken place and are scheduled on a fortnightly basis. Topics discussed were the process and procedures for conducting physical and virtual shows under current and future CoVID restrictions; security on campus and arrangements for the next academic year. This group is convened by the Director of Estates.

There have been no confirmed outbreaks of COVID 19 at the GSA. This is defined as where two or more cases are considered related.

3.00 ENHANCEMENT OF ENGAGEMENT MEETINGS WITH HEADS OF SCHOOLS/ GSASA

This have been a new initiative and action from this year's Occupational Health and Safety Plan. These take place quarterly and so two meetings have taken place so far. The collective view at the last meeting was that it was both a helpful forum and that the Occupational Health and Safety Management system was operating effectively.

4.00 PROGRESS WITH SCHEDULED FIRE RISK ASSESSMENTS

The national COVID 19 related lockdown and subsequent closure of all of the GSA premises had an impact on the 2019 to 2020 fire safety inspection programme. However, all Fire Risk Assessments, follow ups and monitoring inspections are up to date now and following a revised programme of inspections. With the exception of the fire panel faults in the Reid building the issues from the Fire Inspections are of a minor nature and are in the process of being timeously resolved.

5.00 REID BUILDING FIRE ALARM SYSTEM

The issue is faults continue to appear on the Fire Alarm panel. These are cleared and resolved and then other faults appear. The issue that caused false fire alarms has been mitigated with regular monitoring which is also ensuring the building is safe to occupy. However, this is not a sustainable way forward and advice has been sought from the contractor that maintains the panel. The Business and Estates Committee at their meeting on 8 March 2021 asked that a solution and cost to resolve the issue be ascertained. This was not received in time for the 24 May meeting of Business and Estates Committee but instead a paper will be brought to the 28 September 2021 Business and Estates Committee in the form of a detailed report including funding request and thereafter to the 18 October 2021 Board of Governors for approval.

The cost of the works is likely to be around £400k (there are about 12km of cables to be installed) but more if done out with core hours. The new wired system would be installed while the wireless system was still in operation so at no point would the building not be covered. The whole process would take around 16 weeks and would involve drilling into the concrete structure so would be noisy. All this will be reviewed further as part of the paper brought to the 28 September 2021 Business and Estates Committee.

6.00 FIRE DRILLS AND SYSTEM TESTS

The GSA undertakes a series of fire evacuation drills at six monthly intervals in all premises, including halls of residence. The latest round of fire drills was completed in May 2021.

7.00 PROGRESS WITH SCHEDULED ACTIVE MONITORING INSPECTIONS

A total of seven Active Monitoring Inspections were conducted and no serious issues were found.

Completion of the 19/20 academic year outstanding actions was impacted by the national COVID-related closure. None of the outstanding actions are serious and most departments / schools have cleared their issues. The Interim Head of Health and Safety is working with the School of Fine Art to help them resolve their remaining actions.

Legionella preventative monitoring checks

The GSA Estates Maintenance Manager ensures that a suitable and sufficient risk assessment is carried out of all work activities and in-scope water systems to identify and evaluate foreseeable risks of exposure to legionella bacteria.

No incidents relating to Legionella have been recorded in the last reporting period.

Asbestos Containing Materials (ACMs) monitoring and management

The GSA Estates Maintenance Manager ensures that a register of ACMs is kept up to date and moving forward that a bi-annual periodic monitoring system is in place to register the condition of ACMs.

No new discoveries of asbestos or other incidents relating to asbestos have been recorded in the last reporting period.

The SFC loan for the Stow building will enable the galbestos to be removed during the summer of 2022. The logistics of how this will be done is being developed at present.

8.00 ADVICE, SUPPORT AND PROJECTS

CO2 monitors and air quality

The Interim Health and Safety Manager has met with the GSA Sustainability Coordinator. Matters for discussion included a potential reduction in the use of chemicals at the GSA across all Schools and Departments and building air quality and CO2 monitoring. The Interim Health and Safety Manager will draw up a short list of areas requiring monitoring and work to take these matters forward.

Update on the dust extraction system in the Reid building

The Head of Technical Support Department has confirmed that the system is functional and that the final elements of completing this project are in progress.

9.00 BLYTHSWOOD HALLS OF RESIDENCE

There are two fire escape protected lobbies leading to escape staircases each with a window section of curtain walling. Underneath the window externally is a panel suspected to be similar to those found in Grenfell Tower. Due to the location and construction this was considered low risk as identified in a report carried out by Graham Construction after the Grenfell Tower fire in 2017.

However, competitive quotes for replacing these panels, which total 12m², were sought and the works will be paid by maintenance. This will eradicate any possible issue and concern. The cost is approximately £10,000. A Building Warrant is required and will be sought. Thereafter the timescale for installation will be confirmed.

10.00 INTERNAL AUDIT HEALTH AND SAFETY RECOMMENDATIONS

The GSA undertakes annual Internal Audits of occupational health and safety, the scope of which is set out in the annual Internal Audit Plan approved by the Board of Governors. The Director of Estates and Health and Safety Team are working through the outstanding recommendations as follows:

- In 2018/19 the development of a specific Health and Safety Risk Register. The Interim Health and Safety Manager has liaised with the Director of Development to ensure this is consistent with, and helps inform the institutional risk register. A detailed paper on this will be presented to the 25 August 2021 Occupational Health and Safety Management Committee.
- In 2019/20 a table of policies and guidance for Health and Safety. This was included in the Operational Health and Safety Plan and was presented to the April 2021 Occupational Health and Safety Management Committee.
- In 2019/20 the Fire Risk Assessment and Monitoring reports to be available on the Health and Safety staff intranet pages along with a termly Health and Safety bulletin. The former has been done and the latter is in progress with the Marketing and Communications team.
- In 2018/19 the development of a Degree Show Risk Management Responsibility Matrix which the Interim Health and Safety Manager will produce in consultation with Heads of School.

- In 2017/18 three Business Continuity actions in terms of updating emergency management plans, testing procedures and clarity of roles will be presented to the 25 August Occupational Health and Safety Management Committee.

The 2021 Internal Audit of Health and Safety has taken place but a report has not yet been received.

11.00 SUMMARY POSITION RELATING TO ACCIDENTS, NEAR MISS EVENTS INCIDENTS

There have been two accidents and incidents recorded this reporting period. This excludes fire alarm activations which are recorded separately. Both accidents related to the cleaning team, neither resulted in serious injury. None of these incidents required notification to the Health and Safety Executive under RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations.)

Recording of accidents and incidents

The health and safety aspect of the iTrent software will be activated in June 2021 to allow access to the electronic system for reporting accidents and incidents. Appropriate training and guidance will follow once the system has been trialled within the Health and Safety Team.

12.00 PROGRESS RELATING TO OCCUPATIONAL HEALTH AND SAFETY TRAINING

The GSA's Human Resources Department submitted a funding application to the Scottish Government's Flexible Workforce Development Fund and secured 32 places for the Institute of Occupational Safety and Health course to be delivered, in partnership with City of Glasgow College. The first tranche of training will be delivered in June 2021.

The Interim Health and Safety Manager, in collaboration with Human Resources, has developed a training plan based on a training needs analysis. Roll out of the training is an ongoing process.

Completion of the Health and Safety e-learning modules by the GSA staff has seen a marked improvement across this quarter.

Fire Safety	Health and Safety 1	Health and Safety 2
86%	80%	77%

13.00 SUMMARY OF POLICIES AND GUIDANCE APPROVED BY THE OHSMC IN APRIL 2021

The following policies were presented to the 21 April 2021 Occupational Health and Safety Management Committee :

- **Driving at work and study policy and guidance**

This was discussed and it was decided that further consultation was required. It will be brought back to the 25 August 2021 Occupational Health and Safety Management Committee and will link to a revised Fieldwork Policy with the latter incorporating reference to driving for students.

- **Policy for Staff and Guidance for students regarding students studying and creating safely at home.**

This was approved at the 21 April Occupational Health and Safety Management Committee . This new policy and associated guidance sets out the health and safety and management expectations of the GSA for studying and creating safely in a domestic environment.

- **Management of contractors, asbestos and legionella policies and guidance**

This was approved at the 21 April Occupational Health and Safety Management Committee. The new policy and guidance on the management of contractors provides information on how the GSA manages contractors engaged on the GSA activities and / or working on the GSA owned or managed premises. The guidance document also establishes a set of permits to work to help control the risks to contractors engaged in hazardous activities. There is also guidance to contractors on the operational standards expected by the GSA as well as an induction package to introduce them to the GSA's health and safety management systems.

The new policy and guidance on the management of asbestos sets out the processes by which the GSA will protect employees, students, contractors and others from being exposed to asbestos, so far as is reasonably practicable, either by minimising exposure using suitable and sufficient control measures and work methods or by elimination of asbestos from buildings during planned works, supported by appropriate training of employees.

The new policy and guidance on the management of Legionella sets out the processes by which the GSA will, so far as is reasonably practicable, protect employees, students, contractors and others from being exposed to *Legionella pneumophila* bacteria. This includes identification of at risk water systems, risk assessment, replacement and redesign of at risk systems, management of works on water systems, training of key staff, adherence to the Health and Safety Executives Approved Code of Practice and regular testing of water systems by a competent contractor.

14.00 UPDATE ON THE USE OF KEY PERFORMANCE INDICATORS (KPIs) TO TRACK SPECIFIC HEALTH AND SAFETY OBJECTIVES.

The Interim Health and Safety Manager is developing a Policy and Guidance on the implementation of key performance indicators for review at the 25 August 2021 Occupational Health and Safety Management Committee.

It is proposed in the draft Policy that key performance indicators for health and safety will be agreed and endorsed annually by the Occupational Health and Safety Management Committee.

15.00 LEGISLATIVE AND SECTOR DEVELOPMENTS

There have been no significant changes to UK Health and Safety legislation including anything resulting from the UK's exit from the European Union during this reporting period.

Eleanor J. Magennis
Director of Estates
11 June 2021

BOARD OF GOVERNORS: COVERSHEET	
To, Date:	Board of Governors: 17 June 2021
Paper Author (and designation):	Alan Horn, Director of Development
Title of Paper:	The GSA Development Team: Income and Strategy Update
Summary of Paper:	This paper presents an update on the income generated by the GSA Development Team 2010 to-date, and in particular since the Mackintosh Building fire of 2018, and outlines the planned approach to drafting a new Development Strategic Plan to reflect the capital and revenue ambitions of the School defined through the 2022-27 Strategic Plan and reflecting the development of the Mackintosh Building Project.
Recommendations (note/discuss/approve/endorse):	The Board of Governors is invited to note the contents of this report.
Consultation:	Considered at the Senior Leadership Group, 11 th May 2021 Considered at Business and Estates Committee: 24th May 2021
Risk Management:	Risks are captured within the risk register.
Resource Implications:	Resource implications will be dealt with in the Development Strategic Plan.
Equality Impact Assessment Implications:	Equality impact assessments will be taken forward as appropriate.
Legal and Regulatory Considerations:	None.
Freedom of Information (FOI):	This paper will be restricted in full under Part 2 of the Freedom of Information (Scotland) Act 2002, Section 33: Commercial Interests and the Economy.
Next Steps:	The Board of Governors is invited to note the contents of this report.

THE GLASGOW SCHOOL OF ART

BOARD OF GOVERNORS

17 June 2021

ACTION SOUGHT

The Board of Governors is invited to note the content of this report.

BACKGROUND

The GSA Development Team was created following the appointment of the current Director of Development in February 2010. The team comprises the Director of Development, Development Manager Corporate Partnerships, and a part-time Development Manager Major Gifts [REDACTED].

The objective of the team is to identify, develop and manage external relationships systematically to generate financial and in-kind support, and build and nurture meaningful partnerships to help GSA deliver its strategic priorities.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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NEXT STEPS

In parallel with the development of the GSA Strategic Plan 2022-27, the Director of Development and GSA Director will produce an ambitious and responsive Development Strategic Plan 2022-27 for consideration and approval by the Board of Governors in academic year 2021/22.

RECOMMENDATION

The Board of Governors is invited to note the content of this report.

Alan Horn
Director of Development
02/06/2021

BOARD OF GOVERNORS: COVERSHEET	
To, Date:	Board of Governors: 17 June 2021
Paper Author (and designation):	Alan Horn, Director of Development
Title of Paper:	Update on GSASA relationship with GSA
Summary of Paper:	This paper presents an update on the current progress with formalising the GSA/GSASA relationship.
Recommendations (note/discuss/approve/endorse):	The Board of Governors is invited to note the progress made and the revised timescale for conclusion.
Consultation:	Business and Estates Committee: 24th May 2021
Risk Management:	Risks are captured within the risk register.
Resource Implications:	Resource implications will be dealt with in the GSASA block grant.
Equality Impact Assessment Implications:	Equality impact assessments will be taken forward as appropriate.
Legal and Regulatory Considerations:	None.
Freedom of Information (FOI):	This paper will be restricted in full under Part 2 of the Freedom of Information (Scotland) Act 2002, Section 33: Commercial Interests and the Economy.
Next Steps:	The Board of Governors is invited to note the progress made and the revised timescale for conclusion.

THE GLASGOW SCHOOL OF ART

BOARD OF GOVERNORS

17 June 2021

ACTION SOUGHT

The Board of Governors is invited to note the progress made and the revised timescale for conclusion.

BACKGROUND

An update report was presented to the Business and Estates Committee of 8th March 2021, and the Board of Governors meeting of 29th March 2021, outlining the progress that had been made in discussions with the President and Board Members of GSASA and the GSASA Executive Director regarding the formal relationship agreement and ancillary matters.

UPDATE

The redrafting of the formal Relationship Agreement, including all 3 annexes is now concluded and these have been approved by GSA's legal advisors.

The Relationship Agreement and Annexes will be shared with GSASA for their consideration, and it is anticipated that final discussions will take place once GSASA has had the opportunity to review them with a view to being able to recommend approval of the concluded agreement to the Board of Governors via the Audit and Risk Committee of 21st September 2021.

GSASA has also provided GSA with their revised Constitution for consideration and approval. This has been reviewed by GSA's legal advisors and there are several points of clarification that will require further discussion with GSASA. Again, it is hoped to resolve any outstanding matters with a view to being able to recommend approval of the revised Constitution to the Board of Governors via the Audit and Risk Committee of 21st September 2021.

The Director of Finance continues to liaise directly with GSASA in relation to budgeting for block grant funding for 2021/22, and ongoing discussions regarding representation are being led by the Deputy Director (Academic).

RECOMMENDATION

The Board of Governors is invited to note the progress made and the revised timescale for conclusion.

Alan Horn
Director of Development
02/06/2021

THE GLASGOW SCHOOL OF ART

AUDIT AND RISK COMMITTEE

Minutes: 17 May 2021

Members: Mr Andrew Sutherland (Convenor), Dr Marty Herbert, Mr Michael McAuley.

Attending: [REDACTED] (MHA Henderson Loggie (Internal Auditor)), Mr Alan Horn (for 2021.62.2), [REDACTED] (Azets Audit Services (External Auditor)) (for Items 2021.53-60), Professor Penny Macbeth, Mr Andrew Menzies.

Governance Office: Dr Craig Williamson, Ms Edna Docherty.

[This meeting was held via video-conference.]

2021.53 WELCOME AND INTRODUCTIONS

The Convenor welcomed members to the meeting and apologies were noted from Ms Ann Faulds.

2021.54 DECLARATIONS OF INTEREST

The following professional relationships were declared: Graven (Dr Marty Herbert, Mr Andrew Sutherland); CMS Cameron McKenna Nabarro (Mr Michael McAuley); Page/Park (Mr Andrew Sutherland).

2021.55 MINUTES OF THE MEETING HELD ON 1 MARCH 2021 [Paper 3]

The minutes of the Audit and Risk Committee meeting held on 1 March 2021 were **approved**.

2021.56 MATTERS ARISING

None.

2021.57 ACTION POINTS [Paper 5]

The Committee reviewed its list of Action Points set out in Paper 5 and noted the updates provided therein.

2021.58 INTERNAL AUDIT

.1 Internal Audit: Update [Paper 6.1]

The Internal Auditor provided the Committee with an overview of progress in relation to the remaining Internal Audits for 2020/21 as set out in Paper 6.1, and reported that the Internal Audit reports on Health and Safety, Student Fees, Student Recruitment, and Financial Sustainability would be submitted to the first meeting of the session 2021/22.

It was noted that the Student Recruitment and Retention Internal Audit had been separated into two distinct exercises, with an Internal Audit of Student Retention included in the Internal Audit Plan 2021/22 presented to this meeting for consideration.

The Internal Auditor reported that Paper 6.1 referred to an Academic Planning and Delivery, Student Support, and Technical Support and Learning Resources Internal Audit being undertaken in session 2021/22. This was a grouping and rescheduling of separate Internal Audits in the 2020/21 Plan that had not been undertaken. The subsequent view of the Senior Leadership Group was that this audit suite should be considered when framing the next multiple-year Internal Audit cycle beginning in 2022/23. The Committee agreed to the adjustment on this basis and noted that the final two paragraphs of the Report from the Internal Auditor would be disregarded in terms of the file copy of the papers.

.2 Internal Audit: Data Protection [Paper 6.2]

The Committee considered the report on the Internal Audit of Data Protection, noting the conclusion that the Internal Auditor had *Satisfactory Assurance*, that GSA's approach to Data Protection met control objectives with some weaknesses present. It was further noted that the report had highlighted eight areas of strength and three minor areas of weakness. Further the low priority recommendations had been addressed.

The Committee agreed with the Internal Auditor's recommendation that, following a series of audits that each offered either the highest or second highest level of assurance, that an annual audit was no longer necessary and that Data Protection should be considered as part of the standard review cycle. This position was reflected in the Internal Audit Plan for 2021/22.

.3 Internal Audit: Publicity and Communications [Paper 6.3]

The Committee considered the report from the Internal Audit of Publicity and Communications, noting the conclusion that the Internal Auditor had *Satisfactory Assurance* that GSA's approach to Publicity and Communications met control objectives with weaknesses present. It was noted that the report had highlighted eight areas of strength and three weaknesses.

.4 Internal Audit: Project Management Arrangements for the former Stow Building [Paper 6.4]

The Committee considered the report from the Internal Audit of the Project Management Arrangements for the former Stow Building. The Committee noted the Internal Auditor's level of assurance was *Requires Improvement* which was predicated on their conclusion that the system had weaknesses that could prevent it achieving control objectives. It was noted that the report highlighted four areas of strength and two areas of weakness.

The Internal Auditor reported that although the Internal Audit found important areas of challenge, it was evident that work to substantially improve project management methodologies, monitoring and record keeping were underway. The Committee noted both the challenges and the progress referenced by the Internal Auditor, and encouraged the Director of Estates to maintain momentum regarding improvements in the area of Estates management.

.5 Draft Internal Audit Plan 2021/22 [Paper 6.5]

The Internal Auditor provided an overview of the outline scope and objectives for each audit assignment to be undertaken during 2021/22 and the approach taken to the exercise.

Given the increased threats to cyber security and the latest guidance produced by the National Cyber Security Centre (NCSC), it was agreed that the priority for the Cyber Security Internal Audit Review should be cited as high.

The Internal Auditor undertook to make this amendment to the Internal Audit Plan for 2021/22 and would submit a final version to the Assistant Secretary to the Board by 2 June 2021 for onward consideration by the Board of Governors on 17 June 2021.

[Action: **Internal Auditor**]

Subject to the above amendment being made, the Committee **agreed to recommend to the Board of Governors the approval of** the Internal Audit Plan 2021/22.

.6 Internal Audit Tracker [Paper 6.6]

The Committee noted the Internal Audit Tracker which provided an update on the implementation of Internal Audit recommendations as at April 2021. The Convenor thanked all of those involved for the work undertaken to ensure the progress made in addressing the recommendations.

2021.59 ANNUAL REPORT AND ACCOUNTS 2020/21

.1 Audit Planning Letter [Paper 8.1]

The Committee considered the audit arrangements contained within the Audit Planning Letter for the year ending 31 July 2021.

The Committee agreed with the terms of the Audit Planning Letter and invited the Director to sign the letter on behalf of GSA.

[Action: **Senior Policy Officer**]

.2 Reporting Timetable for the Annual Report and Accounts 2020/21 [Paper 8.2]

The Committee **approved** the Reporting Timetable for the Annual Report and Accounts 2020/21, cognisant of the terms noted in Paper 8.2.

2021.60 EXTERNAL AUDITORS: ENGAGEMENT LETTER [Paper 12]

The Committee considered the provision of professional services offered by Azets Audit Services as set out in both Letters of Engagement and their associated Standard Terms of Business.

The Committee agreed with the terms of the Engagement Letters and invited the Director to sign the letters on behalf of GSA.

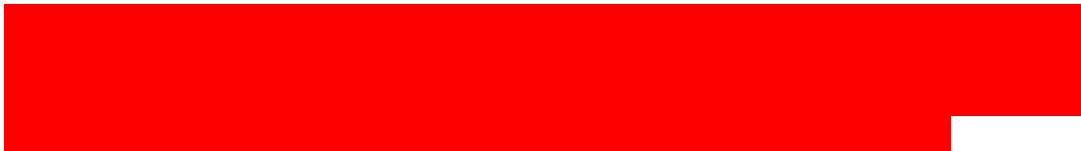
[Action: **Senior Policy Officer**]

2021.61 FINANCE MATTERS

.1 Management Accounts to 31 March 2021 [Paper 7.1]

The Director of Finance provided a detailed overview of the Management Accounts to 31 March 2021. It was reported that they were presented alongside the full-year outturn forecast, created at the end of Quarter 2 (January 2021) and subsequently updated to reflect the Scottish Funding Council's recent announcement of additional grant to mitigate some of the financial effects of COVID-19. It was further reported that the management

accounts utilised the pre COVID break-even annual budget as the reference point against which the actual and forecast outturn for the year can be measured.



.2 Financial Regulations: Policy Review Schedule [Paper 7.2]

The Committee noted the Financial Regulations: Policy Review Schedule as set out in Paper 7.2. The Convenor thanked the Director of Finance for ensuring that all policies had now been updated and implemented. It was noted that the next policy review would take place in March 2022.

2021.62 RISK MANAGMENT

.1 Risk Management Framework [Oral Report]

The Director reported that good progress regarding the review into the processes in place to monitor, manage and mitigate risks in relation to the Key Performance Indicators and the Institution’s Risk Appetite had been made. The Committee welcomed this update and looked forward to being offered a review of the Risk Management Framework in due course.

.2 Institutional Risk Register [Paper 9.2]

The Committee considered the Institutional Risk Register as provided in Paper 9.2, which had been considered by the Senior Leadership Group at its meeting of 4 May 2021. The Director of Development noted one subsequent minor amendment:

Risk A: that the wording within the third General Descriptions column be revised to read *Failure to plan and **monitor*** rather than *Failure to plan and **deliver***.

Subject to the above amendment, the Committee **approved** the Institutional Risk Register.

The Director of Development would report this amendment to the Business and Estates Committee on 24 May 2021 when that Committee would also note the Institutional Risk Register.

[Action: **Director of Development**]

.3 Briefing: Scottish Fundraising Standards Panel and GSA Development Trust [Paper 9.3]

The Committee **noted** the briefing paper from the Director of Development regarding the inquiry that the Scottish Fundraising Standards Panel had raised in November 2019 with regard to the Mackintosh Campus Appeal fundraising campaign which had been undertaken following the 2014 fire. The Committee noted that the paper confirmed that this matter had been satisfactorily addressed.

.4 Briefing: GSA's Approach to Increased Threats to Cyber Security [Paper 9.4]

The Director of Information Technology provided the Committee with a detailed overview of GSA's approach to increased cyber security, which aligned with Scottish Government guidance and had been designed to ensure that all appropriate aspects of IT security were applied at all levels of the network infrastructure.

The Director of Information Technology confirmed that when GSA is made aware of potential threats to its infrastructure, due diligence is rigorously undertaken, in line with a Scottish Government guidance.

The Committee welcomed the report and highlighted the importance of raising awareness of this important activity, which included the soon to be released staff development E-module.

2021.63 CORPORATE GOVERNANCE-RELATED DEVELOPMENTS

.1 Scottish Funding Council: Assessment of Procedures [Paper 10.1]

The Committee considered Paper 10.1, which set out the terms of the Scottish Funding Council: Assessment of Procedures report and associated action plan, submitted to the Scottish Funding Council (SFC) on 22 April 2021. This regarded matters relating to sector-wide institutional preparedness and the handlings of sexual misconduct cases and was raised by the SFC in formal correspondence to the sector's Chairs, Principals, and Secretaries given its importance. It was noted that this matter would be reported to the Board of Governors on 17 June 2021, with a follow-up report made available to the Audit and Risk Committee and the Board of Governors in early 2021/22.

The Registrar and Secretary has overseen this assessment, working closely with the Director of Human Resources and the Academic Registrar. The action plan would be taken forward by the Director of Human Resources and the Academic Registrar as appropriate and would include Senior Leadership Group discussion and decision making, in addition to relevant engagement with stakeholder groups and committees. The Director of Human Resources and the Academic Registrar would provide updates on progress to the Registrar and Secretary in order to provide the aforementioned update report.

The Registrar and Secretary reported that it was likely that the pending review of the Scottish Code of Good HE Governance would potentially lead to revised expectations for the sector regarding such matters.

.2 Board of Governors Equality and Diversity Statement: Proposed Amendments [Paper 10.2]

The Committee **approved** and **recommended** the minor revisions to the Board of Governors Equality and Diversity Statement to the Board of Governors for final **approval**.

.3 Guidelines on the Criteria for Appointment and Renewal of Independent Governors: Proposed Minor Amendment [Paper 10.3]

The Committee **approved** and **recommended** the proposed minor amendment to section 2.7 of the Guidelines on the Criteria for Appointment and Renewal of Independent Governors to the Board of Governors for final **ratification**.

.4 Grounds for the Removal of a Member of Academic Council [Paper 10.4]

The Committee considered the terms of Paper 10.4, which set out the grounds on which a member of Academic Council may be removed from that membership, and the procedure in which this would be managed.

The Committee **approved** and **recommended** the Grounds for the Removal of a Member of Academic Council to the Board of Governors for **approval**.

2021.64 INDIVIDUAL GOVERNOR AND BOARD OF GOVERNORS-RELATED EXPENSES: JANUARY TO MARCH 2021

The Committee noted the report related to Board of Governor and Corporate Governance expenses for 1 January 2021 – 31 March 2021. No individual Governor or Board of Governor-related expenses were incurred during the period noted.

2021.65 SECTORAL DEVELOPMENTS

The Internal Auditor reiterated the importance of maintaining awareness of the increased threats to cyber security, drew the Committee's attention to the associated Scottish Government guidance, and welcomed GSA's approach in this area.

2021.66 ANY OTHER BUSINESS

.1 Standing Agenda Items

The Committee confirmed that the standing items on the agenda were appropriate and continued to have a clear purpose and justification.

2021.67 DATES OF NEXT MEETING

Members confirmed that they were happy to continue to hold meetings of the Audit and Risk Committee by video-conference during session 2021/22.

Monday 20 September 2021, 2.00pm; Monday 8 November 2021, 2.00pm (Joint ARC/BEC); Monday 15 November 2021, 2.00pm; Monday 28 February 2022, 2.00pm; Monday 16 May 2022, 2.00pm.

Edna Docherty
Senior Policy Officer
20 May 2021

Audit and Risk Committee Recommendation to the Board

Subject to the amendment set out in item 2021.58.5, at the above meeting, the Audit and Risk Committee **agreed to recommend to the Board of Governors the approval of** the Internal Audit Plan 2021/22. Members of the Board of Governors are welcome to comment on the Internal Audit Plan 2021/22 or suggest further amendments.

Attached: **Internal Audit Plan 2021/22**

BOARD OF GOVERNORS: COVERSHEET	
To, Date:	Board of Governors, 17 June 2021
Paper Author (and designation):	MHA Henderson Loggie <i>(coversheet drafted by Lisa Davidson, Assistant Secretary to the Board)</i>
Title of Paper:	Internal Audit Plan 2021/22
Summary of Paper:	The purpose of this document is to present to the Board of Governors the annual internal audit operating plan for the year ended 31 July 2022.
Recommendations (note/discuss/approve/endorse):	Members are invited to consider and approve the Internal Audit Plan 2021/22.
Consultation:	<p>The first draft of the Internal Audit Plan was considered by the Senior Leadership Group at its meeting of 4 May 2021.</p> <p>The second draft was considered by the Audit and Risk Committee at its meeting of 17 May 2021. Subject to an adjustment being made to the priority level for the Cyber Security Internal Audit review, the Audit and Risk Committee agreed to recommend to the Board of Governors the approval of the Internal Audit Plan 2021/22.</p> <p>The Internal Auditor has made the above adjustment to the attached version of the Internal Audit Plan 2021/22.</p>
Risk Management:	Each of the areas selected for review were identified through an audit Needs Assessment process which took account of the School's risk register.
Resource Implications:	The 2021/22 Internal Audit Strategic Plan includes 57 planned days of work.
Equality Impact Assessment Implications:	Not applicable.
Legal and Regulatory Considerations:	Not applicable.
Freedom of Information (FOI):	This paper should be withheld in full.
Next Steps:	Once approved by the Board of Governors, the Internal Audit Plan 2021/22 will be implemented in the new academic session.

THE GLASGOW SCHOOL OF ART

BUSINESS AND ESTATES COMMITTEE

Minutes: 24 May 2021

Members: Mr Habib Motani (Convenor), Ms Muriel Gray, Professor Penny Macbeth, Mr Alessandro Marini, Mr Michael McAuley (until Item 2021.64.1), Mr Harry Rich (until Item 2021.66) and Mr James Sanderson.

Attendees: Mr Alan Horn (Items 2021.61.5 to 2021.65), Mrs Eleanor Magennis, Professor Irene McAra-McWilliam (Items 2021.60.5 and 2021.66), Mr Andrew Menzies.

Governance Office: Dr Craig Williamson (Registrar and Secretary), Ms Lisa Davidson (Assistant Secretary to the Board).

[This meeting was held via video-conference.]

2021.55 WELCOME AND APOLOGIES FOR ABSENCE

The Convenor welcomed members to the meeting. There were no apologies for absence.

2021.56 DECLARATIONS OF INTEREST

The following professional relationships are referenced: GSASA (Mr Marini); CMS (Mr McAuley).

2021.57 FOLLOW-UP ON STRATEGIC OUTLINE BUSINESS CASE DISCUSSION OF 17 MAY 2021

.1 Summary of the Committee Discussion on 17 May 2021

The Convenor provided a summary of the discussion held on 17 May 2021 regarding the Strategic Outline Business Case (SOBC). The following points were highlighted:

[Redacted text block]

[Redacted text block]

[Redacted text block]

[REDACTED]

[REDACTED]

[REDACTED]

[Action: **Director of Estates**]

It was also noted that the Board would be invited to approve the content of the SOBC at its meeting of 17 June 2021, with the final typeset version being circulated for comment on presentational matters shortly thereafter.

[Action: **Director of Estates**]

[REDACTED]

This approach would enable a paper on the Mackintosh Building Procurement for RIBA Stage 1 and the Estates Strategy to be considered by the Board of Governors at its meeting on 17 June 2021. The Registrar and Secretary reminded the Committee that it may instead elect to hold a meeting prior to making a recommendation to the Board.

.2 Importance of the Strategic Plan with Regard to the Funding for the Mackintosh Project

Set within the context of gaining greater clarity regarding the affordability of the Mackintosh project and the need to make important decisions on the project on a timely and informed basis, the Committee was conscious that the outcomes and associated cost implications of several substantial and significant work streams (i.e. the Strategic Plan and associated developments including the Estates Strategy) were not imminent. It followed that some decisions would need to be taken before all elements were in place and to do so the Board would need appropriate, accurate, and clear information as early as possible. This would allow the Board to discharge its governance obligations regarding clarity and detail on existing and likely financial obligations for the wider GSA and its overall financial position, together with the influence of the pending Strategic Plan on these. The Mackintosh project could then be viewed in this context.

In parallel, the Committee was mindful of GSA's in-progress development of a considered, stakeholder-informed, Strategic Plan, and was committed to the agreed process. The Committee recognised that the timeline for the development of the Strategic Plan had, for good reason, increased and welcomed the Director's confirmation that revised timeline of February 2021 for final consideration by the Board was unlikely to be further adjusted.

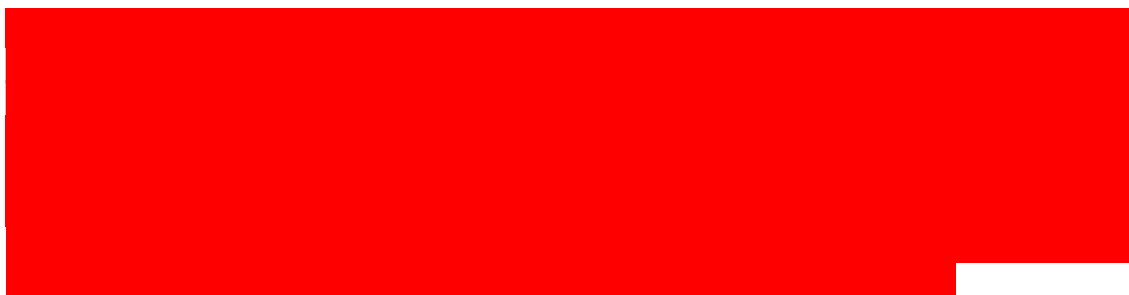
The Director reported that a detailed draft of the Strategic Plan would be offered to the Business and Estates Committee at its meeting of 24 November 2021, ahead of consideration by the Board on 13 December 2021, for comment and feedback. The Director also confirmed that, in advance of this consideration, regular separate and comprehensive reports would be made to both the Committee and the Board (perhaps with additional meetings requested), detailing progress relating to the stakeholder consultations, emerging themes and evolving strategy, Key Performance Indicators and financial implications.

2021.58 MINUTES OF BUSINESS AND ESTATES COMMITTEE, 8 MARCH 2021 [Paper 4]

The minutes of the meeting of 8 March 2021 were **approved**.

2021.59 ACTION POINTS [Paper 6]

The Committee noted the Action Points set out in Paper 6 and the updates contained therein.



[Action: **Convenor of the Business and Estates Committee**]



2021.60 DIRECTOR'S UPDATE

.1 Report from the Director [Paper 7.1]

The Committee noted the update provided in Paper 7.1. The Director highlighted key aspects including those relating to the sustained work which continued with Universities Scotland and the Scottish Government in relation to the COVID-19 pandemic and GSA's planning and delivery in this regard.

The Director highlighted the work undertaken by the Director of Finance to enhance GSA's financial oversight going forward and reported that the Financial Plan 2021-2024 sought to integrate GSA's capital investment plans, consider sensitivity and risk, and set out potential Key Performance Indicators. The Finance team were also exploring GSA's funding model to

examine the distribution of the Scottish Funding Council income among GSA's five Schools. This exercise would provide more informed insight into the financial performance of each of GSA's Schools.

With regard to recruitment, the Director confirmed that, while there remained a degree of uncertainty relating to the progress of the COVID-19 pandemic and its potential impact on student enrolment decisions, as matters stood, GSA's overall position appeared to be holding firm. The Director reported that overall application numbers had increased, notwithstanding that there had been a significant decrease in EU student applications, particularly amongst students without pre-settled status. In this regard, the Director of GSA highlighted that, in addition to the impact of the COVID-19 pandemic, Home Postgraduate Taught recruitment had been heavily impacted by the UK's exit from the European Union. The Director also reported that there had been a two-week extension in 2021 to the UCAS processing cycle which would mean that many students applying to undergraduate programmes would not need to respond to their offers until 10 June 2021.

The Director provided a broad overview of the additional conversion activity underway and highlighted that, while this innovative approach had been necessary owing to the constraints caused by COVID-19, many aspects would be retained as positive practice going forward. The Director of GSA also reported on adjustments which would be made to the form and function of the Admissions Target Group to enable greater strategic oversight of this important recruitment exercise.

.2 Operational Plan 2020/21: Update [Paper 7.2]

The Director of GSA highlighted the key aspects of the update contained in Paper 7.2, including actions which had been completed or would be complete by the end of session 2020/21. The Committee noted that those actions not completed by the end of session 2020/21 would be carried over to the Operational Plan for 2021/22.

It was highlighted that the Item 6.4 in the plan required a minor adjustment and this would be addressed in the version submitted to the Board for consideration on 17 June 2021.

[Action: **Director of GSA**]

.3 Draft Operational Plan 2021/22 [Paper 7.3]

The Director provided a broad overview of Paper 7.3, which set out the draft Operational Plan for session 2021/22, and was of the view that this provided a comprehensive set of actions which would support and align with the developing Strategic Plan. Some reordering may be evident in the version submitted to the Board.

In response to a query from the President of the Students' Association, it was highlighted that Equality, Diversity and Inclusion was referenced under section 2.8 of the plan and that the Operational Plan had set out that GSA would ensure that actions identified in the Equality Outcomes 2021-2025 action plan would be progressed in part during session 2021/22.

Members welcomed the inclusion of an action relating to the development of a Sustainability Framework and Climate Action Plan and agreed with the Director that, on reflection, this important activity merited its own section, rather than appearing as a sub-set of the Strategic Plan 2022. In addition, the President of the Students' Association suggested that further detail be provided on GSA's intended approach to this matter.

The Director of GSA thanked the Committee for its feedback and highlighted that a final version would be offered to the Business and Estates Committee at its meeting of 28 September 2021, ahead of its consideration for approval by the Board on 18 October 2021.

.4 Strategic Plan Update

Please see Item 2021.57.2.

.5 BEC Request: Impact of COVID-19 Pandemic on the Current Labour Markets and Graduate Employment [Paper 7.5]

The Deputy Director Research and Innovation provided a detailed overview of the report set out in Paper 7.5, which provided a summary of the current impacts of the COVID-19 pandemic on the UK's Creative Industries and labour markets and the potential effect on graduate employment and opportunities. The report also described the various measures GSA had put in place to support the graduating cohort in 2019/20 and the enhanced set of arrangements which had been developed for 2020/21.

The President of the Students' Association welcomed that 2020/21 graduates would have access to a range of resources and that he would encourage further exploration of how GSA could support student start-ups and provide networking opportunities. Offering graduates access to specific Adobe software for a year post-study would be a welcomed measure. The Director welcomed this input and confirmed that the referenced Adobe provision was already under consideration.

The President of the Students' Association welcomed the considerable focus and resources GSA had allocated to the Graduate Showcases which were being developed for the graduating cohort. This included a graduate-led programme of group exhibitions and events at a variety of venues, when social distancing measures allow. This programme was, in the view of the President of the Students' Association, beyond what other art schools were currently offering.

2021.61 FINANCE MATTERS

.1 Report from the Director of Finance [Paper 8.1]

The Committee noted the report from the Director of Finance set out in Paper 8.1, which provided an update regarding the Scottish Funding Council Financial Transactions funding and the Scottish Funding Council indicative university funding allocations for session 2021/22.

.2 Financial Plan 2021-2024 [Paper 8.2]

The Committee considered the Financial Plan for 2021-2024 set out in Paper 8.2. The Director of Finance provided a detailed presentation regarding the Plan and in doing so confirmed that the three-year Financial Plan was, in essence, a budget for session 2021/22, with financial parameters in the form of planned and increasing surpluses set for sessions 2022/23 and 2023/24. The latter two years of the plan would be influenced by the Strategic Plan. The Director of Finance reported that increased income generation and a further reduction in costs would be key to the successful delivery of this Financial Plan, with the balance between these two factors to be determined.





The President of the Students' Association asked for GSA, in line with points he had raised in earlier fora, to review the ethics of its investments both in terms of policy and also in practice. The Director of Finance highlighted that the Board had recently approved an Endowment Investment policy which detailed GSA's approach to ethical investment and referenced the Committee's earlier investments discussion (see 2021.59) as progress in that regard.

The Director of Finance highlighted that the preparation of the Quarter 3 Management Accounts was underway and that he intended to make minor adjustments to the Financial Plan to reflect the most current forecast outturn. The Director of Finance would also undertake some minor re-framing of section 2.7 and add a section relating to potential Key Performance Indicators.

The Director of Finance was granted scope to make the above minor adjustments and, on the basis of the fuller discussion above, the Committee **agreed to recommend to the Board of Governors the approval** of the Financial Plan 2021-2024.

.3 Management Accounts to 31 March 2021 [Paper 8.3]

The Director of Finance provided a detailed overview of the Management Accounts to 31 March 2021 which were presented alongside the full-year outturn forecast, created at the end of Quarter 2 (January 2021) and subsequently updated to reflect the Scottish Funding Council's recent announcement of additional grant to mitigate some of the financial effects of the COVID-19 situation.

The Director of Finance reported that the actual results indicated  for the year to date,  by the year end.



.4 Programme of Planned Tender Activity [Paper 8.4]

The Committee noted the update provided in Paper 8.4 relating to the programme of tender activity planned for the forthcoming quarter.

.5 Mackintosh Costs, Budgeting and Insurance [Paper 8.5]

The Committee welcome the update provided by the Director of Development and the Director of Finance in Paper 8.5, which included current progress relating to GSA's OCIP Insurance Claim together with an update on Mackintosh Building-related expenditure.

The Director of Development and the Director of Finance undertook to ensure that the Committee remained actively informed of pertinent options and parameters on these matters.

2021.62 ESTATES MATTERS

.1 Report from the Director of Estates [Paper 9.1]

The Committee noted the update provided in Paper 9.1 and the Director of Estates highlighted the pertinent points therein.

The Committee **agreed to recommend to the Board of Governors the approval of** [REDACTED] (inclusive of VAT) of contingency funds for additional fire damaged window repairs to Bourdon, Assembly and Reid buildings. [REDACTED]

At its meeting of 5 February 2021, the Board had granted the Business and Estates Committee delegated authority to approve the technical elements of the cladding selections (i.e. sample panel and glazed screen) that had no cost implications. On this basis, the Committee **agreed to consider making a decision by correspondence**, in August 2021, regarding which glazing company to select for the Reid Building re-installment. This decision would be based on the sample panels provided by the two short listed suppliers.

The Director of Estates confirmed that she would ensure that arrangements would be made to enable the Committee to assess the sample panels, either physically or remotely, with a preference for the former where possible.

[Action: **Director of Estates**]

The Director of Estates undertook to provide the Committee with appropriate assurances relating to the utilisation of cherry-pickers in replacing the panelling and the related measures which would be put in place to mitigate the potential risks involved with this approach.

[Action: **Director of Estates**]

The Committee noted the update regarding the recurring faults which continued to appear on the Reid Building Fire Alarm panel. The Director of Estates confirmed that the issue that caused the false fire alarms had been addressed with regular monitoring, however, this would not be sustainable in the long term. Therefore, an estimate for installing a wired fire-alarm system had been requested. The Director of Estates was confident that the system currently in operation was safe and offered her assurance to the Committee.

The Director of Estate's reported her preference to install the new system on a phased basis. On this point, the Committee asked for assurance in due course that this was the best course of action and that it would not limit safety in the building. The Director of Estates undertook to review this and anticipated that a proposal regarding the system would be offered to the Business and Estates Committee at its meeting of 28 September 2021, ahead of its consideration for approval by the Board on 18 October 2021. The Director of Estates also confirmed that the Health and Safety Committee would be kept fully informed.

[Action: **Director of Estates**]

.2 Mackintosh Building Interim Stabilisation Works [Paper 9.2]

The Committee considered the proposal set out in Paper 9.2 and, following discussion, **agreed to recommend to the Board of Governors the approval** of an extension of the current (debris removal) contract which was currently scheduled to complete in July 2021 to permit the removal of remaining damaged services, high level stonework and deformed metalwork.

The Director of Estates confirmed that the funding for these works would be met from the remaining provisional and contingency sums in the current contract with Reigart Contracts Ltd.

In response to a query on progress and timescales regarding the use of illustrative and informative panels around the Mackintosh site, as previously discussed by the Board, the Director of Estates undertook to revisit this matter and provide an outline summary of plans and timelines in her report to the Board on 17 June 2021.

[Action: **Director of Estates**]

.3 Reid, Bourdon and Assembly Building Reinstatement: Insurance Settlement Update [Paper 9.3]

[Redacted]

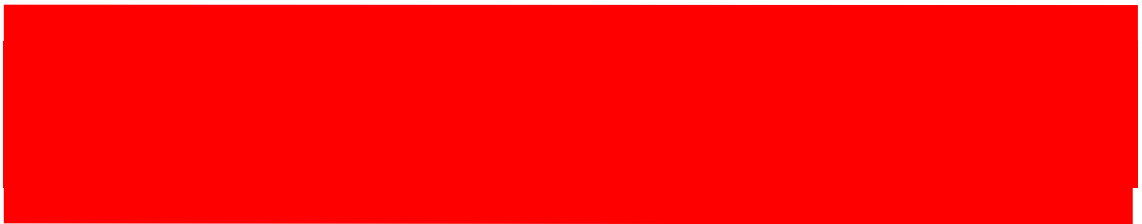
[Redacted]

[Redacted]

.4 Stow Defects Works: Contractor Appointment [Paper 9.4]

[Redacted]

[Redacted]



.5 Stow Building Works: Detailed Design Proposal [Paper 9.5]

The Director of Estates provided an overview of the proposal set out in Paper 9.5 relating to the appointment of a multidisciplinary design team to deliver the RIBA Stage 2-7 services for the proposed programme of refurbishment works to the Stow Building.

The Director of Estates confirmed that, in conjunction with GSA's Procurement department, in order to convene a consultant team in a time efficient and cost-effective manner, a fee proposal for the multidisciplinary design team had been secured using the Scape Framework. Faithful+Gould were selected as the sole provider of consultancy services for the Built Environment in Scotland. The Director of Estates reported that this company had significant experience in delivering services of this nature and offered good value for money.

Faithful+Gould had provided a fee proposal for delivery of RIBA Stage 2-7 services for the delivery of the project, utilising the same architect and engineering team as had been involved with the original Stow refurbishment project. The Director of Estates had recommended that the original design team be re-engaged owing to their combined knowledge and experience of the Stow Building.

The Committee **agreed to recommend to the Board of Governors the approval** of the appointment of the multidisciplinary design team, as set out in Paper 9.5, to deliver the RIBA Stage 2-7 services for the proposed programme of refurbishment works to the Stow Building at total cost of [REDACTED] (inclusive of VAT).

.6 GCC Underline Project [Paper 9.6]

The Director of Estates provided an outline of the key points in Paper 9.6 regarding the terms of the Licence to Occupy and confirmed that she had engaged with Ms Ann Faulds at the outset of this process.

The Director of Estates reported that, in the course of the discussions with GSA's solicitors and Glasgow City Council, a query relating to the extent of GSA's registered title had been raised. The Director of Estates confirmed that she would engage with the Registers of Scotland to

address this matter and the Director of Estates was confident that this would not negatively impact GSA.

The Committee **agreed to recommend to the Board of Governors the approval** to enter into a Licence to Occupy with GCC for the Underline Project.

The Director of Estates reported that the construction start was currently scheduled for January 2022 with completion in summer 2023. The Director of Estates highlighted that the exact phasing of the construction was not fully known and there were adjoining works to the motorway that may cause delay to the project programme.

2021.63 DEVELOPMENT TRUST: BRIEFING [Paper 10]

The Committee noted the terms of Paper 10 and the Director of Development provided an overview of the paper which presented an update on the income generated by the Development team since the department was established in 2010, in particular since the Mackintosh Building fire of 2018. The Director of Development outlined the planned approach to drafting a new Development Strategic Plan, which would reflect GSA's capital and revenue ambitions as they were defined through the 2022-2027 Strategic Plan.

The Convenor thanked the Director of Development for his report and noted that this would be considered by the Board at its meeting of 17 June 2021.

2021.64 GSA STUDENTS' ASSOCIATION

.1 Update from GSASA

The President of the Students' Association provided the Committee with an update regarding GSASA's recent activities and highlighted in particular the positive impact of the Executive Manager, particularly with regard to the management of its finances and progressing the development of a 2021-2023 Strategic Plan for the Association. The President of the Students' Association suggested that it would be beneficial for the Executive Manager to be invited to attend for this section of meeting. The Convenor agreed to consider this for session 2021/22.

The President of the Students' Association reported that, in terms of planning for next session, the Executive Manager and the incoming Sabbatical Officers would likely focus on working with GSA on matters such as the development of a Student Partnership Agreement and linking on opportunities provided by COP26. The President of the Students' Association highlighted that GSASA was keen, when safe to do so, to relocate to the Assembly Building. GSASA was also keen to explore in due course the potential for re-activating, in some form, the provision of commercial activities within the Assembly Building.

.2 GSA/GSASA Relationship Agreement: Update [Paper 11.2]

The Committee noted the update provided in Paper 11.2. The Director of Development confirmed that the final drafting of the formal Relationship Agreement, including all related annexes had concluded and these had been reviewed by GSA's solicitors. The Relationship Agreement and Annexes would be shared with GSASA for their consideration and it was anticipated that final discussions would take place in summer 2021. GSASA had also provided GSA with its revised Constitution for consideration and, in due course, Board approval. This had also been reviewed by GSA's legal solicitors who had highlighted several points of clarification that would require further discussion with GSASA.

The Director of Development was confident that all outstanding matters relating to the Relationship Agreement (and associated annexes) and the GSASA Constitution would be resolved in summer 2021. As matters stood, the Director of Development anticipated being able to seek approval of these important documents by the Board of Governors at its meeting of 18 October 2021, via the Audit and Risk Committee of 21 September 2021.

2021.65 INSTITUTIONAL RISK REGISTER [Paper 12]

The Committee noted the Institutional Risk Register as provided in Paper 12, which had been considered by the Audit and Risk Committee at its meeting of 17 May 2021. The Director of Development noted one amendment regarding the wording within the ELIR-related risk, which should be revised to read *Failure to plan and monitor* in place of *Failure to plan and deliver*.

2021.66 STRATEGIC TOPIC

.1 Financial Cost and Benefit of GSA's Altyre Campus [Paper 13.1]

The Committee noted the report provided in Paper 13.1. The Deputy Director Research and Innovation delivered a detailed presentation which set out an overview of the academic, financial and wider value of the Altyre Campus both to GSA and to the wider economy of the Highlands and Islands. The Deputy Director Research and Innovation shared her views regarding [REDACTED]

The President of the Students' Association highlighted student feedback from a recent Periodic Review of the Innovation School held in February 2021, and the Deputy Director Research and Innovation confirmed that the School was considering its approach to addressing the recommendations from this review and would respond in due course through the academic committee structure.

In terms of the financial contribution to GSA, the Director of Finance confirmed that the Altyre Campus had attracted significant income to GSA as part of the supporting income from the Digital Health & Care Innovation Centre, Highlands and Islands Enterprise Research and Investment platforms and through tuition fees. The Director of Finance confirmed that, overall, the Altyre Campus made a positive financial contribution to GSA.

The Deputy Director Research and Innovation undertook to provide the Director of GSA with the economic benefit figures on the region.

2021.67 ITEMS PROVIDED FOR INFORMATION

The Committee noted the following items provided for information:

- By Correspondence Approval: SFC Financial Transaction Loan Funding for the Stow Building Works [Paper 14.1].
- By Correspondence Approval: Strategic Outline Business Case Additional Consultant Fees [Paper 14.2]
- Cazenove Report [Paper 14.3]

2021.68 STANDING AGENDA ITEMS

The Committee confirmed that the standing items on the agenda were appropriate and continued to have a clear purpose and justification.

2021.69 ANY OTHER BUSINESS

.1 President of the Students' Association

The Convenor noted that this would be the President of the Students' Association's final meeting of the Committee and thanked him for his thoughtful and enthusiastic input and feedback during sessions 2019/20 and 2020/21, throughout what had been a particularly challenging time for the GSA Students' Association.

2021.70 DATES OF FUTURE MEETINGS

Tuesday 28 September 2021, 12 noon; Monday 8 November 2021, 2.00 pm (*joint meeting with Audit and Risk Committee to consider Annual Report and Accounts 2020/21*); Monday 22 November 2021, 12 noon; Monday 24 January 2022, 12 noon; Monday 7 March 2022, 12 noon; Monday 23 May 2022, 12 noon.

Ms Lisa Davidson
Assistant Secretary to the Board
26 May 2021

THE GLASGOW SCHOOL OF ART

BUSINESS AND ESTATES COMMITTEE

Minutes: 17 May 2021

Members: Mr Habib Motani (Convenor), Professor Penny Macbeth, Mr Michael McAuley, Mr Harry Rich and Mr James Sanderson.

Attendees: Mr Alan Horn, Mrs Eleanor Magennis, Mr Andrew Menzies.

Governance Office: Dr Craig Williamson (Registrar and Secretary), Ms Lisa Davidson (Assistant Secretary to the Board).

[This meeting was held via video-conference.]

2021.50 WELCOME AND APOLOGIES FOR ABSENCE

The Convenor welcomed members to the meeting, which had been convened to enable focused and detailed consideration on the Strategic Outline Business Case for the Mackintosh Project. Apologies for absence were noted from Ms Muriel Gray and Mr Alessandro Marini.

The Convenor thanked the Director of GSA, the Director of Estates, The Director of Finance and the Director of Development, and to the teams that have supported the considerable work and efforts made with regard to the production of the Strategic Outline Business Case.

2021.51 DECLARATIONS OF INTEREST

The following professional relationships are referenced: CMS (Mr McAuley).

2021.52 STRATEGIC OUTLINE BUSINESS CASE

The Committee considered the Strategic Outline Business Case (SOBC) (Paper 3.1) and the Financial Assessment (Paper 3.3).

.1 Introduction and Presentation

The Director of Estates led a detailed presentation which set the scene in terms of the approach that had been taken to the development of the SOBC.

[REDACTED]

[REDACTED]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

.2 Committee Discussion and Feedback on the Strategic Outline Business Case

The Committee had a detailed discussion relating to the overall SOBC.

.2.1 Overall Feedback

a. [REDACTED]

b. [Redacted]

[Redacted]

c. [Redacted]

[Redacted]

d. [Redacted]

[Redacted]

e. [Redacted]

f. [Redacted]

g.

[Redacted]

[Redacted]

[Redacted]

h.

[Redacted]

[Redacted]

.2.2 Strategic Case Feedback

See also feedback provided in 2.1.

a.

[Redacted]

[Redacted]

.2.3 Economic Case Feedback

See also feedback provided in 2.1.

a.

[Redacted]

[Redacted]

.2.4 Financial Case Feedback

See also feedback provided in 2.1.

a. [Redacted]

[Redacted]

b. [Redacted]

.2.5 Commercial Case Feedback

[Redacted]

a. [Redacted]

b. [Redacted]

- c. [Redacted]
- d. [Redacted]
- e. [Redacted]

.2.6 Management Case Feedback

See also feedback provided in 2.1.

- a. [Redacted]
- b. [Redacted]
- c. [Redacted]

.2.7 Financial Assessment [Paper 3.3]

See feedback provided in 2.1.

.4 Next Steps and Committee Recommendations

It was recognised that the Board of Governors meeting on 17 June 2021 would have a reasonably busy agenda and it was important that appropriate time was allocated to the consideration of the SOBC. The Director of Estates undertook to convene a meeting with the

Confirmed by the Convenor
Chair of the Board, Convenor of the Business and Estates Committee, Convenor of the Steering Group (Mackintosh), Director of GSA, and Registrar and Secretary to discuss how best to support members prepare for the discussion at the Board.

[Action: **Director of Estates**]

On the basis of its detailed consideration, and subject to the above feedback being incorporated in the final version presented on 17 June 2021, the Business and Estates Committee was minded to recommend to the Board of Governors the approval of the Strategic Outline Business Case for the Mackintosh Building project. Final confirmation of this recommendation would be sought by correspondence from the Committee and a final version, with highlighted changes, would be provided to the Committee to inform that decision. The Director of Estates would provide the relevant documentation to the Corporate Governance Office as soon as possible and mindful of the need to ensure that the wider Board had sufficient time to fully consider the SOBC.

[Action: **Director of Estates**]



[Action: **Director of Estates**]

2021.53 ANY OTHER BUSINESS

There was no other business.

2021.54 DATES OF FUTURE MEETINGS

Monday 24 May 2021, 12 noon.

Ms Lisa Davidson
Assistant Secretary to the Board
18 May 2021

THE GLASGOW SCHOOL OF ART

HEALTH AND SAFETY COMMITTEE

Minutes: 19 May 2021

Members: Mr James Sanderson (Convenor), Dr Marty Herbert (Vice Convenor), Ms Polly Christie, Mr Thomas Greenough, Professor Penny Macbeth, Ms Kathy Molloy.

Attendees: Mrs Eleanor Magennis.

Governance Office: Dr Craig Williamson (Registrar and Secretary), Mr John Leabody (Senior Policy Officer).

[This meeting was held via video-conference.]

2021.34 Welcome and Apologies for Absence

The Convenor welcomed members and attendees to the meeting. Apologies were noted from Mr Alessandro Marini, Professor Sarah Smith, and Mr Spike Wright.

2021.35 Declarations of Interest

The following professional relationship was referenced: Graven (Dr Herbert).

2021.36 Minutes from the Health and Safety Committee, 11 March 2021 [Paper 3]

The minutes from the Health and Safety Committee held on 11 March 2021 were **approved**.

2021.37 Matters Arising

None.

2021.38 Action Points [Paper 5]

The Committee noted the Action Points set out in Paper 5 and the updates provided therein.

2021.39 Report from the Director

The Director provided an overview of recent developments, including the extensive work being undertaken in relation to preparing GSA's campuses for session 2021-22. The Director reported that GSA continued to engage with Universities Scotland and the Scottish Government in relation to the ongoing COVID-19 situation and in order to establish planning assumptions for session 2021-22, noting that GSA's approach would continue to be guided by the latest public health advice.

The Director reported that, owing to the ongoing COVID-19 situation, as matter stood GSA planned to deliver a hybrid curriculum next academic session based on a blended approach of safe onsite provision and digital learning. It was further noted that planning for future GSA events, such as degree shows and graduation ceremonies, would require the completion of an enhanced risk assessment.

2021.40 Health and Safety Report [Paper 7]

The Committee noted the terms of the report provided in Paper 7. The Director of Estates highlighted the following:

.1 Overview and Context

It was noted that the Summary Table provided an update on progress made against the Occupational Health and Safety Annual Plan 2020/21 for the period 1 February 2021 to 30 April 2021.

.2 COVID-19-Related Health and Safety Arrangements

The Director of Estates reported that GSA's Institutional COVID-19 Risk Assessment had been reviewed and amended in light of the revised COVID-19 guidance for HEIs issued by the Scottish Government on 16 April 2021. It was noted that the revised Institutional Risk Assessment had been submitted to the Trade Union Forum. It was further noted that GSA's Safe Campus Group, with the Director of Estates as Convenor, had been reinstated in order to guide and support GSA in adapting to public health requirements in light of the COVID-19 situation.

The Director of Estates reported that there had been no confirmed outbreaks or reportable incidents in relation to COVID-19 cases at GSA.

.3 Enhancement of Engagement Meetings with Heads of Schools and GSASA

The Director of Estates reported that her regular meeting with Heads of Schools and GSASA had taken place on 9 March 2021. It was noted that the collective view of attendees was that the meetings continued to serve as a helpful forum and that the Occupational Health and Safety Management system was operating effectively. The Director of Estates would continue to monitor the efficacy of both aspects at each quarterly meeting.

.4 Progress with Scheduled Fire Risk Assessment Programme

The Director of Estates reported that all Fire Risk Assessment follow-ups and monitoring inspections were up-to-date. The Director of Estates reported that a financial quote to replace the fire detection and alarm system in the Reid Building had been requested, and that a proposal in relation to this matter would be submitted to the Business and Estates Committee in September 2021 for consideration and approval.

The Director of Estates confirmed that GSA had carried out fire evacuation drills at six-monthly intervals in all premises, including halls of residence, and that the next series of drills were scheduled to complete by the end of May 2021. It was further noted that fire alarm tests continued to be undertaken on a weekly basis across GSA.

.5 Progress with Scheduled Active Monitoring Inspection Programme

The Director of Estates reported that a total of seven Active Monitoring Inspections had been conducted for the period.

It was noted that an inspection of Paint and Mortar was scheduled to take place on 19 May 2021, while inspections of the Assembly and McLellan buildings had been delayed owing to their current closure.

Confirmed by the Convenor

The Committee noted that the control of legionella bacteria and asbestos had been added to the list of potential risks to be monitored as part of the Active Monitoring Inspection Programme, and it was noted that no incidents related to legionella or asbestos had been recorded at GSA.

At the request of the Committee, the Director of Estates undertook to provide a report on the overall health and safety responsibilities and arrangements regarding GSA activity in Singapore, to offer the Committee appropriate assurance on this matter, linking as appropriate with the interim Head of the School of Design. The report would be provided to the next meeting of the Committee.

[Action: **Director of Estates**]

The Director of Estates reported that the recent Financial Transactions loan funding awarded to GSA by the Scottish Funding Council would enable GSA to progress the removal of galbestos from the Stow Building. It was anticipated that the works would be designed and detailed in 2021 and thereafter completed on site during summer 2022. It was noted that regular updates on this project would be reported to the Health and Safety Committee.

.6 Advice, Support and Projects

It was noted that the Health and Safety Team continued to work with the School of Architecture in order to monitor and test various aspects of air quality and CO₂ across GSA. The School of Architecture had numerous devices available to monitor various aspects of air quality, including temperature, humidity, volatile organic compounds, dust and CO₂.

The Director of Estates reported that, further to issues previously reported to the Committee related to the basement workshop exhaust ventilation and dust filtration unit in the Reid Building, the dust extraction system in the Reid Building was functional and the final elements of this project were being progressed.

It was noted that a financial quote to replace a small area of pre-Grenfell external panelling in the Blythswood Halls of Residence had been requested and that work in this regard would be progressed in due course. In the interim, the Director of Estates would confirm whether a building warrant and planning permission would be required prior to these works being taken forward.

.7 Progress with regard to previous Internal Audit Health and Safety Recommendations

The Director of Estates reported that a Health and Safety Risk Register had been developed in line with an Internal Audit recommendation. To ensure that the Health and Safety Risk Register aligned with and informed GSA's Institutional Risk Register, the interim Health and Safety Manager would continue to liaise with the Director of Development, who was leading on the development of the latter. It was noted that a detailed paper on this issue would be presented to the next meeting of the Occupational Health and Safety Management Committee.

.8 Summary Position Relating to Accidents, Incidents and Near-Miss Events

The Director of Estates reported that two accidents and incidents had been recorded during the reporting period, neither of which had required notification to the Health and Safety Executive under RIDDOR. It was further noted that there had been no accidents or incidents which required detailed investigation by the Health and Safety Team during this period.

It was noted that progress has been made in terms of moving accident and incident reporting on-line.

.9 Progress relating to Occupational Health and Safety Training

The Committee noted that, at its meeting of 23 March 2021, the Senior Leadership Group had supported a proposal to roll-out a funded *IOSH Managing Safely* course across GSA. It was further noted that an *Introduction to COSHH* training session would take place on 20 May 2021, aimed at enabling GSA staff to understand how to store, transport, use and dispose of hazardous substances safely. An *Introduction to Risk Assessment* staff training session had been delivered on 13 May 2021.

.10 Progress relating to Occupational Health and Safety and Fire Safety e-Learning Completion Rates

The Committee noted the completion rates for the Occupational Health and Safety and Fire Safety e-learning modules for the reporting period. It was noted that GSA's suite of e-learning modules was available to all Independent Governors. The Registrar and Secretary offered to include a reminder of this in his Report to the Board of Governors of 17 June 2021.

.11 Progress regarding the development of the Policy Review Schedule

It was noted that policies and guidance relating to *Studying and Creating Safely at Home* and *Management of Contractors* were **approved** at the Occupational Health and Safety Management Committee meeting of 21 April 2021.

The Director of Estates reported that the Occupational Health and Safety Management Committee of 21 April 2021 had also considered the Driving at Work and Study Policy, and had requested that a working group be established to clarify whether driving at study for students may be more appropriately incorporated into the Fieldwork Policy. The Director of Estates confirmed that membership of the working group would include students, as well as the Head of the Innovation School and the Operations Director, Altyre. It was anticipated that the Driving at Work and Study Policy would be brought back to the Occupational Health and Safety Management Committee in summer 2021 as two separate policies: *Driving at Work Policy* and *Fieldwork Policy (incorporating driving for students)*.

.12 Update on the use of Key Performance Indicators (KPIs) to track specific Health and Safety Objectives.

The Director of Estates reported that policy and guidance related to the implementation of key performance indicators designed to track health and safety objectives was currently under development for review at the next Occupational Health and Safety Management Committee meeting. It had been proposed that health and safety KPIs would be considered on an annual basis by the Occupational Health and Safety Management Committee, and would be offered for approval to the Board-level Health and Safety Committee as part of the Annual Occupation Health and Safety Plan, the next iteration of which would be offered to the November 2021 meeting of the Committee.

[Action: **Director of Estates**]

.13 Legislative and Sector Developments

There were no legislative or sector developments to report.

2021.41 Minutes from the Occupational Health and Safety Management Committee, 21 April 2021

Members **noted** the minutes from the Occupational Health and Safety Management Committee of 21 April 2021.

2021.42 Standing Agenda Items

The Committee confirmed that the standing items on the agenda were appropriate and continued to have a clear purpose and justification.

It was noted that, following the ratification of Nomination Committee proposals by the Board of Governors at its meeting of 29 March 2021, Dr Marty Herbert had been appointed as Convenor of the Health and Safety Committee for session 2021/22, with Mr James Sanderson becoming Vice Convenor of the Committee. It was intended that the convenorship of the Committee would alternate between the two Independent Governors on an annual basis.

2021.43 Any Other Business

None.

2021.44 Dates of Meetings 2021/22

Wednesday 22 September 2021, 2.00 pm
Wednesday 17 November 2021, 2.00 pm
Wednesday 2 March 2022, 2.00 pm
Wednesday 18 May 2022, 2.00 pm

**John Leabody
Senior Policy Officer
24 May 2021**

THE GLASGOW SCHOOL OF ART

HUMAN RESOURCES COMMITTEE

Minutes: 11 May 2021

Present: Ms Kristen Bennie (Convenor), Ms Polly Christie, Ms Ann Faulds, Mr Thomas Greenough, Professor Penny Macbeth, Ms Kathy Molloy, Professor Sarah Smith (*until Item 2021.44*).

Attending: Mr Allan Atlee (for 2021.44), Ms Lesley Coyle.

Governance Office: Dr Craig Williamson (Registrar and Secretary), Ms Edna Docherty (Senior Policy Officer).

[*This meeting was held via video-conference.*]

2021.37 WELCOME AND DECLARATIONS OF INTERESTS

The Convenor welcomed members to the final meeting of the Human Resources Committee in 2020/21. There were no declarations of interest.

2021.38 APOLOGIES FOR ABSENCE

There were no apologies for absence.

2021.39 MINUTES OF THE MEETING HELD ON 9 MARCH 2021 [Paper 3]

The minutes of the previous meeting held on 9 March 2021 were **approved** as an accurate record of the meeting.

2021.40 MATTERS ARISING FROM THE MINUTES

There were no matters arising from the minutes of 9 March 2021.

2021.41 ACTION POINTS [Paper 5]

The Committee noted the Action Points set out in Paper 5 and the updates provided therein. Updates relating to many of the action points had been provided in the papers submitted for the Committee's consideration. It was **agreed** that the action relating to Staff Vacancies (BOG2021.49.6.1) would be removed from the Action Points, with the Director subsequently considering this matter with the Director of Finance and Director of Human Resources, and keeping the Convenor informed.

[Action: **Director of GSA**]

2021.42 REPORT FROM THE DIRECTOR

The Director provided the Committee with an overview of recent developments, including steps taken to ensure a safe return to campus for staff and students as current restrictions continued to ease. It was noted that a limited number of academic and technical staff, along with some final year and Postgraduate Taught students, had already returned to campus. The Director acknowledged the considerable work of all staff involved in achieving this position and

Confirmed by the Convenor highlighted the importance of staff being mindful of their health and wellbeing during this particularly busy period.

An all-staff briefing was held on 8 April 2021 to advise staff of the outcomes of the recent Enhancement Led Institutional Review (ELIR), in advance of the publication of the Outcome and Technical Reports by QAA Scotland. A similar event was held for students following the QAA's announcement of the results. In addition, a standard all-staff briefing took place on 28 April 2021, which updated staff on progress in relation to the development of the new Strategic Plan, which would include a new People Strategy as one of its central elements, and progress relating to the preparation of the action plan to address the recommendations of the Enhancement Led Institutional Review.

The Director reported that the Director of Development had led the initial phase of the development of GSA's new Strategic Plan. This phase had now completed and a team had been put in place to take forward the work involved in the further development of this project. An Advisory Group, comprising staff, students and external members, one of whom would be a member of the Board of Governors, would be convened to oversee this project, and its membership would be confirmed in due course.

2021.43 UPDATE FROM THE DIRECTOR OF HUMAN RESOURCES

The Director of Human Resources provided a brief update on the various initiatives currently under development to support staff. The following key points were noted:

- Work had commenced with regard to adopting a long-term approach to hybrid working.
- Thematic working groups would take place over the coming months, considering matters such as Career Review and Development, for example. The Environment thematic working group would provide an opportunity for GSA to shape the working environment going forward in consultation with both new and existing staff.
- An application for a *Healthy Working Lives* bronze award would soon be submitted to Public Health Scotland and a Healthy Working Lives Action Group would be established.

The Director of Human Resources reported that there had been a high uptake of the physical wellbeing initiatives but slower uptake of the informal networking opportunities on offer. The Director of Human Resources confirmed that the Human Resources department would continue to work with the Communications team to promote the various initiatives to all staff.

.1 Human Resources Policy and Procedures

1.1 Menopause in the Work Place Guidance [Paper 7.1.1]

The Committee considered the Menopause in the Work Place Guidance set out in Paper 7.1.1 which aimed to provide staff and line managers with a better understanding of menopause, and raise awareness of the range of menopausal symptoms individuals may experience. The guidance was also designed to inform line managers on how to support individuals in managing the menopause in the workplace, as well as ensuring individuals experiencing the menopause feel confident and comfortable to discuss menopause-related health concerns and ask for support when required. The Committee welcomed the development of this policy and the positive impact anticipated from its implementation.

The Committee noted that GSA's Trade Union Forum had previously endorsed the guidance in advance of its submission to the Committee.

Confirmed by the Convenor

Following feedback, the Director of Human Resources undertook to review the nomenclature used (i.e. women, individuals) and to make appropriate reference to Health and Safety legislation within the guidance.

[Action: **Director of Human Resources**]

The Committee **approved** the Menopause in the Work Place Guidance set out in Paper 7.1.1, subject to the above amendments to the policy being made.

1.2 Human Resources Policy Review Schedule [Paper 7.1.2]

The Committee noted the update to the Policy Review Schedule as at April 2021, provided in Paper 7.1.2. The Director of Human Resources confirmed that, with effect from 2021/22, future iterations of the Policy Review Schedule would include previous review dates.

The Director of Human Resources reported that a new Personal Relationships Policy was in development and would be submitted to the Committee for consideration and approval in September 2021, subject to its endorsement by the Trade Unions Forum.

.2 E-Learning Staff Engagement Update [Paper 7.2]

The Committee noted the update with regard to E-Learning Staff Engagement set out in Paper 7.2.

The Committee noted that although overall completion rates remained similar to those reported to the Committee in March 2021, there had been an encouraging uptake of the new Complaints Handling SPSO Stage 1 and Identifying and Responding to Student Mental Health Issues modules, completion rates for which were presented for the first time in the current report. It was also noted that an Information Security E-Learning module would be added to the suite of modules in due course.

The Director of Human Resources reported that members of the Human Resources department had been actively engaging with senior staff in those areas with lower completion rates and would continue to do so, including reflecting on appropriate next steps where sustained non-completion was evident. Appropriate updates would be provided to the Committee in due course.

[Action: **Director of Human Resources**]

Following discussion, the Director of Human Resources undertook to reflect further on the relative merits of timetabled completion dates to support sustained high completion rates, including regarding the module refresher timelines set out in the paper. The potential for this activity to be included in the academic workload planning model was also considered.

[Action: **Director of Human Resources**]

.3 Career Review and Development: Update on Completion Rates [Paper 7.3]

The Committee noted the update in relation to the Career Review and Development completion rates as of 9 April 2021 for each of the areas under the responsibility of the Senior Leadership Group, set out in Paper 7.3.

The Director of Human Resources reported that a sector wide benchmarking exercise had been undertaken in order to inform the scope of the Career Review and Development Process and identify an appropriate timeline for this activity. In the meantime, a Working Group, involving staff from across GSA, would be established to take forward the work involved, while an

Confirmed by the Convenor
appropriate remit and set of underlying principles for this Group would be agreed in consultation with the Senior Leadership Group and the Trade Union Forum.

.4 National Pay Negotiations Update

The Director of Human Resources provided the Committee with a brief update on national level pay negotiations and confirmed that UCEA had made a final offer, on behalf of employers, of 1.5% overall. The Committee noted that the joint Trade Unions at sector level would consider and respond to the offer.

2021.44 UPDATE ON EQUALITY: DEPUTY DIRECTOR ACADEMIC

The Deputy Director Academic provided an overview of GSA's new Equality Outcomes for 2021-2025 which had been approved by the Senior Leadership Group on 27 April 2021 and subsequently published on the GSA website, in line with the PSED statutory reporting requirements. The Deputy Director Academic highlighted the extensive work undertaken by the Head of Student Support and Development. The Committee noted that the associated Action Plans were under development.

The Committee welcomed the Equality Outcomes for 2021-25 and the inclusive process used in their development and **recommended** the Equality Outcomes 2021-25 for **ratification** to the Board of Governors.

The associated action plans would be submitted to the Human Resources Committee on 20 September 2021 for consideration and recommendation to the Board of Governors on 18 October 2021 for approval. An appropriate update on this matter would be presented to the Board on 17 June 2021 when the Equality Outcomes 2021-25 were presented for ratification.

[Action: **Deputy Director Academic**]

2021.45 GSA EQUALITY DIVERSITY AND INCLUSION COMMITTEE: TERMS OF REFERENCE

The Committee noted the proposed draft Remit and Membership of GSA's newly formed Equality Diversity and Inclusion Committee, set out in Paper 8.2.

2021.46 STANDING AGENDA ITEMS

The Committee confirmed that the standing items on the agenda were appropriate and continued to have a clear purpose and justification.

2021.47 ANY OTHER BUSINESS

There was no other business.

The Convenor thanked all members for their ongoing commitment and valued contributions to the work of the Committee.

2021.48 DATES OF MEETINGS 2021/22

Tuesday 20 September 2021, 12.00 noon

Tuesday 16 November 2021, 12.00 noon

Tuesday 1 March 2022, 12.00 noon

Tuesday 17 May 2022, 12.00 noon

Ms Edna Docherty
Senior Policy Officer
13 May 2021

Policies Approved by the Human Resources Committee: Update 4 June 2021

Following some minor additional benchmarking, the **Menopause in the Work Place Guidance** will return to the Human Resources Committee via the Trade Union Forum in September 2021.

THE GLASGOW SCHOOL OF ART

MUSEUM AND ARCHIVE COMMITTEE

Minutes: 13 May 2021

Board Members: Dr Kate Lampitt Adey (Convenor), Mr Harry Rich (Vice-Convenor), Professor Penny Macbeth.

External Members: Ms Victoria Peters.

Attendees: Professor Irene McAra-McWilliam, Ms Jenny Brownrigg [Item 2021.39].

Governance Office: Mr John Leabody (Senior Policy Officer).

[This meeting was held via video-conference.]

2021.29 Welcome and Apologies for Absence

The Convenor welcomed members. The Convenor thanked Dr Evelyn Silber and Dr Sabine Wieber, both of whom would demit as members in August 2021, for their valuable work and contributions to the Museum and Archive Committee.

Apologies for absence were received from Professor Christopher Breward, Mr Alessandro Marini, Mr Scott Parsons, Dr Evelyn Silber, and Dr Sabine Wieber.

2021.30 Declarations of Interest

None.

2021.31 Minutes from The Museum and Archive Committee, 25 February 2021 [Paper 3]

The minutes from the Museum and Archive Committee on 25 February 2021 were **approved**.

2021.32 Matters Arising

None.

2021.33 Action Points [Paper 5]

The Committee noted the Action Points set out in Paper 5. In relation to action 2021.25, it was reported that the Director of Strategy and Marketing had confirmed that a copy of the draft Impact Case Study: *Curating Archives and Collections for Public Engagement with Heritage*, could be circulated to members. It was agreed that this would be enclosed when the minutes of the meeting were circulated.

[Action: **Senior Policy Officer**]

2021.34 Museum and Archive Committee: Member Expertise [Paper 6]

The Committee noted Paper 6, which set out a draft Skills and Expertise Matrix designed to support the work of the Museum and Archive Committee. This had been requested at the Museum and Archive Committee meeting of 25 February 2021. The draft Skills and

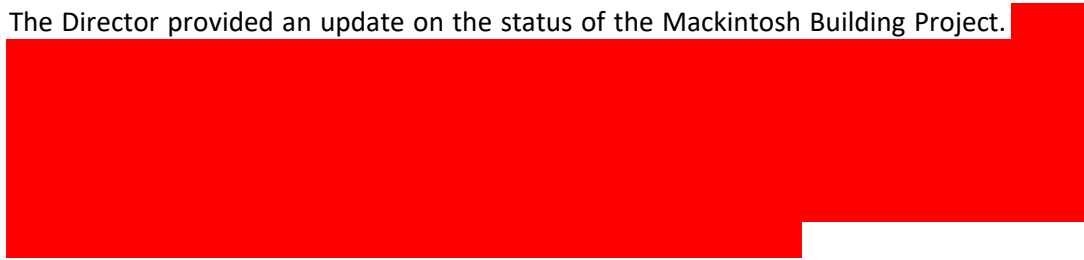
Confirmed by the Convenor
Expertise Matrix had been developed with reference to areas of professional expertise that had been suggested by members at the meeting of 25 February 2021.

The Committee welcomed the paper. It was **agreed** that members would continue to consider and review the draft Skills and Expertise Matrix and forward any comments, suggestions or amendments they may have to the Senior Policy Officer for incorporation in future iterations.

[Action: **Committee members**]

2021.35 Mackintosh Building: Update

The Director provided an update on the status of the Mackintosh Building Project.



The Director also provided a brief update on the development of the Strategic Outline Business Case, which would be offered to the Board of Governors meeting of 17 June 2021 following consideration by the Business and Estates Committee in May 2021.



2021.36 2014 Mackintosh Fire: Collection Recovery Project Report [Paper 7]

The Committee noted the update report, which provided a summary of recent Recovery Project activity. The Deputy Director Research and Innovation highlighted that work undertaken during the original restoration of the Mackintosh Building had revealed further aspects of the building and helped to contextualise archives in an interesting way. It was anticipated that these fresh insights, together with the numerous materials that had been recovered, would inform GSA's future research agenda, create and foster collaborative research opportunities with partners, and support future Research Excellence Framework submissions.

The Committee noted that, owing to the impact of the continuing COVID-19 pandemic, the project end date had been extended, and that the main areas of activity were expected to complete by the end of July 2021. Thereafter an evaluation exercise would be undertaken to assess the project's achievements and reflect on the lessons learned. As matters stood, it was anticipated that a report in this regard would be submitted to the Museum and Archive Committee in early 2022.

2021.37 Exhibitions and Loans Report [Paper 9]

The Committee noted the terms of the report as set out in Paper 9.



[REDACTED]

The Committee **approved** the loan request subject to the above conditions being met and the Deputy Director Research and Innovation being satisfied that this was the case.

The Committee **noted** the following updates:

- *Glasgow Life 'Designing the New: Charles Rennie Mackintosh and the Glasgow Style'*

Previous plans to hold this exhibition at the Driehaus in Chicago had been cancelled owing to the COVID-19 situation.

- GSA *ambi* exhibition at the CCA, Glasgow

The opening of the 'ambi' exhibition, which had been postponed owing to the COVID-19 situation, would run between 7 and 29 May 2021 (see also the update provided in Item 2021.39).

2021.38 Accessions Report

No accessions were presented for consideration or approval.

2021.39 GSA Exhibitions [Paper 11]

The Committee noted the update report on GSA Exhibitions as set out in Paper 11, which detailed the ongoing work of GSA's Exhibitions department. The Exhibitions Director reported that a hybrid approach to forward programming comprised of digital and on-campus events was being evolved. It was highlighted that making events accessible to an online audience had not only increased attendance, it also enabled GSA's cultural engagement to become increasingly global. Within this cultural context, it was noted that GSA continued to focus on and support local community engagement.

The Exhibitions Director reported that the *ambi* exhibition had opened in the CCA Glasgow on 7 May 2021, drawing on materials from GSA's Archives and Collections. The Exhibitions department had also co-delivered two online events in collaboration with GSA's Students' Association as part of the 'Race, Rights and Sovereignty' programme. In addition, an online symposium, *Lanark &*, had been delivered in collaboration with The Alasdair Gray Archive, the University of Strathclyde, and the University of Glasgow. It was noted that the Exhibitions department continued to support the development of GSA's programme of activities for COP26, which included a speakers' series, which would run between September 2021 and April 2022, and which would be delivered in conjunction with different parts of GSA and GSA's Students' Association.

2021.40 Policy Updates [Paper 12.1]

The Committee considered the Loan for Exhibition Policy, which had been updated to include references to equality impact and the Public Sector Equality Duty, and to reflect changes in Learning Resources.

In relation to the provision in the policy regarding the Committee's responsibilities regarding the setting of exhibition fees, it was noted that, while this line had existed in the current version of the policy, this aspect was not explicitly referenced in the Museum and Archive Committee's Remit, Membership and Procedures. The Convenor would highlight this matter in her report to the Board of Governors on 17 June 2021, at which point the Board would be invited to approve the policy.

The Committee **recommended** the revised Loan for Exhibition Policy to the Board of Governors for **approval**.

2021.41 Volunteer and Work Placement Programme Annual Report

The Committee noted that the Volunteer and Work Placement Programme had been paused since March 2020 owing to the COVID-19 pandemic. There was, therefore, no requirement for the annual report.

2021.42 Standing Agenda Items

The Committee confirmed that the standing items on the agenda were appropriate and continued to have a clear purpose and justification. While recognising that the Collection Recovery Project was nearing its conclusion, the Committee agreed that the Collection Recovery Report should remain as a standing item on the agenda until such time as the future plans for the project were confirmed.

2021.43 Any Other Business

None.

2021.44 Dates of Meetings 2021/22

Thursday 16 September 2021, 2.00 pm
Thursday 11 November 2021, 2.00 pm
Thursday 24 February 2022, 2.00 pm
Thursday 12 May 2022, 2.00 pm

John Leabody
Senior Policy Officer
18 May 2021

Policies Recommended by the Museum and Archive Committee to the Board for Approval:

The following policy was **recommended to the Board of Governors** by the Museum and Archive Committee at its meeting of 13 May 2021, and is hyperlinked on Boardpacks for the Board's consideration and **approval**:

- [Loan for Exhibition Policy](#)

**GLASGOW SCHOOL OF ART
ACADEMIC COUNCIL**

MINUTES: 5 MAY 2021

Present: Professor Penny Macbeth (Convenor), Janet Allison, Allan Atlee, Professor Paul Chapman, Brent Garbowski, Dr Marianne Greated, Professor Vicky Gunn, Professor Gordon Hush, Colin Kirkpatrick, Dr Dave Loder, Professor Irene McAra-McWilliam, Patrick Macklin, Alessandro Marini, [REDACTED] (University of Glasgow Representative), Kathy Molloy, Gabby Morris, Shona Paul, [REDACTED] (University of Glasgow Representative), Professor Sarah Smith, Professor Sally Stewart, Professor Susannah Thompson, Dr Gina Wall

Secretary: Jill Brown, Academic Quality Office

Apologies: Dr Benjamin Greenman, Dr Daniel Livingstone, Dr Thea Stevens, Dr Craig Williamson

The Convenor welcomed all members of Academic Council to the meeting. The Convenor advised that this would be the last Academic Council meeting for Brent Garbowski, Gabby Morris, Dr Marianne Greated, Dr Thea Stevens and Professor Susannah Thompson owing to their terms of office as elected members ending in August 2021. All were thanked for their excellent input and contribution to the Committee, and were advised that as they had each only served one term as an elected member that they would be welcomed to run again in the next election.

PART A ITEMS FOR DISCUSSION/DECISION

Owing to a late paper, and the Bank Holiday on 3 May 2021, it was recognised there was less time available to scrutinise the documentation than the preferable seven days, but upon invitation from the Convenor, Academic Council members confirmed they had sufficient time to scrutinise the papers.

Upon invitation from the Convenor, Academic Council members made no declarations of interest.

No items from Part B of the agenda were raised for discussion in advance of the meeting.

2021.67 Minutes of the Previous Meeting held on 10 March 2021 [Paper 3]

The Minutes of the meeting of Academic Council held on 10 March 2021 were **approved**.

2021.68 Matters Arising from the Meeting of 10 March 2021 [Paper 3.1]

Academic Council reviewed the action points outstanding from March 2021. It was confirmed that the following actions had been completed:

- 2021.44ii Student-Facing Professional Services Review Policy
- 2021.29 Undergraduate Ethics Protocol – Project Brief
The Head of Learning and Teaching confirmed that an Undergraduate Ethics Policy was in place, and that the review of the Undergraduate Ethics protocol would be progressed in line with the emerging Academic Framework. Academic Council approved this approach.
- 2021.45 Academic Council Remit and Membership 2020/21
- 2021.46 Grounds and Procedure for the Removal of a Member of Academic Council

- 2021.50 Educational Enhancement Plan
The Educational Enhancement Plan developments were combined with the Enhancement-Led Institutional Review (ELIR) Action Plan [see section 2021.73] which would revert to an Educational Enhancement Plan once the initial ELIR Action Plan was complete.
- 2021.55 GSA REF Submission 2021
- 2021.57 GSA Annual Report to University of Glasgow Senate
- 2021.59 Programme Closure and Suspension Policy
- 2021.65 Academic Council Standing Agenda

Updates were provided for the following actions:

- 2021.51 Student Experience Surveys and Student Surveys Group
The Deputy Director Academic advised that the Student Experience Survey work would be progressed through the ELIR Action Plan, and monitored via the Student Engagement Group. It was reported that the Student Surveys Group had met informally in semester two of 2020/21 through the NSS workshops. A paper summarising the approach to the NSS workshops would be submitted to Academic Council in October 2021.

[Action: **Head of Learning and Teaching**]

- 2021.54 GSA Enhancement Themes Project
An update on progress would be provided at the October 2021 meeting of Academic Council.

[Action: **Head of Learning and Teaching**]

2021.69 Review of the Academic Council Standing Agenda [Paper 3.2]

In line with the Conventions, the Academic Council Standing Agenda was provided for consideration and discussion to the last meeting of Academic Council of the session, to ensure that standing agenda items continue to have a clear purpose and justification. Following the March 2021 meeting of Academic Council, the Conventions had been updated to reflect that written reports, rather than oral reports, were required from those with responsibility to provide a report or update to each meeting.

No amendments were identified, and the standing agenda was agreed for academic session 2021/22.

2021.70 Report from the Director (Convenor) [Paper 4]

The Convenor highlighted key points of the report presented in paper 4, including plans for the safe return to campus, planned upgrades to GSA facilities, planned events for COP-26 and the Graduate Showcase 2021, and the multifaceted work-strands in place to manage the complexities arising as a result of the COVID-19 pandemic.

The Convenor advised that, at the time of the meeting, Moray had the highest number of COVID-19 cases in Scotland. GSA were monitoring the situation at the Forres campus closely, and would take action in line with Scottish Government advice.

2021.71 Report from the President of the GSA Students' Association [Oral Report]

Members of Academic Council extended thanks to the President of the GSA Students' Association (GSASA) for all of their work and engagement with the Committee and the wider GSA community during 2019/20 and 2020/21, as this would be their last meeting of Academic Council as President of the GSASA.

In lieu of a written report, the President of the Students' Association provided an oral report, which included:

- the student response to the ELIR outcome and student involvement with the proposed ELIR Action Plan;
- an overview of the GSASA programme of events organised to align with COP-26;
- that students welcomed the 'Sustainability Framework', developed to engrain sustainable practices into the curriculum, which had been proposed by the Board of Governors;
- that the 'Don't Google It' Team, who were curating a series of online events as an interactive programme of events as part of the GSA Showcase events, was welcomed, and that The Alchemy Experiment space on Byres Road in Glasgow would be utilised to display student work at the time of the Degree Show;
- that elections for the 2021/22 Sabbatical Officers, and the referendum on the affiliation with the NUS, would take place on 6 May 2021;
- and that a structured plan for GSASA to engage further with the Forres campus was in development.

Members of the Committee thanked the President of the GSA Students' Association for their contribution to the work of decolonising the curriculum, which had been a positive development in their time as President of GSASA. Further, the President of the GSASA commented that the relationship between the GSASA and the GSA Student Support Department was productive and positive, which was welcomed by the Committee.

Members of Academic Council discussed the communication strategy for continuing and incoming students for 2021/22, to ensure the GSA offer for this session was communicated clearly. It was confirmed that a schedule of student outreach would be undertaken, to orientate students and manage expectations, particularly as COVID-19 restrictions would still be in place.

2021.72 Report from the Deputy Director Academic [Paper 6]

The Deputy Director Academic provided an overview of the report provided in paper 6, and highlighted that a significant amount of work had been undertaken to generate the new GSA Equality Outcomes and the foundations of GSA's equality, diversity and inclusion agenda. This included the establishment of an Equality, Diversity and Inclusion Committee, which would report to both Academic Council and the GSA Senior Leadership Group.

The President of the GSA Students' Association was thanked for being an activist for equality, diversity, inclusion and sustainability at GSA, and for pushing that agenda forward as the progress from this was emergent.

2021.73 Approach and Response to ELIR 2020 and QAA Concerns [Paper 6.1]

The Deputy Director Academic provided an overview of the ELIR Action Plan created in response to ELIR 2020 and the QAA Cause for Concern, and sought discussion and feedback from members of Academic Council on the proposed approach detailed in paper 6.1. The Deputy Director Academic advised that GSA recognise that it was a very serious outcome and that there was requirement to have a clear action plan in place to return GSA to an outcome of effectiveness and to ensure that the results were long lasting.

Following approval of the action plan, the next phase would be to underpin the identified actions with detail on how each project would be delivered. It was recognised that there are overarching principles to all identified actions, and that it was an opportunity for GSA to deliver change and enhancement in a consistent and transparent way.

Subsequent to approval from Academic Council, the action plan would be submitted to the Quality Assurance Agency for Higher Education (QAA) on 21 May 2021. The Deputy Director Academic advised that the University of Glasgow and the QAA would be kept informed on progress throughout, with Academic Council utilised as a 'touch-point' for reporting on progress and as an opportunity to ensure clarity of the work and engagement with the process. Members of Academic Council were advised that the ELIR re-review would take place in summer 2022, which would offer a review-point for the proposed work rather than an endpoint.

The Convenor advised that an additional Academic Council meeting may be scheduled to allow the Committee to retain oversight the action plan, and to consider the projects in more detail. This would also ensure that Academic Council remains the driver for academic enhancement and progression at GSA. Leads would be identified for all actions, and it was recognised that some actions were short term and deliverable by September 2021 for immediate impact.

Members of Academic Council fed-back that the process was clear, and that the project plan was well structured for the required activities. The Deputy Director Academic confirmed that the action plan and updates on progress would be published and communicated to all staff and students to ensure transparency. The action plan would also be presented at Boards of Studies and Staff Student Consultative Committees (SSCCs) with detail given on key pieces of work.

It was raised that student engagement in the process needed to be meaningful, not tokenistic, and to ensure that all voices were heard. It was confirmed that discussions were underway with GSASA to identify if there may be opportunity to create remunerated positions for students to support the action plan.

The commendations received by the ELIR Review Panel were identified as useful catalysts for sharing good practice, and the approach taken in these areas would be reflected on to consider how this can be extended across the institution.

Academic Council **approved** the ELIR Action Plan and approach, which would remain on the standing agenda for each meeting of Academic Council throughout 2021/22.

2021.74 GSA Academic Committee Structure Proposal [Paper 6.2]

The Deputy Director Academic introduced a proposal to amend the GSA Academic Committee Structure as detailed in paper 6.2. The proposed amendments included the change of names of key academic committees, in an attempt to reduce the use of acronyms, and to clarify the work of those committees. This would be particularly relevant for the Undergraduate and Postgraduate Committee (UPC) which would change to Education Committee to make clear that it has oversight of the educational provision at GSA.

Members of Academic Council were advised that the creation of a new Student Experience Group, reporting to the Education Committee, would house the student partnership work in the committee structure; and that the proposed Collaborations and Partnerships Group would provide a central point to consider the detail of collaborative activity, and provide scrutiny and oversight of those relationships.

Members of Academic Council expressed that the introduction of the collaborations space was welcomed, as it would provide a central point for collaborations that have evolved locally within Schools and Departments. The Academic Registrar supported that it was a positive development, and advised that clear reporting routes between groups and committees would need to be developed. The Remit and Memberships for the committees detailed in the paper would be developed and provided to the relevant committees and Academic Council in October 2021 for approval.

[Action: **Deputy Director Academic/Academic Quality Office**]

The Deputy Director Research & Innovation advised that a similar exercise for research committees would be undertaken in 2021/22.

Academic Council **approved** the committee structure which would be implemented from the start of session 2021/22.

2021.75 Evaluating Students' Experience of Hybrid Learning and Teaching [Paper 6.3]

The Head of Learning and Teaching introduced paper 6.3, which provided an evaluation of students' experience of hybrid learning and teaching since March 2020. Members of Academic Council enquired if the feedback captured as part of this exercise would feed into planning for 2021/22, as there was concern that change in 2020/21 hadn't been evaluated in time for the planning phase. The Deputy Director Academic confirmed that the planning sequence would take all feedback received into consideration, including this exercise, and that programme-specific planning would be undertaken to develop an approach that's suitable for each. It was recognised that planning would need to be flexible, in response to an ever changing situation as a result of COVID-19, and remain inclusive for students who may need to isolate.

The Committee discussed students' engagement with the process and the opportunity for students to provide input to the planning exercise. It was confirmed that there would be an end of semester 'wrap-up' with each year group, which would feed through and augment plans, in tandem with NSS results and feedback. Discussions with the Scottish Government would remain ongoing, to agree how GSA could operate while social distance restrictions remain in place. Members of Academic Council were in agreement that it was important to make clear to students which decisions were GSA-led, and which were as a result of Scottish Government guidance. The framework and the GSA approach to blended learning would be published in May 2021, and a timetable confirming blended learning activities would be published in July 2021.

2021.76 Mackintosh School of Architecture Periodic Review Report [Paper 6.4]

The Deputy Director Academic introduced the report from the Mackintosh School of Architecture Periodic Review, which took place in February 2021. It was highlighted that staff and student partnership was commended by the Review Panel, and that this area of good practice would be shared across the institution. The Head of the Mackintosh School of Architecture advised that the review process allowed the School to consider all strategies that had been implemented in the five years preceding the review, and that although they articulate with GSA ambitions, could perhaps have been progressed in a more meaningful way.

It was highlighted that the Mackintosh School of Architecture internal and external review processes, including Royal Institute of British Architects (RIBA) and the Architects Registration Board (ARB), don't align to allow strategic development. It was confirmed that this would be reviewed as part of the action plan arising from the review.

The Mackintosh School of Architecture were congratulated on the commendations received, and the Academic Quality Office were thanked for the high quality of the Periodic Review Report and the smooth running of the process.

Academic Council **approved** the report and the revalidation of all programmes in the Mackintosh School of Architecture for a period of six years from September 2021. The Periodic Review report would be submitted to the May 2021 meeting of the University of Glasgow's Academic Standards Committee for note.

[Action: **Academic Quality Office**]

The Deputy Director Academic advised that, having undertaken two Periodic Reviews in 2020/21, the requirement for a more programme-based review process, rather than school-based process, had started to emerge, which would be considered during the 2021/22 academic session.

2021.77 School of Simulation and Visualisation Periodic Review Action Plan [Paper 6.5]

The Head of the School of Simulation and Visualisation advised that the Intended Learning Outcome review, as reported in paper 6.5, was underway, and that an updated report detailing progress with this would be submitted to Academic Council in October 2021.

[Action: **Head of the School of Simulation and Visualisation**]

It was recognised that an Intended Learning Outcome review had become a common outcome of Periodic Review at GSA, and that it would be preferable for the Intended Learning Outcome reviews to be undertaken in advance of Periodic Review to allow any changes to be considered as part of the Periodic Review process. It was agreed that this could be explored further when the academic framework is established, and programme specific issues would be explored further.

2021.78 Review of Digital Inclusion Strategy [Paper 6.6]

The Head of Professional & Continuing Education introduced the Review of the Digital Inclusion Strategy, as provided in paper 6.6, which summarised some of the support provided by GSA to students in response to the COVID-19 pandemic. It was recommended that the scheme continue in 2021/22, with a report submitted to Academic Council in semester 2 with consideration of whether the scheme should be further supported.

The Committee discussed the requirement for students to contact IT to request access to some platforms, and what platforms could be included as standard on the provided laptops. The Committee recognised that this was a cyber-security requirement, but that justification for platform access should not be requested as part of this process. It was raised that once the outline delivery model had been evaluated, there may be opportunity to include additional packages and platforms as standard. Members of Academic Council were advised that there is student representation on the Digital Capacities Group, which would be a suitable forum to capture this input.

Members of the Committee were in agreement that it would be helpful to have transparency on the level of funding GSA input to this scheme, in addition to what was provided by the Scottish Funding Council (SFC). The Head of Professional & Continuing Education would provide an addendum to this report with the financial information which would be circulated to members of Academic Council.

[Action: **Head of Professional & Continuing Education**]

2021.79 Suspension of Programme – MDes Design Innovation and Transformation Design [Paper 6.7]

The Head of the Innovation School introduced paper 6.7, and advised that the suspension of MDes Design Innovation and Transformation Design had been approved for a second 12-month period at the Senior Leadership Group meeting of 4 May 2021. The Head of the Innovation School advised members of Academic Council that the programme had not recruited well, that a good cohort experience could not be forged with low student numbers, and that it was not financially viable to run in 2021/22. The programme, marketing materials and programme courseware would be reviewed in 2021/22, to revert on stream in 2022/23.

The Academic Registrar requested that Academic Registry were kept informed on the two applicants who had applied to the programme to ensure that the students records were maintained accordingly.

Academic Council **approved** the suspension of the MDes Design Innovation and Transformation Design programme for academic session 2021/22.

2021.80 Academic Council Covid-19 Sub-Group [Paper 6.8]

Members of Academic Council noted the record of the agreed actions from the Academic Council Covid-19 Sub-Group meeting, which took place on 23 March 2021. A second meeting of this group would be arranged for mid-May 2021.

[Action: **Academic Quality Office**]

2021.81 Report from the Deputy Director Research & Innovation [Paper 7]

The Deputy Director Research & Innovation provided an overview of the report provided in paper 7 and highlighted key points, including the GSA REF 2021 submission. The outputs had been submitted, and the Impact Case Studies and the Environmental Statement would be submitted in May 2021. Seven case studies had been reviewed and four selected for submission. Thanks were extended to the Head of Research and Enterprise, the Director of REF Development and all involved for an excellent submission. The GSA REF approach was recognised as an area of good practice, in terms of reaching out to the community and the curriculum work. The Deputy Director Research & Innovation and the team were thanked for supporting the excellent REF submission.

2021.82 Report from the Academic Registrar [Paper 8]

The Academic Registrar provided an overview of the report provided in paper 8, and advised that the Academic Quality Office would ensure that the University of Glasgow/GSA Memorandum of Agreement and suite of associated documentation were shared with the relevant offices, for information.

[Action: **Academic Quality Office**]

Members of Academic Council were advised that, to align with the Scottish Code for Good Higher Education Governance (2017), Academic Council should comprise at least 10% students. To ensure Academic Council remains in alignment with the act, the number of students on the committee would increase to four from the start of academic session 2021/22. Members of Academic Council fully supported and welcomed this, and the amended Remit and Membership would be provided to the October 2021 Academic Council meeting for approval.

[Action: **Academic Quality Office**]

2021.83 Academic Council Survey of Effectiveness Report [Paper 8.1]

The Academic Registrar advised members of Academic Council that the Academic Council Survey of Effectiveness aligns with the Scottish Code for Good Higher Education Governance (2017) requirement that the effectiveness of an institutions main academic body is reviewed on an annual basis. Thanks were extended to members for their contribution to the exercise, as there was a good response rate and participation. As this was the inaugural review of this nature, feedback on the review and the approach was welcomed.

The outcome of the survey was largely positive, with some scope for enhancement. Six proposals were identified which were discussed by the Committee, who were in agreement that Academic Council should be more discursive, and that a cover sheet would be helpful in providing focus to papers presented to the Committee. In addition, more focused and succinct papers were welcomed, which may support the request for more time for discussion at the meeting.

There were no objections to the proposals outlined in the paper, which would be progressed by the Academic Quality Office for implementation in 2021/22.

[Action: **Academic Quality Office**]

2021.84 New Policy: Student-Facing Professional Services Review [Paper 8.2]

The Academic Registrar introduced the new Student-Facing Professional Services Review Policy, as provided in paper 8.2. Members of Academic Council were advised that the policy responded to one of the ELIR recommendations for GSA, and that it had been considered and discussed at the Undergraduate and Postgraduate Committee meeting in April 2021. The policy had also been shared with the University of Glasgow for information.

The Academic Registrar advised that there may be some amendments required to the policy for thematic reviews and how they would be undertaken, as this may differ from the process for departmental reviews, but that this would be considered when the policy was reviewed in full after the first year of implementation. The schedule of reviews would be considered with the Deputy Director Academic and Registrar and Secretary to agree which departments and/or areas would be reviewed first, in alignment with the ELIR Action Plan.

Academic Council **approved** the Student-Facing Professional Services Review Policy, which would be implemented with immediate effect and published on the GSA website.

[Action: **Academic Quality Office**]

2021.85 Updates to GSA Complaints Handling Procedure [Paper 8.3]

The Academic Registrar provided an overview of the updates to GSA's Complaints Handling Procedure, as provided in paper 8.3, and advised that the amendments were in response to sectoral changes to complaints handling, and the recommendations from the Scottish Funding Council (SFC) in response to the QC-Led reports from the University of Strathclyde and Herriot-Watt University. Academic Council members were encouraged to respond to requests from the Academic Quality Office to attend the new and refresher Complaints Handling Training.

2021.86 Programme Regulations 2021/22 [Paper 8.4]

The Academic Registrar advised members of Academic Council that the review and approval of the GSA Section of the University Regulations and regulations for programmes not validated by the University is an annual exercise to ensure that regulations are current and to provide the opportunity to propose any amendments. For 2021/22, no amendments were sought by Schools, which was approved through all School's Board of Studies, and no amendments were requested to programmes not validated by the University. Amendments were requested to the Degree of Doctor of Philosophy by Published Work, as detailed in paper 8.4, which were approved through Research Degree Sub-Committee and Research and Enterprise Committee. The rationale for the amendments was to streamline the process and to make the process clearer for both applicants and those managing the process.

Academic Council **approved** the proposed amendments to the regulations which would be recommended to the University of Glasgow Senate in June 2021.

[Action: **Academic Quality Office**]

2021.87 External Examiners Approval

Academic Council **approved** the following External Examiner Extension of Tenure:

- Fine Art Critical Studies (FACS) – the extension of remit was approved to provide continuity in this programme while staff role and responsibly changes were ongoing within the department. [Paper 9.1]

Academic Council **approved** the following External Examiner Nominations:

- Diploma in Architecture [Paper 9.2]
- MEd Learning, Teaching and Supervisory Practice in the Creative Disciplines [Paper 9.3]
- MDes Sound for the Moving Image [Paper 9.4]
- MSc Visualisation [Paper 9.5]
- BA Hons Interior Design [Paper 9.6]

2021.88 Minutes from the Undergraduate and Postgraduate Committee (UPC) meeting of 14 April 2021 [Paper 10]

Academic Council noted the Minutes from the Undergraduate and Postgraduate Committee (UPC) meeting of 14 April 2021 as provided in Paper 10.

2021.89 Minutes from the Research and Enterprise Committee (REC) meeting of 21 April 2021 [Paper 11]

Academic Council noted the Minutes from the Research and Enterprise Committee (REC) meeting of 21 April 2021, as provided in Paper 11.

PART B ITEMS REFERRED FROM UNDERGRADUATE AND POSTGRADUATE COMMITTEE

2021.90 Academic Council noted the following items:

- Report from Programme Monitoring and Annual Reporting 2020 [Paper 13.1]
- Amendments to Board of Studies Remit and Membership 2020-21, Standing Agenda and Minutes Template [Paper 13.2]
- Learning and Teaching Committee Remit and Membership 2020-21 [Paper 13.3]
- Minutes from BEng/MEng Civil Engineering with Architecture Joint Management Board (January 2021) [Paper 13.4]
- Minutes from MSc Medical Visualisation and Human Anatomy Joint Management Board (January 2021) [Paper 13.5]
- Minutes from MLitt Curatorial Practice (Contemporary Art) Joint Management Board (October 2020) [Paper 13.6]
- Minutes from Product Design Engineering Joint Management Board (January 2020) [Paper 13.7]
- Minutes from Learning and Teaching Committee (January 2021) [Paper 13.8]
- Amended School of Fine Art Quality Enhancement Action Plans [Paper 13.9]

2021.91 Any Other Business

In response to enquiry, it was confirmed that the decision had been made that staff would not be required to submit a new Annual Research Plan, given the ongoing situation with the COVID-19 pandemic. A communication would be circulated to staff to confirm this.

2021.92 Date of Next Meeting

13 October 2021.

Report Considered by the Academic Council

The following report was considered by Academic Council at its meeting of 5 May 2021, and is hyperlinked on Boardpacks for the Board's reference. Members of the Board of Governors are welcome to comment on the report.

- [Academic Council Effectiveness – Annual Survey Results 2020/21](#)

BOARD OF GOVERNORS: COVERSHEET	
To, Date:	Board of Governors, 17 June 2021
Paper Author (and designation):	Dr Craig Williamson, Registrar and Secretary
Title of Paper:	Report from the Registrar and Secretary
Summary of Paper:	<p>This report summarises key governance and legal developments and GSA's progress against them including:</p> <ol style="list-style-type: none"> 1. Recruitment of Independent Governors. 2. Staff Governor Elections. 3. Annual Report on Board Effectiveness and the Governance Framework: 1 March 2020 to 31 May 2021. 4. Academic Council Effectiveness – Annual Survey Results 2020/21. 5. Scottish Funding Council Assessment of Procedures. 6. Scottish Code of Good HE Governance (2017): Review. 7. Advance HE Race Project Steering Group. 8. Governor Development. 9. Corporate Governance Policies. <ol style="list-style-type: none"> i. Board of Governors Equality and Diversity Statement. ii. Guidelines on the Criteria for Appointment and Renewal of Independent Governors. 10. Grounds for the Removal of a Member of Academic Council. 11. Annual Stakeholder Meeting 2021. 12. Reporting on Scottish Public Services Ombudsman Complaints, Freedom of Information Requests and Data Protection. 13. Board of Governors: Expenses and Gifts and Hospitality. 14. Register of Interests, Governor Information Check and Insurance Requirements: Governor Restrictions. 15. Office of the Scottish Charity Regulator (OSCR). 16. Equality Monitoring Exercise 2021. 17. Board and Board Committee Dates 2021/22.
Recommendations (note/discuss/approve/endorse):	The Board is invited to note this report. Any approval sought is clearly referenced within the report and will be highlighted by the Registrar and Secretary at the meeting.
Consultation:	Not applicable, other than as noted (e.g. previous engagement with the Board).
Risk Management:	It is essential the governance matters remain in good order and that emerging matters are addressed. At the time of reporting, all matters are appropriately in-hand.
Resource Implications:	There are no resource implications.
Equality Impact Assessment Implications:	This report has no EIA implications. Any policies or procedures referenced in the course of the report will, where appropriate, be subject to an EIA in line with GSA's procedures.
Legal and Regulatory Considerations:	Not applicable, other than as noted.
Freedom of Information (FOI):	This paper can be released in its entirety, save for the removal of references to other HEIs.
Next Steps:	As set out, as appropriate, in the following paper.

THE GLASGOW SCHOOL OF ART

BOARD OF GOVERNORS: 17 JUNE 2021

REPORT FROM THE REGISTRAR AND SECRETARY

ACTION SOUGHT

This report summarises key governance and legal developments and GSA's progress against them. Not all items will be reported on at each meeting of the Board.

The Board is invited to **note** this report. Any approval sought is clearly referenced within the report and will be highlighted by the Registrar and Secretary at the meeting.

1. RECRUITMENT OF INDEPENDENT GOVERNORS

The Board recruitment process launched on 26 April 2021 through GSA's website and social media channels. Adverts were placed in The Guardian and The Times Higher Education in May 2021, and posted on the Committee of University Chairs and Women on Boards websites.

GSA has sought to attract candidates with skills and expertise in the areas of higher education, finance, and heritage management, by focusing on specific publications. Following discussion, the Governor Appointment Sub-Group had also agreed that public affairs and community engagement expertise should be highlighted in the recruitment brochure.

In line with the Board's intention to appoint two candidates with a background in finance, GSA advertised the positions via the following professional bodies and online journals: Association of Chartered Certified Accountants (ACCA), Institute of Chartered Accountants of Scotland (ICAS), The Scottish Financial News and the Institute of Chartered Accountants in England and Wales (ICAEW). In line with the Board's aim of appointing one candidate with a background in heritage management, the positions were also advertised in The Museums Journal.

Thirty-one applications were received by or shortly after the deadline of 28 May 2021, with shortlisting taking place on 8 June 2021. The Governor Appointment Sub-Group has received an updated briefing note regarding the rules and legal obligations in relation to this exercise, and will record, at both the shortlisting and interview phases, whether they have engaged with any of the applicants regarding these vacancies and also whether they have any potential conflict of interest.

Interviews are scheduled for 28 June 2021 and 2 July 2021. It is likely that approval of suggested appointees will be sought from the Nominations Committee and thereafter from the Board by correspondence respectively in July 2021.

The Board will recall that in March 2020, in light of the COVID-19 situation, GSA paused the scheduled recruitment exercise. It has been helpful revisit the exercise at the current point in time, and indeed it is important for GSA to seek to fill certain vacancies. The exercise has attracted some exceptionally well-qualified candidates in areas of interest to GSA, however in comparison with previous recruitment exercises the overall applicant field is perhaps not as strong, which could limit the opportunity to increase the diversity of the Board (which has been possible in previous recruitment exercises).

Dependent on views gathered at the interview stage, the Sub-Group may wish to advise the Nomination Committee and the Board to hold a second recruitment exercise once the COVID-19 situation has further stabilised. [REDACTED]



2. STAFF GOVERNOR (PROFESSIONAL SUPPORT) ELECTION

As the Board is aware, two Governors are elected to the Board by being elected by professional support staff and academic staff respectively.

The first period of office for Ms Polly Christie, Staff Governor (Professional Support) ended on 26 May 2021. On behalf of the Board, the Chair has thanked Ms Christie for her valuable input, engagement and dedication.

An election for the post was accordingly held to fill the position, with four nominations being received. Ms Marianne McInnes, Operations Director for the Innovation School, was elected with effect from 1 June 2021.

3. ANNUAL REPORT ON BOARD EFFECTIVENESS AND THE GOVERNANCE FRAMEWORK 1 MARCH 2020 TO 31 MAY 2021

This Report provides both an overview of the three-component Board Effectiveness reviews, together with a summary of the governance framework developments, undertaken in the above period.

This development sees all three elements brought together in a single report for the first time. Therefore, it is offered to the Board of Governors for comment, both in terms of the matters being reported and the value of seeing these aspects drawn together.

In accordance with GSA's Statement of Corporate Governance, and in line with the expectations of the Scottish Code for Good HE Governance (2017), GSA monitors and evaluates the effectiveness of its Board of Governors. This is an annual internal process, with an externally-facilitated review into the effectiveness of the Board and its committees taking place at least every five years. A parallel process operates regarding Academic Council (see item 4 below).

The three internal exercises are the:

- Review of Governor Contributions
- Review of the Chair's Effectiveness
- Board Effectiveness Survey

It is evident from feedback across each of the three elements that comprise the internal annual review, that this year's Board effectiveness exercise has been highly positive, and supports the conclusion that the institution has adequate and effective governance arrangements regarding Board effectiveness.

Nonetheless, there were enhancement actions which have been taken forward in response to feedback gained through the exercises. These are set out in the *Annual Report on Board Effectiveness and the Governance Framework 1 March 2020 to 31 May 2021* which is provided for the Board's consideration as Annex 1.

4. ACADEMIC COUNCIL EFFECTIVENESS – ANNUAL SURVEY RESULTS 2020/21

During March and April 2021, members of Academic Council were asked to complete a survey considering the effectiveness of Academic Council. The survey results were analysed by the Academic Quality Office and six proposals identified for consideration by members of Academic Council.

The proposals were considered and agreed at the Academic Council meeting of 5 May 2021 and will be implemented in academic session 2021/22. The report is annexed to the Academic Council minutes of 5 May 2021 (see paper 4.6).

5. SCOTTISH FUNDING COUNCIL ASSESSMENT OF PROCEDURES

As reported to the March 2021 meeting of the Board of Governors, the Scottish Funding Council issued a Call for Information in February 2021. This followed the publication of two independent QC-led reports, commissioned by the University of Strathclyde and Heriot-Watt University, requiring institutions to carry out a self-assessment of their own procedures against the key findings, implement any necessary improvements, and report on the outcome of that exercise.

GSA was required to submit a brief report to the Scottish Funding Council by 30 April 2021 summarising the outcome of its self-assessment exercise together with an action plan addressing any resulting issues. The consequent report and action plan, copies of which are appended, were discussed with the Chair of the Board of Governors and the Director (including a Senior Leadership Group meeting on 20 April 2021) prior to their submission to the Scottish Funding Council by the Registrar and Secretary.

The outcome of the self-assessment exercise was also reported to the Audit and Risk Committee on 17 May 2021 and a further follow-up report will be presented to that Committee and to the Board early in session 2021/22 once actions have been taken forward, via appropriate consultation by the Director of Human Resources and the Academic Registrar. This paper is attached as Annex 2.

6. SCOTTISH CODE OF GOOD HE GOVERNANCE (2017): REVIEW

The Board is invited to note that the Committee of Scottish Chairs has confirmed that the Scottish Code of Good HE Governance is scheduled to be reviewed in session 2021/22. As with previous editions (2014; 2017), the Universities Secretaries Group will be closely involved.

It is likely that, as the review progresses and once the new Code is published, there will be a measure of technical governance business presented to the Board, via the Audit and Risk Committee. It is also anticipated that the Code may incorporate aspects drawn from the aforementioned SFC Assessment of Procedures, the SFC/RGU Lessons Learned Review (previously reported to the Board in 2019), and other governance reviews undertaken in the sector.

Further updates on this matter will be included in the Registrar and Secretary's reports to the Board of Governors.

7. ADVANCE HE RACE PROJECT STEERING GROUP

The Deputy Director Academic is the Senior Officer responsible to the Director for ensuring progress and compliance with equality, diversity, inclusions and related matters. Alignment with and progress against the above work will be included in reports (including but not limited to an Annual Report in

March of each year) to the Board, via the Human Resources Committee, from the Deputy Director Academic.

The following is referenced in this Registrar and Secretary's Report to ensure that the Board is sighted on the work of the Race Project Steering Group, the corresponding position of EHRC and SFC, and that the Board is aware of the expectations it should have in terms of senior management engagement, planning, delivery and reporting.

On 29 October 2019, the Equality and Human Rights Commission (EHRC) published its report, [Tackling Racial Harassment: Universities Challenged](#). The report revealed that racial harassment was a common but significantly under-reported experience for students and staff. On 4 March 2020, the Scottish Funding Council and the EHRC published a Memorandum of Understanding designed to strengthen compliance with Public Sector Equality Duty (PSED) across the HE sector. One of the commitments listed in the accompanying Joint Action Plan was the creation of a short-life evidence group to develop resources that would support colleges and universities to recognise and address racism on campus. The Advance HE Race Project Steering Group was established in February 2020, with membership drawn from Equality, Diversity and Inclusion practitioners, tertiary education staff and students, and representatives from the SFC and Advance HE.

On 10 March 2021, the Advance HE Race Project Steering Group published the [Tackling Racism on Campus Assets Utilisation Guide](#). The Guide is comprised of a suite of editable resources which can be localised to individual institutions and used to tackle racism on campus. One of the resources included within the Asset Utilisations Guide is a [Scottish Code of Good HE Governance and the Scottish Race Project Steering Group Materials](#) document, which uses current codes of good tertiary education governance to demonstrate how the Advance HE Declaration on Anti-Racism, Statement of Intent, and campaign materials can be embedded into practice and evidence good governance. The document also makes clear that Governing Bodies should have clear oversight of how their institutions are progressing anti-racism activities, and satisfy themselves that their institutions are working to identify and reduce harassment.

Further updates in relation to governance matters on this issue will be included in the Registrar and Secretary's reports to the Board of Governors as the project further develops.

8. GOVERNOR DEVELOPMENT



As reported to the Board in March 2021, the Registrar and Secretary, on behalf of the Chair, has invited the Head of Student Support and Development (GSA's Equality Lead, reporting to the Deputy Director Academic) to offer three identical workshop sessions (with a maximum of 10 persons per session to allow for small group interaction) for Governors on 12, 22 and 28 July 2021 on how GSA management approaches equality, diversity and inclusion matters. The Corporate Governance Office will contact Governors in due course.

9. CORPORATE GOVERNANCE POLICIES

At its meeting of 17 May 2021, the Audit and Risk Committee considered the following Corporate Governance-related matters and **recommended them to the Board of Governors for approval**.

i. Board of Governors Equality and Diversity Statement

The Equality and Diversity Statement was drafted in 2019 in consultation with GSA's solicitors in order to ensure GSA's alignment with Principle 4 and detailed provisions 35 and 36 of the Scottish Code of Good HE Governance (2017).

The statement is submitted to the Board of Governors on an annual basis for review and approval, most recently in March 2020. Following a recent review of the statement, the following minor amendments, highlighted in the document available [here](#), were suggested:

- an amendment to clause 1.2 which more accurately reflects the current composition of the Board.
- an amendment to the phraseology used in clause 2.4 to update the reference to the Gender Representation on Public Boards (Scotland) Act 2018, the terms of which are now fully in force.
- a small clarification to clause 2.8 to more accurately reflect current practice.

An Equality Impact Assessment has been undertaken and once this has been finalised, it will be published on GSA's website.

The Board is invited to consider and **approve** the amendments proposed to the Board of Governors Equality and Diversity Statement.

ii. Guidelines on the Criteria for Appointment and Renewal of Independent Governors

In the course of recent discussions held by the Governor Appointment Sub-Group regarding the Board recruitment exercise, it was recommended that *Public Affairs and Community Engagement* be added to the list of Skills and Attributes contained within section 2.7 of the *Guidelines on the Criteria for Appointment and Renewal of Independent Governors*. It is noted that *Community and Public Engagement* is already listed under the range of professional backgrounds and areas of expertise set out in section 2.6.

The Board is invited to consider and **ratify** this proposed amendment to section 2.7 of the [Guidelines on the Criteria for Appointment and Renewal of Independent Governors](#).

10. GROUNDS FOR THE REMOVAL OF A MEMBER OF ACADEMIC COUNCIL

In alignment with GSA's Order of Council 2020 and Articles of Association (approved in December 2020), the Academic Quality Office drafted the [Grounds and Procedure for the Removal of a Member of Academic Council](#) in consultation with the Corporate Governance Office. This sets out the grounds on which a member of Academic Council may cease to be a member of the Committee, and the procedure in which this would be managed.

The policy has been discussed by Academic Council. On 17 May 2021, the Audit and Risk Committee considered the terms of the paper and recommended it to the Board for **approval**.

The Board is invited to consider and **approve** the Grounds and Procedure for the Removal of a Member of Academic Council.

11. ANNUAL STAKEHOLDER MEETING 2021

An expectation set out in the Scottish Code of Good HE Governance (2017) is that institutions hold an Annual Stakeholder Meeting at which representatives of the governing body, including the Director, are expected to give an account of the Institution's performance and should be available to answer questions.

The Board previously agreed with the request that this be arranged by the Director of Strategy and Marketing as an event format aligning with the Undergraduate Degree Show. Given the COVID-19 situation an Annual Stakeholder Meeting was not held in 2020 and this was noted in the Annual Accounts in line with *comply or explain* requirements.

The 2021 version, to be held on Tuesday 15 June 2021 between 1 p.m. and 2.30 p.m., will coincide with the Graduate Showcase and will be hosted by the Chair of the Board of Governors. The Director of Strategy and Marketing will issue invitations to the Board.

12. REPORTING ON SCOTTISH PUBLIC SERVICES OMBUDSMAN COMPLAINTS, FREEDOM OF INFORMATION REQUESTS AND DATA PROTECTION

To align reporting, the timing of Board updates on the volume of complaints received in line with the sector-wide Scottish Public Services Ombudsman (SPSO) Complaints scheme and the number of cases raised by the SPSO, the volume of Freedom of Information requests, and the volume of Data Protection Subject Access Requests and Data Breaches, has been adjusted. Separate Annual Reports, covering the period October to September, will be offered to the Board of Governors meeting of 18 October 2021, following consideration by the Audit and Risk Committee, and thereafter annually. The Senior Leadership Group will receive quarterly reports.

The way that the SPSO scheme operates is that GSA's Academic Quality Office manages the administration of the complaints handling process. Complaints are then addressed locally with the oversight of the relevant Senior Officer. Should the internal process be exhausted, complainants may seek recourse through the Ombudsman. In such cases, the Senior Officer for the area which is the subject of the complaint, will lead on matters and report any substantive issues to the Senior Leadership Group and the Board as appropriate. Any matters raised through the separate QAA Scottish Concern Scheme will be overseen by the Deputy Director Academic, who will report any substantive issues to the Senior Leadership Group, Academic Council, and the Board as appropriate. Any substantive issues involving the regulatory bodies for Freedom of Information (Scottish Information Commissioner) or Data Protection (the UK's Office of the Information Commissioner), will be drawn to the attention of the Senior Leadership Group and the Board by the Registrar and Secretary or GSA's Data Protection Officer.

13. BOARD OF GOVERNOR EXPENSES AND GIFTS AND HOSPITALITY

In line with the Expenses Policy for the Board of Governors, reports continue to be made to the Audit and Risk Committee relating to Individual Governors' expenses and Board of Governors expenses. The paper considered by the Audit and Risk Committee meeting of 17 May 2021 is hyperlinked below:

- [Individual Governor and Board of Governor-related Expenses: 1 January 2021 – 31 March 2021](#)

The Gifts and Hospitality Policy for the Board of Governors is published on GSA's website, together with a copy of the declaration form. Members are reminded of the requirement to record all gifts and hospitality offered, whether received or not, on the declaration form within 28 days of offer and return this to the Corporate Governance Office.

14. REGISTER OF INTERESTS, GOVERNOR INFORMATION CHECK, AND INSURANCE REQUIREMENTS: GOVERNOR RESTRICTIONS

Members are invited to note that, in preparation for the 2021/22 session, the Corporate Governance Office will contact each Governor over the summer regarding the Register of Interests return and to verify that contact and biographical information held remains correct. These exercises will be undertaken in July 2021.

As reported in March 2021, GSA is required by its insurers to seek confirmation on an annual basis as to whether any members of its Board of Governors are subject to bankruptcy restrictions. The Bankruptcy Declaration form will be circulated to all members for completion in parallel with the above process. Information disclosed on the form will be held confidentially by the Director of Finance and shared only with GSA's insurance providers on request.

15. OFFICE OF THE SCOTTISH CHARITY REGULATOR (OSCR)

The Assistant Secretary to the Board has completed and reported GSA's OSCR return, following discussion with and input from the Head of Finance.

16. EQUALITY MONITORING EXERCISE 2021

Members are invited to note that the Human Resources department will be undertaking the annual equality monitoring data collection exercise in summer 2021, and will contact Governors directly via email.

17. BOARD AND BOARD COMMITTEE DATES 2021/22

Members are invited to **note** the [Board and Board Committee dates for 2021/22](#). As highlighted in March 2021, Board committee meetings will continue to be held via video-conferencing as standard in session 2021/22, unless otherwise preferred by the convenor of the relevant committee; while it is hoped that Board meetings will be held in person (with the option for members to join via video-conference) when social-distancing regulations allow.

Dr Craig Williamson
Registrar and Secretary
3 June 2021

Annex 1: Annual Report on Board Effectiveness and the Governance Framework: 1 March 2020 to 31 May 2021.

Annex 2: Scottish Funding Council Assessment of Procedures

List of Hyperlinked Documents

1. [Scottish Code of Good HE Governance and the Scottish Race Project Steering Group Materials](#)
2. [Board of Governors Equality and Diversity Statement](#)
3. [Guidelines on the Criteria for Appointment and Renewal of Independent Governors](#)
4. [Grounds for the Removal of a Member of Academic Council](#)
5. [Individual Governor and Board of Governor-related Expenses: 1 January 2021 – 31 March 2021](#)
6. [Board and Board Committee Dates 2021/22](#)

THE GLASGOW SCHOOL OF ART

BOARD OF GOVERNORS: COVERSHEET	
To, Date:	Board of Governors, 17 June 2021
Paper Author (and designation):	Dr Craig Williamson, Registrar and Secretary
Title of Paper:	Annual Report on Board Effectiveness and the Governance Framework: 1 March 2020 to 31 May 2021
Summary of Paper:	<p>This Report provides both an overview of the three-component Board Effectiveness reviews, together with a summary of the governance framework developments, undertaken in the above period.</p> <p>This development sees all three elements brought together in a single report for the first time. Therefore, it is offered to the Board of Governors for comment, both in terms of the matters being reported and the value of seeing these aspects drawn together.</p>
Recommendations (note/discuss/approve/endorse):	The Board is invited to consider and note the report.
Consultation:	The Registrar and Secretary has consulted with the Chair of the Board and the Convenor of the Audit and Risk Committee regarding the rationale and outline content.
Risk Management:	In accordance with GSA's Statement of Corporate Governance, and in line with the expectations of the Scottish Code for Good HE Governance (2017), GSA monitors and evaluates the effectiveness of its Board of Governors.
Resource Implications:	None.
EIA Implications:	Any relevant matters impacting policy will be subject to an EIA.
Legal and Regulatory Considerations:	Scottish Code of Good HE Governance (2017)
Freedom of Information (FOI):	This paper can be released in full.
Next Steps:	The report will be published on GSA's website.

THE GLASGOW SCHOOL OF ART

BOARD OF GOVERNORS: 17 JUNE 2021

ANNUAL REPORT ON BOARD EFFECTIVENESS AND THE GOVERNANCE FRAMEWORK: 1 MARCH 2020 TO 31 MAY 2021

CONTEXT

This Report provides both an overview of the three-component Board Effectiveness reviews, together with a summary of the governance framework developments, undertaken in the above period.

This development sees all of these elements brought together in a single report for the first time. It is therefore offered to the Board of Governors for comment both in terms of the matters being reported and the value of seeing these aspects drawn together.

If this is considered to be a helpful development, the intention is to report annually to the March meeting of the Board of Governors. Therefore, the next report would be in March 2022 and will be considered by the Audit and Risk Committee in advance of submission to the Board. Further, it is the intention that the effectiveness reviews and framework developments reported to the Board in the preceding annual periods back to 2017/18 will be consolidated into annual reports which will all be published on GSA's website. This approach will also be codified in a Board Effectiveness Review and Governance Framework Development Policy which will be offered to the Audit and Risk Committee meeting in September 2021, and thereafter to the Board at its meeting of 18 October 2021.

Undertaking the above will actively and transparently demonstrate GSA's commitment to the Scottish Code of Good HE Governance (2017) and GSA's own focus on the continued application of governance best practice.

MATTERS COVERED IN THIS REPORT

Part A. Board Effectiveness Reviews

1. Effectiveness Conclusions and Actions Taken Forward from the Three Review Exercises
2. Review of Governor Contributions
3. Review of the Chair's Effectiveness
4. Board Effectiveness Survey
5. Five-Yearly Externally Facilitated Board Effectiveness Review

Part B. Governance Framework: Assurance and Developments

1. Higher Education Governance (Scotland) Act 2016
2. Scottish Code of Good HE Governance (2017)
3. Board Strategic Planning
4. Board Membership and Recruitment

5. Governor Induction and Development
6. Board Diversity and Board Equality Reporting
7. Board Sustainability Principles
8. SFC Assessment of Procedures
9. Gender Representation On Public Boards (Scotland) Act 2018
10. Board Committees: Structures, Membership, Changes
11. GSA Governance Policy Developments

PART A. BOARD EFFECTIVENESS REVIEWS

In accordance with GSA's Statement of Corporate Governance, and in line with the expectations of the Scottish Code for Good HE Governance (2017), GSA monitors and evaluates the effectiveness of its Board of Governors. This is an annual internal process, with an externally-facilitated review at least every five years of the effectiveness of the Board and its committees. A parallel process operates regarding the Academic Council.

The three internal exercises are the:

- Review of Governor Contributions
- Review of the Chair's Effectiveness
- Board Effectiveness Survey

A1. Effectiveness Conclusions and Actions Taken Forward from the Three Exercises


It is evident from feedback across each of the three elements that comprise the internal annual review, that this year's Board effectiveness exercise has been highly positive, and supports the conclusion that the institution has adequate and effective governance arrangements regarding Board effectiveness.

Nonetheless, the following enhancement actions have been taken forward in response to feedback gained through the exercises:

- a. In May 2019, Governors attended a well-received training session, delivered by GSA's External Auditors, which aimed to enable a deeper understanding of the School's Management Accounts. A further session will be offered early in session 2021/22, enabling new Governors appointed as a result of the current Board recruitment exercise to participate in this training.

b.



- c. On behalf of the Chair, the Registrar and Secretary has invited the Head of Student Support and Development (GSA's Equality Lead, reporting to the Deputy Director Academic) to offer three workshop sessions (to allow for small group interaction) (max 10 persons) for Governors in July 2021 on how GSA approaches equality matters.
- d. A more specific focus within each Board agenda has been added for committee convenors to report directly to the Board. This transparency has aligned with GSA's revisions on the Human Resources Committee and Health and Safety Committee in session 2020/21 to incorporate a wider group of Governors in their respective memberships and from distinct cohorts (e.g. Trade Union Governors, Students' Association Governors, Staff Governors, and Independent Governors).
- e. In light of the development of a new Strategic Plan and associated KPIs, and given the role of the Board in inputting to, approving and monitoring strategic developments, and the Director's role in offering advice to the Board on strategic matters, specific standing items and formal reports have been added to the agendas of both the Board and the Business and Estates Committee. The overall governance approach is designed to ensure the current close alignment between governance and management on this important matter. This builds on positive outline discussions at the Board of Governors Strategic Away-day on 5 February 2021.
- f. Having been paused in March 2020 in light of the COVID-19 situation, the Board recruitment exercise resumed on 4 February 2021. This afforded an opportunity to further enhance the breadth of expertise on the Board, with finance, higher education, heritage management and communications being of principle focus in this round. Increasing the diversity of the Board remained a key focus. An additional recruitment exercise is anticipated in 2022 
- g. Looking ahead to when new Governors join the Board early in session 2021/22, as an enhancement to the induction process, the Corporate Governance Office will seek to introduce a mentoring system to help incoming members build relationships and be provided with support from more experienced Board members. This may be of particular benefit to incoming Student Governors.
- h. As part of broader planning developments, the Director has undertaken to provide the Board with enhanced, contextualised, information and a range of benchmarking activities regarding GSA's competitive position and performance.
- i. As part of broader risk management and business continuity developments, the Director has undertaken, in due course, to offer a revised Risk Management Framework to the Board, via the Audit and Risk Committees, for consideration and approval.
- j. Mindful of the COVID period use of video conferencing in lieu of physical meetings and the resultant loss of the informal time at the edges of meetings and of the presentation sessions normally offered at Board lunches, it is hoped that session 2021/22 will see the return of in-person meetings of the Board. Video conference for committee meetings may be used more often but with the intention of using on-campus attendance by Board members as an opportunity to engage with the wider GSA. While remaining mindful of the full agendas and high level of business considered by the Board, it is intended in session 2021/22 to further explore how best to offer Board members time for more reflective discussions on key issues such as the student experience, the impact of digital on GSA's studio-based learning, GSA's Estate, the Mackintosh Building, and progress against strategic targets. The Director is reflecting on such opportunities and will discuss these with the Chair of the Board.

A2. Review of Governor Contributions

This exercise provides an opportunity for each Governor, through conversation with the Chair of the Board, to reflect on their own contribution to the Board and to any Board committees on which they sit. This engagement also includes the identification of any training priorities or continuing professional development needs, including consideration of the need for additional training in matters of equality and diversity. The expectation is that GSA undertakes this exercise at least every two years. GSA normally completes this on an annual basis.

The Chair of the Board undertook this exercise with all members in November 2020. This included the current Trade Union Governors, who at that point were attendees. The Chair confirmed that the conversations, which had been highly positive, had focused on the individual contributions that Governors had made in the previous session and any development opportunities that GSA could provide. Governors had also shared their views more generally on the Board's effectiveness. Many Governors reflected in various ways their pleasure at being members of the Board and some had commented on the supportive and collegiate behaviour demonstrated by colleagues, with few disagreements and competing egos and the tone was one of supportive scrutiny. Several members referenced the restructuring of the governance structure as a highly positive development, enhancing the effectiveness of the governance arrangements and had commented that the papers and the agenda were much easier to navigate.

A3. Review of The Chair's Effectiveness

This was conducted by the Board Intermediary, Ms Lesley Thomson (Vice Chair). The Board Intermediary undertook a series of one-to-one discussions, based on a set of questions. All Governors participated in this exercise, with the majority liaising with the Board Intermediary by telephone, and one responding in writing. The focus for the discussions was to ascertain members' views regarding how the Chair ran GSA's Board of Governor meetings, and ensure that all Governors were supported to make their contribution to the collective endeavour.

Thereafter, the Board Intermediary led a review discussion with the full Board as part of the Board's Strategic Away-day on 5 February 2021. On this occasion, the Chair was invited by the Board to attend the discussion on the Review of the Chair's Effectiveness.

The Board Intermediary confirmed that the detailed feedback from her meetings with the Governors had been provided to the Chair of the Board. A copy of the summary report was lodged with GSA's Registrar and Secretary on 8 February 2021.

The Board Intermediary confirmed that there was clear support for the Chair and the way she conducted the Board of Governors meetings. The Chair's evident positive commitment to the institution had been commented upon by many Governors and there had been considerable praise for the way she ran meetings, particularly those which had sizable agendas. Members had also commented on the benefits of the oral updates from committee convenors in that they better enabled the Board to have a fuller insight into the work of the Board committees and the detailed consideration provided in advance of proposals being brought forward for Board approval. Members had also appreciated the opportunity provided during the Governor Contribution exercise in November 2020 to meet with the Chair on a one-to-one basis.

A4. Board Effectiveness Survey

The Corporate Governance Office undertook this exercise between November 2020 and January 2021. The survey provides an opportunity for all Governors to reflect on the Board's effectiveness and the effectiveness of its Board committees. Members of the Audit and Risk Committee are additionally surveyed as part of a separate exercise.

Prior to launching the survey, the Corporate Governance Office undertook a benchmarking exercise to review the Board Effectiveness Questionnaire against sectoral guidelines in order to ensure that GSA continued to align with best practice. The Questionnaire was cross-referenced against the Committee of University Chair's *HE Code of Governance* (2020), and *Advance HE's Framework for Supporting Governing Body Effectiveness Reviews in HE* (2018). The benchmarking exercise confirmed that the previous year's questionnaire covered the main elements and remained broadly in line with sectoral guidance. There was scope, however, for further refinement and alignment with the CUC and Advance HE guidance. On that basis, four questions were added to the Board of Governors Effectiveness Questionnaire, while one question was added in response to feedback received to last year's questionnaire. Four extant questions were broadened in order to encapsulate cognate points listed in the sectoral guidance.

On 19 November 2020, members were invited to complete the online Board of Governors Effectiveness Questionnaire. As in previous years, the survey was made available electronically. The online questionnaire had an initial closing date of 11 December 2020, however it was subsequently agreed that it would remain open until 15 January 2021 to enable as many members as possible to participate in the exercise.

Of the nineteen members of the Board invited to participate, thirteen responded to the questionnaire (c.68%).

The vast majority of the responses received were positive. A total of 271 responses were received: of those, 263 were either *Strongly Agree* or *Agree* (equating to c.97%), while nine were *Disagree* (c.3%). There was no response of *Strongly Disagree*.

Looking at the response on the whole and aside of specific statements, the breakdown is as follows:

Positive Responses	97%	Negative Responses	3%
Strongly Agree (41%)		Strongly Disagree (0%)	
Agree (56%)		Disagree (3%)	

Of the twenty-one framed statements 17 of the 21 questions (representing 81% of total survey) achieved a combined Strongly Agree or Agree response level of 100%. Further detail is set out below.

No. of Statements	Combined Strongly Agree and Agree
17	100%
2	90% to 100%
1	80% to 89%
0	70% to 79%
1	60% to 69%
0	0% to 50%

A breakdown of combined Strongly Agree or Agree responses is set out below. The fuller version of the table, with all four possible responses disaggregated, is available from the Corporate Governance Office.

There is clarity regarding the role of the Board.	100%
The Board has sufficient time, information and input to be confident that GSA's strategic objectives are being taken forward.	100%
The Board demonstrates understanding and commitment to GSA's vision and ethos.	100%
There is a clear separation of roles and responsibilities between the Senior Leadership Group and the Board with delegated authorities to the Director and relevant Board committees.	100%
I have a good understanding of my role and responsibilities as a member of the Board.	100%

Member induction and development is appropriate.	100%
There is an appropriate balance of skills, expertise and experience among members which is effectively utilised.	100%
The Board has effective leadership.	100%
Meetings are led with a clear focus on the substantial issues facing the institution and allow for full and open discussion.	100%
Information is received sufficiently in advance of the meeting.	100%
Board dynamics and behaviours are appropriate and a positive atmosphere exists to support effective governance.	100%
The Board provides appropriate support and constructive challenge to the Director and Senior Leadership Group.	100%
Arrangements (including timing, duration, number and administration of meetings) and Board papers provide members with appropriate and clear information which facilitate effective decision-making.	100%
The Board undertakes effective performance monitoring and measurements.	100%
The Board has an effective process for identifying, understanding and managing its principal strategic risks and opportunities for GSA.	100%
GSA has effective governance structures and processes.	100%
Assurance is given to the Board that GSA's governance arrangements are aligned with legal obligations and sector expectations.	100%
The Board receives early-warning signals of potential problems that may adversely affect key outcomes, targets or financial performance.	92%
The Board takes sufficient time to reflect on lessons learned and GSA's approach to ensuring that it has the appropriate business continuity mechanisms in place to respond to unforeseen events.	92%
The Board has a good understanding of the performance of the organisation relative to competitor institutions.	83%
The recruitment of Board members is managed effectively and the Board routinely considers ways it can encourage further diversity of its membership.	69%

In terms of comparison with the previous year, and setting aside the five new questions in this regard, there was an improvement across the full survey. It is noted that the highly positive responses were received in the previous year, so the improvements were largely in the form of an increase in the number of Strongly Agrees (as opposed to Agrees). For example, regarding whether the *GSA has effective governance structures and processes*, this remained at a combined 100% but in the current session had more Strongly Agrees than Agrees. Positive inroads were also made against the small number of Disagrees regarding some questions received in the previous year, with these not repeated or reduced in the current year. A fuller comparison of the data from the previous year is available from the Corporate Governance Office.

As an enhancement to the effectiveness review, members were invited to respond to statements and provide comments on the effectiveness of the Board's committees in line with their respective membership. The response to this aspect of the review was more limited than the overall Board exercise and the outcomes have not led to the need to supplement the proposals set out below.

A5. Five-Yearly Externally Facilitated Board Effectiveness Review

The next review will likely begin in April 2022, with options discussed with the Board in advance of the process commencing.

PART B. GOVERNANCE FRAMEWORK: ASSURANCE AND DEVELOPMENTS

B1. Higher Education Governance (Scotland) Act 2016

The 2016 Act required a number of substantial changes to GSA's governance framework including a new statutory instrument (Order of Council) and associated new rules for the nomination of new categories of member of the Board of Governors and the establishment of a new Academic Council membership. In recent sessions almost all of GSA's documentation has been rewritten and supplemented to align with the terms of the Act. The amendment to GSA's governing instruments involved extensive liaison with the Scottish Government, GSA's solicitors, the Privy Council and OSCR with GSA's new Order of Council coming into force on 30 November 2020 and new Articles of Association being adopted shortly thereafter.

B2. Scottish Code of Good HE Governance (2017)

The Scottish Code applies in a complex context of other regulatory and legislative requirements with which Higher Education Institutions must comply. GSA's approach to governance has been developed and codified in recent years in response to that context, sector approaches, and compliance requirements such as the Scottish Code with GSA's suite of governance documentation being reviewed and updated in terms of the Code during the period under report.

The Code underpins both the sector's and GSA's commitment to high standards of governance and is due for review in 2021. GSA will participate fully in that review, offering views and comment where appropriate. As part of a broader approach to governance, GSA will also incorporate findings from recent SFC Lessons Learned and Assessment of Procedures reviews in determining future governance approaches and developments at GSA.

GSA continues to publish Board papers and minutes. Developments for the year of report include Senior Leadership Group members having received Freedom of Information (FOI) training to enable them to determine the appropriate redactions (if any) for the papers that they are responsible for and to do so in a positive way. Given the momentum on the Mackintosh project, the Director of Estates has been asked to specifically consider how thoughtful and active publication of information can inform the public and in turn limit FOI requests received. In turn this would ensure that the normal flow of Board paper publication would not be impacted.

B3. Board Strategic Planning

In light of the development of a new Strategic Plan and associated KPIs and, mindful of its responsibility to guide and approve the future strategic direction of GSA, the Board had previously discussed and agreed guiding principles at its February 2020 strategic Away-day. The Strategic Plan was the main focus of discussions at the Board of Governors Strategic Away-day held on 5 February 2021 and the Director, together with members of the Senior Leadership Group, provided a presentation on the plans, and associated timeline, in place for consultation with a wide variety of groups including staff, students, alumni, employers and potential applicants.

B4. Board Membership and Recruitment

In the period under report, four new Governors joined the Board, comprising the Director, two Governors nominated by the Trade Unions and one Governor nominated by the Students' Association. In addition, five Governors demitted office, being two independent Governors, the Deputy Director, the Academic Council Governor and one staff Governor.

As referenced above, the Board is currently recruiting for new independent members, with the recruitment process due to conclude by the end of the session. A full briefing note has been provided to the Nominations Committee Governor Appointment Sub-Group to inform the recruitment process, outlining the legal and regulatory obligations applicable. The areas of expertise sought in this round of recruitment include finance, heritage management, higher education and public affairs and community engagement.

B5. Governor Induction and Development

New Governors continued to receive a full induction upon joining the Board, with continued support available throughout their time in office. The induction process and information provided is reviewed on an ongoing basis to ensure it remains current and takes all recent relevant developments into account.

GSA remains committed to Governor development and a number of wide ranging development opportunities were taken up by various members of the Board during the period under report, including attendance at the Advance HE 'GDP: Scotland New Governors' and 'GDP: Role and Responsibilities of Staff Governors' events. All Governors have access to the full suite of GSA e-learning modules and were invited to participate in an annual governance briefing to refresh knowledge in this area. In addition, as part of a series of lunchtime presentations, sessions were held regarding GSA's Research Excellence Framework preparations and recent works on the Mackintosh Building site. A successful Meet the Board reception was also held which provided new Independent Governors with an opportunity to meet staff, the format of which will be replicated for new Governors moving forward.

B6. Board Diversity and Board Equality Reporting

In terms of the Scottish Code, the Board must monitor its own composition, establishing appropriate goals and policies regarding the balance and diversity of the members it appoints and regularly reviewing its performance against these goals and policies. During the period under report, GSA's Equality and Diversity Statement, which sets out the Board's approach to these obligations, was reviewed and approved by the Board with some minor amendments incorporated. In addition, early in 2020, to ensure enhanced monitoring, a detailed checking exercise was undertaken of the equality information provided by all Independent Governors to ensure a clear understanding of the current diversity of the Board. Analysis of this data was included in the Equality Monitoring Board of Governors Report 2021 and has been considered in relation to the current round of Board recruitment where key considerations are gender representation and the wider equality make-up of the Board. All Board related developments in this area were fully reported in the Equality Outcomes 2017-2021 Final Progress Report in March 2021.

The Board's equality and diversity responsibilities were also included in the induction of new members and the need for additional training in matters of equality and diversity was assessed as part of the regular reviews of the development needs of governing body members. Board members have access to GSA's e-learning module on Equality and Diversity and to a variety of equality training opportunities, including unconscious bias, via LinkedIn. In a development for 2021, a series of Equality, Diversity and Inclusion sessions will be made available to all Board members in relation to the 2021-2025 Equality Outcomes.

B7. Board Sustainability Principles

In March 2021, the Board considered a high-level set of principles, authored by Professor French (Independent Governor and Convenor of the Steering Group (Mackintosh)), to assist GSA in addressing the subject of Sustainability in its widest interpretation and more specifically GSA's response to the climate crisis as a significant subset of the sustainability agenda.

The Board had also been supportive of GSA's submission of an Expression of Interest to present at the UN Climate Change Conference (COP26) in November 2021.

B8. SFC Assessment of Procedures

In February 2021, the SFC issued a Call for Information, following the publication of two independent QC-led reports, commissioned by the University of Strathclyde and Heriot-Watt University, requiring institutions to carry out a self-assessment of their own procedures against the key findings, implement any necessary improvements, and report on the outcome of that exercise.

The independent reports were commissioned by the Universities following the conviction of a former member of staff in 2019 for a number of offences, including sexual assault, committed while in employment at the universities. The recommendations contained in the reports were considered by the Registrar and Secretary, the Director of Human Resources, and the Academic Registrar in order to inform GSA's response and the formulation of a report and action plan.

The Registrar and Secretary submitted a report to the Scottish Funding Council by the deadline of 30 April 2021 summarising the outcome of GSA's self-assessment exercise together with an action plan for any matters not already in place. The report and action plan were discussed with the Chair of the Board of Governors and the Director (including a Senior Leadership Group meeting on 20 April 2021) prior to their submission. The outcome of the self-assessment exercise was also reported to the Audit and Risk Committee on 17 May 2021. A follow-up report will be presented to the Board, via relevant committees, early in session 2021/22, providing an update on the progress made by the Director of Human Resources and the Academic Registrar following their pending consultations within GSA in line with the action plan.

B9. Gender Representation on Public Boards (Scotland) Act 2018

The requirements of the 2018 Act have been reviewed and considered in relation to the current round of Board recruitment where the process requires to comply with the requirements of the Act which sets a gender representation objective for the boards of listed public authorities, including Higher Education Institutions, to have 50% of non-executive members who are women. Statutory Guidance, providing more detail on the application of and requirements of the Act, was published by the Scottish Government and notes the importance of Boards being fully aware of their obligations under the Act. Reference to the requirements of the Act are contained in the full briefing note provided to the Nominations Committee Governor Appointment Sub-Group.

The gender representation objective contained in the Act is applicable to the independent Governors on the Board at GSA. Such membership naturally fluctuates over time in terms of gender balance and the Registrar and Secretary will keep the requirements of the Act under review on an ongoing basis to ensure that both the School and the Board meet and continue to comply with their obligations under the Act.

GSA and the Board are required to publish reports on the carrying out of their functions under the Act, with the first report being submitted by the deadline of 30 April 2021. As envisaged by the Guidance to the Act, given the alignment of the respective reporting requirements, reporting was incorporated within the Equality Outcomes 2017-2021 Final Progress Report published in April 2021, with further reports under the Act due on a biennial basis.

B10. Board Committees: Structures, Membership, Changes

In order to ensure that governance-level decision-making continued to operate through the established formal committee and Board structure during the COVID-19 pandemic (from March 2020 onwards), the Registrar and Secretary, in close consultation with the Chair of the Board, worked to ensure that GSA's governance arrangements remained robust and appropriate during this critical period. During the period under report the committee cycle was delivered as scheduled via video conference with additional Board and Committee meetings scheduled where appropriate.

As a separate development, enhancements were made to the committee structure, remits and memberships.

The following changes were adopted:

- the Audit Committee was reframed as the Audit and Risk Committee in June 2020, allocating greater time to allow for further, more detailed comprehensive consideration of the Institutional Risk Register. In addition, oversight of corporate governance documentation and development were added to the remit of the Committee.
- the remit of the Human Resources Committee was amended to facilitate the approval of policies, subject to Board amendment, rather than recommending them to the Board. Changes to the membership, including the addition of two Trade Union Governors and two Staff-Elected Governors, have assisted GSA to align more broadly with the general sector approach to Board committee membership and improve linkage with the Trade Union Forum.
- the Health and Safety Committee, which provides Board oversight, now has a Governor membership comprising Independent Governors, Elected Staff Governors, Students' Association Governors, Trade Union Governors, and the Director of GSA. At management-level, the Occupational Health and Safety Management Committee is convened by the Director of Estates, with senior management, trade unions, students, and the Director as part of the membership.
- As agreed by the Board in June 2019, as part of the work undertaken in relation to GSA's new Order of Council and Articles of Association, the roles of *Elected Academic Staff Governor* and *Academic Council Representative on the Board of Governors* posts were merged. An Academic Council representative was present on the Board of Governors until December 2020, at which point the new Statutory Instrument came into force, meaning that the *Elected Academic Staff Governor* would henceforth be a member of Academic Council, and the *Academic Council Representative on the Board of Governors* post would cease to exist. This adjustment to the Academic Council membership highlights the important linkage that continues between the Board of Governors and Academic Council.

B11. GSA Governance Policy Developments

Significant policy development work was undertaken during the period under report and the undernoted table details the developments considered by the Board, categorising them as either new or as a major or minor amendment to an existing policy or process.

Policy / CGO Development	Category
Expenses Policy for the Board of Governors	New
IT Usage Policy for the Board of Governors	New
Grounds for the Removal of a Member of Academic Council	New
Rules for the Nomination of Student Members of the Board of Governors	New
Rules for the Nomination of Trade Union Members of the Board of Governors	New
Process for the Appointment of the Chair of the Board of Governors	New
Process for Appointment of Vice Chair	New
Adjustments to Remit and membership of several of GSA's Board Committees	Major
Board of Governors Description of Roles and Responsibilities	Major
Election Rules for Staff Governors	Major
GSA Board Conventions	Major
Statement of Corporate Governance	Major
Board of Governors Equality and Diversity Statement	Minor
Board of Governors Register of Interests Policy and Procedure	Minor

Gifts and Hospitality Policy for the Board of Governors	Minor
Guidelines on the Criteria for Appointment and Renewal of Independent Governors	Minor
Public Interest Disclosure (Whistle-blowing) Policy	Minor
Procedure for Removal of Governors	Minor
Schedule of Delegation	Minor

Dr Craig Williamson
Registrar and Secretary
9 June 2020

BOARD OF GOVERNORS: COVERSHEET	
To, Date:	Board of Governors, 17 June 2021
Paper Author (and designation):	Dr Craig Williamson, Registrar and Secretary
Title of Paper:	Scottish Funding Council: GSA Assessment of Procedures
Summary of Paper:	In February 2021, the SFC requested institutions, following the publication of two independent QC-led reports, commissioned by the University of Strathclyde and Heriot-Watt University, to carry out a self-assessment of their own procedures against the key findings, implement any necessary improvements, and report on the outcome of that exercise. Following completion of that self-assessment exercise the Registrar and Secretary, after liaising with the Chair of the Board of Governors and the Director of GSA, submitted a report incorporating an action plan to the SFC by the deadline of 30 April 2021.
Recommendations (note/discuss/approve/ endorse):	The Board is invited to note the terms of the report and action plan submitted to the Scottish Funding Council (SFC) on 22 April 2021.
Consultation:	The Registrar and Secretary consulted the Chair of the Board of Governors and the Director of GSA (and the Senior Leadership Group on 20 April 2021) prior to the submission of the report and action plan to the SFC. The paper and its contents were considered by the Audit and Risk Committee of 17 May 2021.
Risk Management:	It is important that GSA has appropriate measures in place and also that it provides assurance to the Board and the SFC on these matters.
Resource Implications:	None.
Equality Impact Assessment Implications:	Any policies or procedures referenced in the course of this paper will, where appropriate, be subject to an EIA in line with GSA's procedures.
Legal and Regulatory Considerations:	SFC Assessment of Procedures request dated 11 February 2021.
Freedom of Information (FOI):	The paper may be disclosed in its entirety.
Next Steps:	A follow-up report will be made to the Audit and Risk Committee, and to the Board, in early 2021/22.

THE GLASGOW SCHOOL OF ART

BOARD OF GOVERNORS: 17 JUNE 2021

SCOTTISH FUNDING COUNCIL: GSA ASSESSMENT OF PROCEDURES

ACTION SOUGHT

The Board is invited to **note** the terms of the report and action plan submitted to the Scottish Funding Council (SFC) on 22 April 2021.

INTRODUCTION

In February 2021, the SFC issued a Call for Information, following the publication of two independent QC-led reports, commissioned by the University of Strathclyde and Heriot-Watt University, requiring institutions to carry out a self-assessment of their own procedures against the key findings, implement any necessary improvements, and report on the outcome of that exercise.

The independent reports were commissioned by the Universities following the conviction of a former member of staff in 2019 for a number of offences, including sexual assault, committed while in employment at the universities.

Given the serious nature of the crimes involved, the SFC highlighted the importance of the findings in the reports being carefully considered and acted upon by institutions. GSA was required to submit a brief report to the SFC by 30 April 2021 summarising the outcome of its self-assessment exercise together with an action plan addressing any resulting issues. The report and the action plan, copies of which are attached, were discussed with the Chair of the Board of Governors and the Director (including a Senior Leadership Group meeting on 20 April 2021) prior to their submission by the Registrar and Secretary. The report and action plan were also considered by the Audit and Risk Committee at its meeting of 17 May 2021.

CONTEXT

The staff member was dismissed by Heriot Watt University in 2017 after complaints raised by academic staff about his inappropriate behaviour were passed to police by the University. The criminal investigation that followed covered events dating back to 2006 and included the member of staff's previous position at the University of Strathclyde. The member of staff was convicted on fourteen charges of sexual offences committed against students and placed on the sex offenders register.

POINTS TO NOTE

- Each report makes a series of recommendations. GSA was asked to consider the recommendations in light of its current systems and processes around recruitment, collation and consideration of complaints and concerns and disciplinary procedures.

- The recommendations contained in the reports have been considered by the Registrar and Secretary, the Director of Human Resources, and the Academic Registrar in order to inform GSA's response and the formulation of a report and action plan.
- There is a degree of overlap between some of the recommendations and some are specific to the particular circumstances of the university concerned.
- It should be noted that sector wide discussions of the recommendations and matters contained within the reports have commenced at the Universities Secretaries Group meetings to help inform best practice.
- A table detailing the recommendations and GSA's response thereto is attached, with areas of full alignment highlighted.
- It can be seen from the table that, while GSA is either in direct alignment with a number of the recommendations or currently meets many of them in a nuanced way, further consideration will require to be given to certain areas. A number of the recommendations are currently being fulfilled in practice but with some slight policy updates and adjustments still required to formalise that existing practice.
- The action plan sets out the matters to be addressed and specifies appropriate timelines, including consultation with staff and student groups where required. Review work is already being carried out in some related areas and it is anticipated that a number of matters will be progressed through the September 2021 cycle of committees.
- The QC-led reports can be found at:

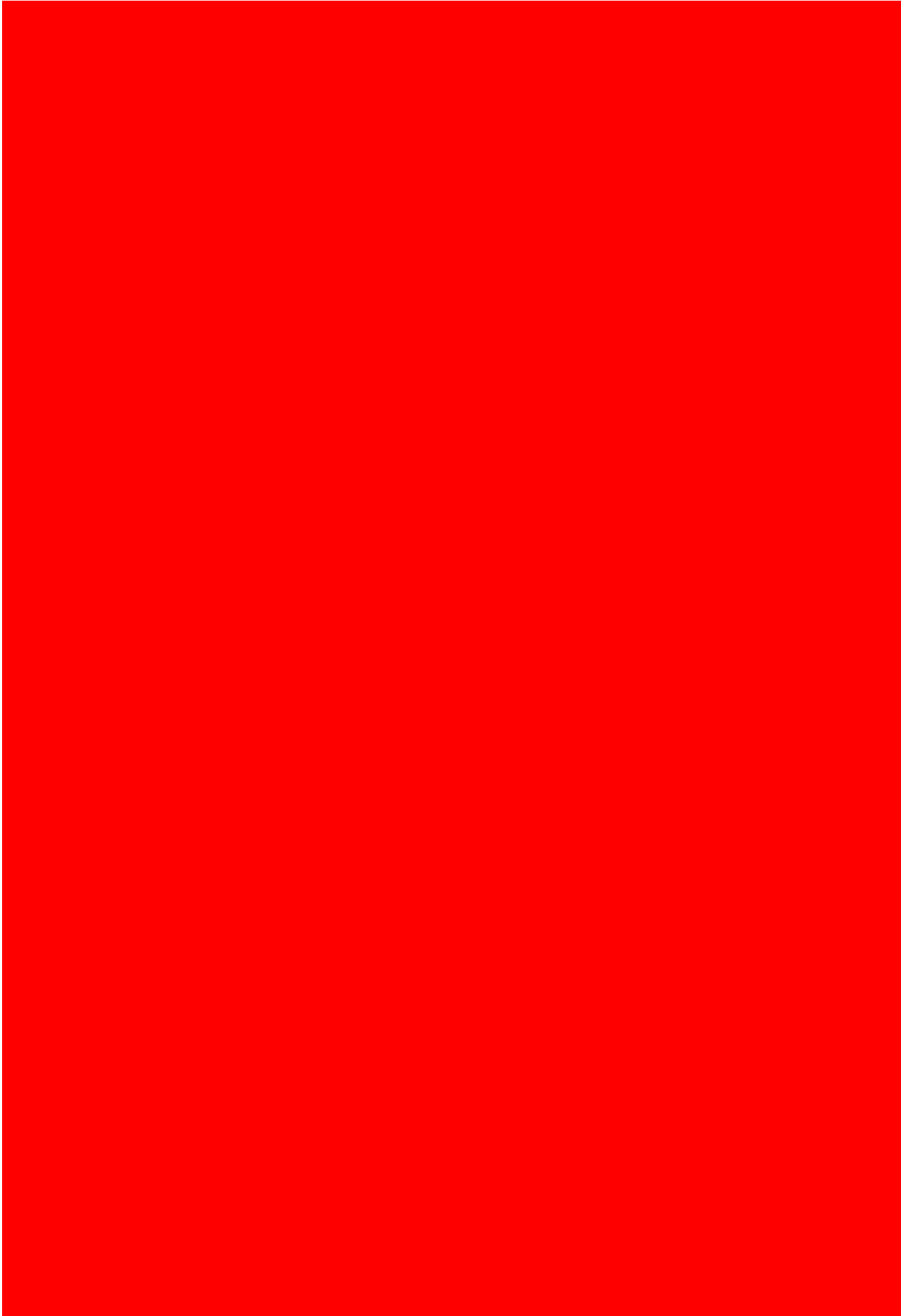
<https://www.strath.ac.uk/whystrathclyde/news/statementfromprofessorsirjimcdonaldprincipalvicechancellor/>

<https://www.hw.ac.uk/news/articles/2020/heriot-watt-university-welcomes-publication.htm>

NEXT STEPS

A follow-up report presented to the Board of Governors, via the Audit and Risk Committee, early in session 2021/22.

Dr Craig Williamson
Registrar and Secretary
7 June 2021



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Scottish Funding Council: GSA Assessment of Procedures University of Strathclyde and Heriot-Watt University Report Recommendations	GSA Lead	GSA Position
STAFF RECRUITMENT		
1 (HW). Where the recruitment is not competitive (i.e. only one candidate) special care should be taken in scrutinising that application.	Director of HR	Aligned.
2 (UoS). The HR Department should be notified where it is proposed to appoint someone to an academic post without there having been a competitive recruitment process. The proposed appointment should not proceed without the HR department being satisfied by an explanation of the circumstances, and appropriate records should be retained.	Director of HR	Aligned.
3 (UoS). That full pre-employment checks, including full disclosure checks, are undertaken and passed in any case where it is proposed to appoint any person to an academic post in the University in circumstances where that post does or may involve more than a de minimis connection with students.	Director of HR	Aligned.
4 (HW). References should not be restricted to academic references only. Employment references should also be obtained.	Director of HR	Aligned.
5 (UoS). That any academic employee of the University, who proposes in that capacity to give an academic reference for another current or former employee of the University, should inform the HR department of that intention and provide that department with a copy of the intended reference, and should be permitted to provide that reference as an employee of the University only if the HR department are content with its terms.	Director of HR	To be reviewed prior to session 21/22
6 (HW). Where information is provided about candidates through informal channels, and where that information appears to be credible and to raise matters of concern, it should be referred to the HR department. Decisions about what use can be made of information which is conveyed informally, and what weight, if any, should be placed on it, should be managed by the HR department.	Director of HR	To be implemented prior to session 21/22
STAFF AND STUDENT COMPLAINTS		
7 (UoS). That specific provision is made in the University's procedures for complaints of or concerning sexual misconduct not to be subject to any indicative time limit.	Staff	
	Director of HR	Aligned.
	Students	
Academic Registrar	Aligned. Update made. Academic Council will be informed in May 2021.	
8 (UoS). That complaints procedures should require the recording of reasons for the disposal of complaints and should encourage, so far as proportionate, the recording of reasons for significant decisions made in the course of processing complaints.	Staff	
	Director of HR	Aligned.
	Students	
Academic Registrar	Aligned.	

<p>9 (UoS). Hard copies of the Dignity and Respect Policy should be distributed to all students and staff as part of their induction and should be available on demand at any University administrative office; the policy should remain easily accessible and signposted on the University website and its existence should be mentioned at least once a year in “round-robin” emails to staff and students.</p>	Staff	
	Director of HR	Aligned. Method of communication to be re-visited
	Students	
	Deputy Director Academic	Aligned. Method of communication to be re-visited
<p>10 (UoS). The existing assurance in the University’s Complaints Handling Procedure that no complainer will be disadvantaged as a result of making a complaint should be expanded to reflect that complaint handlers are aware that staff members who have behaved unacceptably may have expressly or impliedly represented, by words or conduct, and directly or indirectly, that they have power to influence the academic career of a student or other staff member who complains about their behaviour, that the making of such representations is in itself behaviour meriting disciplinary sanction quite apart from the subject-matter of any substantive complaint, and that all possible steps will be taken to ensure that no such threats can be carried out.</p>	Staff	
	Director of HR	Aligned. Update made. Human Resources Committee informed in May 2021.
	Students	
	Academic Registrar	Aligned. Update made. Academic Council informed in May 2021.
<p>11 (HW). The University should consider whether it is necessary to review practice in relation to the treatment of issues raised informally.</p>	Staff	
	Director of HR	Aligned.
	Students	
	Academic Registrar	Aligned.
<p>12 (HW). The University should take steps to ensure that there is proper coordination and oversight of the various means of making complaints and raising issues of concern, and appropriate record-keeping in relation to these matters.</p>	Staff	
	Director of HR	Aligned.
	Students	
	Academic Registrar	Aligned.
<p>13 (UoS). The training of complaint handlers should encompass sensitivity to the likely power dynamic underlying any complaint coming to their attention and how that dynamic may inform the proper handling of the complaint.</p>	Staff	
	Director of HR	To be reviewed prior to session 21/22
	Students	
	Academic Registrar	To be reviewed prior to session 21/22

14 (UoS). The making to a student of a claim of power to influence any student's academic career for better or worse (whether such claim is true or false) should be mentioned in the University's Dignity and Respect Policy as a specific example of behaviour which may fall to be regarded as bullying for the purposes of that policy.	Staff	
	Director of HR	To be reviewed prior to session 21/22
	Students	
	Deputy Director Academic	To be reviewed prior to session 21/22
15 (UoS). The University's Complaints Handling Procedure permitted and permits complaints to be made by third parties authorised in writing by the person affected by the conduct complained of.	Staff	
	Director of HR	To be reviewed prior to session 21/22
	Students	
	Academic Registrar	Aligned.
16 (UoS). All members of the University staff should be strongly encouraged (albeit not in every instance obliged) to report to their own line manager any incidents of bullying, harassment or victimisation that they observe or witness even though no complaint may have been made by the subject.	Director of HR	To be reviewed prior to session 21/22
17 (HW). The University should consider whether there should be express provision in the Complaints Policy to the effect that members of staff can make representative complaints on behalf of students.	Academic Registrar	To be reviewed prior to session 21/22
18 (HW). The University should keep the Report-It app under careful review, paying particular attention to the number and nature of anonymous reports, and should keep a careful record of how they are followed up. [This recommendation is specific to HW - GSA will consider it in respect of its own reporting tool and procedures.]	Staff	
	Director of HR	To be reviewed prior to session 21/22
	Students	
	Academic Registrar	Aligned.
19 (HW). At an appropriate future point, the University should consider whether maintaining an anonymous reporting function is merited. (the report discusses managing expectations with anonymous reports)	Staff	
	Director of HR	To be reviewed prior to session 21/22
	Students	
	Academic Registrar	Aligned. Update made. Academic Council informed in May 2021.
20 (HW). The University should consider whether it is necessary to put in place formal guidance on the use of social media by members of staff in communicating with students.	Director of HR & Director of Strategy and Marketing	To be reviewed prior to session 21/22
21 (HW). The University should keep under review the support provided to members of staff who have direct responsibility for providing advice and support to students.	Deputy Director Academic	To be reviewed prior to session 21/22

