

## THE GLASGOW SCHOOL OF ART

### BOARD OF GOVERNORS

17 JUNE 2021

**Governors:** Ms Muriel Gray (Chair), Ms Kristen Bennie, Ms Ann Faulds, Mr Thomas Greenough (until Item 2021.62.1), Dr Marty Herbert, Dr Kate Lampitt Adey, Professor Penny Macbeth, Mr Alessandro Marini, Mr Michael McAuley, Ms Marianne McInnes, Mr Habib Motani, Mr Harry Rich, Mr James Sanderson, Professor Sarah Smith, Mr Andrew Sutherland, Ms Lesley Thomson.

**Attendees:** Mr Allan Atlee (until item 2021.63), Ms Liz Davidson (Item 2021.61.3.1), Mr Alan Horn (Items 2021.61.8.3; 2021.61.12; and 2021.62), Mr Mike Kurtyka (Executive Manager, GSASA), Mrs Eleanor Magennis (Item 2021.61.3 and 61.8.3-61.11), Professor Irene McAra-McWilliam, Mr Andrew Menzies (until Item 2021.61.8.3), Mr Rory O'Neill (Student President-elect, GSASA), and Mr Scott Parsons.

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

*[This meeting was held via video-conference.]*

#### 2021.56 WELCOME AND APOLOGIES

The Chair welcomed members, in particular Ms Marianne McInnes, newly elected Staff Governor (Professional Support). On behalf of the Board, the Chair thanked Ms Polly Christie (former Staff Governor, demitted on 26 May 2021) for her valuable input, engagement and dedication. The Chair also welcomed Mr Rory O'Neill, incoming Student President (from 1 August 2021), and Mr Mike Kurtyka, Executive Manager of GSASA. Mr Alessandro Marini and Mr Spike Wright would demit office on 31 July 2021 after serving respectively as GSA's President and Vice President of the Students' Association. On behalf of the Board, the Chair thanked Mr Marini and Mr Wright for their hard work, engagement with the Board, and considerable contribution to GSASA. Apologies were noted from Professor French, Ms Molloy, Mr Wright and Mr Wu.

#### 2021.57 DECLARATIONS OF INTEREST

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

#### 2021.58 MINUTES FROM THE MEETING OF 29 MARCH 2021 [Paper 1.2]

The minutes from the meeting of 29 March 2021 were **approved**.

#### 2021.59 BOARD ACTION POINTS [Paper 1.3]

The Board noted the updates contained in Paper 1.3 and agreed that the indicated items should be removed from the subsequent iteration of the action points. Also, following the update provided by the Director, it was agreed the item on potential seed funding for student start-ups would be removed from the action list and re-visited in due course.

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

The Director of Finance provided an update with regard to the possible impact of the cost-saving management of staff vacancies on the wellbeing and work-life balance of staff. The Director of Finance highlighted that the management of staff vacancies was one of a range of measures that were agreed in summer 2020 in response to the financial uncertainty caused by the COVID-19 pandemic, and which had been discussed by the Trade Union Forum at that time. The Board agreed that this item should be removed from the action list on the understanding that senior managers and the Trade Union Forum remained sighted on any potential impacts.

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

## **2021.60 UPDATE FROM THE CHAIR**

### **.1 Board Recruitment Process**

The Governor Appointment Sub-Group met on 8 June to shortlist applications. Interviews would be held on 28 June and 2 July. In early July 2021, recommendations would be considered by, respectively, the Nominations Committee and the Board.

### **.2 Senior Officer Attendance at the Board**

The Chair, in discussion with the Director, had invited some members of the Senior Leadership Group to attend the meeting as observers in order to enhance communication.

### **.3 GSA Success**

The Chair congratulated staff and students on the successful Graduate Showcase and thanked all involved for their hard work and commitment in this regard.

### **.4 Annual Stakeholder Meeting**

The 2021 Annual Stakeholder Meeting was held on Tuesday 15 June 2021. The Chair extended her thanks to those Board members who had attended and everyone involved.

### **.5 Meetings with the Director**

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

### **.6 Scottish Fire and Rescue Service Report**

The Chair reported that the Scottish Fire and Rescue Service had completed its on-site investigations and that the report was anticipated in September 2021.

## **2021.61 REPORT FROM THE DIRECTOR**

### **.1 Director's Report [Paper 2.1]**

The Director provided an overview of her report and, in particular, highlighted the Graduate Showcase 2021. The events programme had been developed by the Marketing and Communications department, in conjunction with academic Schools and students, and had benefitted from the input of a Digital Producer and a Digital Curator.

The Director highlighted the success of the Alternative Degree Show Festival, a student-led programme of exhibitions delivered in partnership with venues across Glasgow between 27 May

and 15 July 2021. GSA had worked with the students to support them to realise their ambitions and provided financial sponsorship to help them secure venues.

The Director reported that GSA had submitted to the UK's Research Excellence Framework 2021 on 14 May 2021, with results anticipated in spring 2022. GSA's REF Planning Group, led by Professor Sarah Smith and supported by External REF Advisor, Professor Anne Boddington, had undertaken a rigorous development, review and selection process to present the optimum submission. The Director highlighted that, going forward, GSA would focus on increasing its number of Early Career Researchers and developing strategic international partnerships.

The Director provided an update on the detailed work being undertaken at sector level with Universities Scotland and the Scottish Government in relation to COVID-19 and shared her insights regarding GSA's ability to utilise its campuses safely within prevailing restrictions and to establish planning assumptions for academic year 2021/22. The Director outlined the advocacy and lobbying activities that had continued during this period with the Scottish and UK Governments, with specialist sector groups making the case for increased access for practice-based creative subjects. The President of the Students' Association asked that should access to campus facilities be restricted in session 2021/22, that this should be communicated clearly and promptly to students to enable them to make informed decisions regarding their enrolment. The Director reported that while there was a measure of uncertainty regarding the impact of COVID-19 situation on 2021/22 recruitment, and noting some challenges, GSA's situation remained broadly positive.

## **.2 Strategic Plan Update [Paper 2.2]**

The Director highlighted key aspects of Paper 2.2 which provided an update on the progress of the development of the Strategic Plan 2022-2027 and provided an outline of the formal project management structure which was adopted to manage its development. A Steering Group had been established, which was chaired by the Director and included several members of the Senior Leadership Team, and met on a monthly basis. The Steering Group was supported by a Project Manager, the Director of Development, who also acted as the liaison with the external consultants who had been appointed to undertake the systematic and comprehensive engagement process designed to develop the vision and values that would underpin the plan. The Director confirmed that the overall consultancy spend was below the threshold that which required Board committee approval.

The Director reported that the engagement element was further informed by an Advisory Group which comprised current staff, students and external stakeholders (including alumni and supporters). Mr Harry Rich, Independent Governor, was a member of the Advisory Group. The process and schedule would ensure that the Business and Estates Committee and the Board had substantive development input and oversight, with a final version of the Plan to be offered to the Board for consideration and approval in February 2022.

The Director also provided detail on the opportunities for staff engagement in the process and highlighted the sessions being provided on Leadership, Communications and the wider Estates. A particular focus would be to engage with staff on the results of previous staff surveys.

## **.3 Mackintosh Building**

### **.3.1 Presentation on 2014-18 Mackintosh Building**

The Senior Project Manager provided a presentation on the previous Mackintosh Restoration Project, and highlighted the many positive and successful aspects of that significant project,

which had been nearing completion in June 2021 and had been, in effect, on budget and on schedule. The Chair and the wider Board thanked the Senior Project Manager for her thorough and insightful presentation, which had been positively received by the Board.

### *.3.2 Strategic Outline Business Case (SOBC) [Paper 2.3.1]*

The Board considered the Strategic Outline Business Case (SOBC) (Paper 2.3.1), together with a cost model annex from the Director of Estates and a Financial Assessment (Paper 2.3.3) from the Director of Finance. These papers had been circulated in advance of the wider Board papers.

The Director of Estates reported that an earlier version of the SOBC had been considered by the Steering Group Mackintosh (without Appendices) on 6 May 2021 and the Business and Estates Committee on 17 May 2021. The Director of Estates had reflected on the comments and feedback provided and, in the main, had addressed these in the version submitted to the Board.

The Director of Estates presented an overview of the approach taken to the development of the SOBC, which had been guided by best practice and sought to address recommendations made by the Scottish Parliament's Culture, Tourism, Europe and External Affairs Committee after the 2018 fire. GSA had tendered for advisors through hub West Scotland. This appointment brought expertise which was supplemented by sustainability, planning and cost consultants to form an integrated team led by hub West Scotland. The SOBC was developed using the HM Treasury 'Green Book' and with reference to the Scottish Capital Investment Manual. The Mackintosh project was also considered through five different cases: Strategic, Economic, Financial, Commercial and Management.

The Director of GSA set out the academic vision, which in addition to returning an important heritage asset, envisaged a reinstated Mackintosh Building with state-of-the-art digital capabilities, and designed and developed using the latest sustainable technologies. The Director highlighted that the convening power of the Mackintosh Building would potentially attract more influential figures to collaborate with GSA on a range of business, research and enterprise, and community-led initiatives. The Mackintosh Building also offered opportunities to generate alternative income streams through new curricula, research, and professional development opportunities. This would enhance GSA's academic offering and diversify income streams, whilst creating a more agile approach to resources. The Director was also of the view that a careful blend of art school creativity, innovation, sustainability and digital capabilities would support GSA in creating a new kind of graduate, equipped to catalyse the creative economy and other sectors.

The Director of Estates reported that the consultants had also considered the external context throughout the process, for example the Culture Strategy for Scotland. The Director of Estates confirmed that the outcome of the Strategic Case element of the SOBC indicated that faithful reinstatement and academic usage was the optimum option and reported that the overwhelming desire among stakeholders was for the re-provision of academic facilities.

With regard to the Economic Case element of the SOBC, the Director of Estates highlighted that the Project Development Board (Mackintosh) had provided views and perspectives on the seven possible options which were identified and scored using critical success factors. Three options were shortlisted: faithful re-instatement, hybrid, and new build. From the strategic analysis, three more criteria were added: sustainability, community wealth, and planning, and these were included in the overall analysis that was assessed and modelled by the consultants. The outcome of the Economic Case was that faithful re-instatement was the best option in terms of net present value, although it was recognised that some elements of the hybrid option would be

required to ensure that the building was fully compliant with current building regulations and that it had appropriate digital capabilities to enable the delivery of the academic vision.

In terms of the Financial Case element of the SOBC, the Director of Estates confirmed that all options were costed with the financial analysis further developed for the faithful re-instatement option. The [REDACTED] included fees, inflation, furniture, fittings, staffing, IT and constructions costs and a [REDACTED] optimism bias as recommended by the HM Treasury 'Green Book'. The optimism bias and contingencies amounted to c. [REDACTED], which the Director of Estates was confident would be considerably reduced and early in the project.

The Director of Estates reported that the Commercial Case element of the SOBC considered the various viable procurement routes and the importance of ensuring that well-structured contracts were in place. [REDACTED]

[REDACTED] Participants included some members of the Business and Estates Committee and the Steering Group (Mackintosh). The Director of Estates reported that the Management Case element of the SOBC set out the project governance framework and the project management expertise that GSA would ensure would be in place to develop and oversee what would be a complex project over several years.

The Director of Estates highlighted key aspects of a provisional assessment of the likely funding currently and potentially available to meet the costs of the project. The Convenor of the Business and Estates Committee highlighted that this had provided valuable outline information, however there remained a significant amount of detailed work to be undertaken to establish a full financial picture as there were several variables which were still to be determined and which may also define GSA's potential investment needs. [REDACTED]

[REDACTED]

The Board discussed the nomenclature used to describe the Mackintosh Project. The consensus was that *reinstatement* was the most appropriate descriptor. Following a detailed discussion and on the basis noted above, the Board **approved** the Strategic Outline Business Case set out in Paper 2.3.1.

Acknowledging the likely considerable public interest in the SOBC, the Director of Estates confirmed that a communications strategy and preparations for addressing likely Freedom of Information requests were under development. As set out in Paper 2.3.1, a summary document of the SOBC would be prepared for publication. In parallel, the Director of Estates would also prepare a Freedom of Information (Scotland) Act 2002 compliant version of the full SOBC. On behalf of the Board the Chair thanked the Director of Estates and all involved for their considerable work on the SOBC and related matters.

[Action: **Director of Estates**]

#### **.4 Operational Plan 2020/21: Progress** [Paper 2.4]

The Director of GSA highlighted the key aspects of Paper 2.4 and confirmed that those actions not completed by the end of session 2020/21 would be carried over to the Operational Plan for 2021/22.

## **.5 Draft Operational Plan 2021/22 [Paper 2.5]**

The Director provided a broad overview of Paper 2.5, which set out the draft Operational Plan for session 2021/22. A final version would be presented to the Board, via the Business and Estates Committee, for approval on 18 October 2021. It was likely that the development of a Sustainability Framework and Climate Action Plan would be given its own section.

The Board discussed the elements of the Plan which related to improving the student experience. The Deputy Director Academic highlighted the development of a Student Partnership Agreement and comprehensive Academic Framework for undergraduate and postgraduate taught provision at GSA, with the latter enabling greater clarity and consistency in terms of the educational offering and assisting in ensuring that student expectations regarding the volume of teaching contact, assessment and access to facilities were established and met.

The Trade Union Governor was of the view that the development of a Teaching and Learning Resource Allocation Model would be warmly welcomed by staff. It was also suggested that GSA should consider the future development of a Partnership Strategy which would perhaps link well as a supporting subset of section 7 and Ms Bennie offered to explore this in greater detail with the Director.

## **.6 Enhancement-led Institutional Review Recovery Approach and Action Plan [Paper 2.6]**

The Deputy Director Academic, leading the above project, provided an overview of the approach being adopted to the ELIR recovery and an update on progress made to date. This had included the preparation of an action plan developed in consultation with staff and students. QAA Scotland and the University of Glasgow colleagues had also provided helpful feedback. The Deputy Director Academic continued to engage closely with both bodies. The Deputy Director Academic explained the importance of GSA making sufficient progress and that a cross-GSA effort, involving both academic and professional support contributions, was necessary to achieve this.

The Deputy Director Academic confirmed that Academic Council would have overall academic responsibility for the oversight and monitoring of the ELIR Action Plan. There would also be quarterly liaison meetings with QAA Scotland to discuss progress. GSA and the University of Glasgow had established a joint group to maintain a close working relationship throughout the project. Regular reports on progress would be made to the Board of Governors, and it was suggested that providing this in dashboard format would be helpful.

The Director and Deputy Director Academic provided an update on linkages with the Scottish Funding Council regarding the ELIR. The Deputy Director Academic reported that an ELIR review would likely be held in the spring or early summer 2022. The Board was of the view that early clarity on the detail of this and the expectations upon GSA would be of considerable benefit.

## **.7 Equality Outcomes 2021 – 2025 [Paper 2.7]**

The Deputy Director Academic provided an overview of GSA's Equality Outcomes for 2021-2025 set out in Paper 2.7 and noted the work undertaken by the Head of Student Support and Development. The Deputy Director Academic reported that the Equality Outcomes had been considered by the Senior Leadership Group on 27 April 2021 and subsequently published on the GSA website, in line with statutory reporting requirements. The Human Resources Committee of 13 May 2021 had recommended the Equality Outcomes for 2021-2025 to the Board for ratification.

Regarding the differing terminology and varying meanings in documents referencing career progression/framework/development/tracks, the Director was invited to encourage senior management to adopt consistent language and a clearly defined common approach in the relevant overlapping documents such as the Equality Outcomes actions plans and the Operational Plan (see HR section), for example.

[Action: **Deputy Director Academic, Director of Human Resources**]

Noting that the above would be taken forward, the Board **ratified** the Equality Outcomes for 2021-25 and noted that 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.

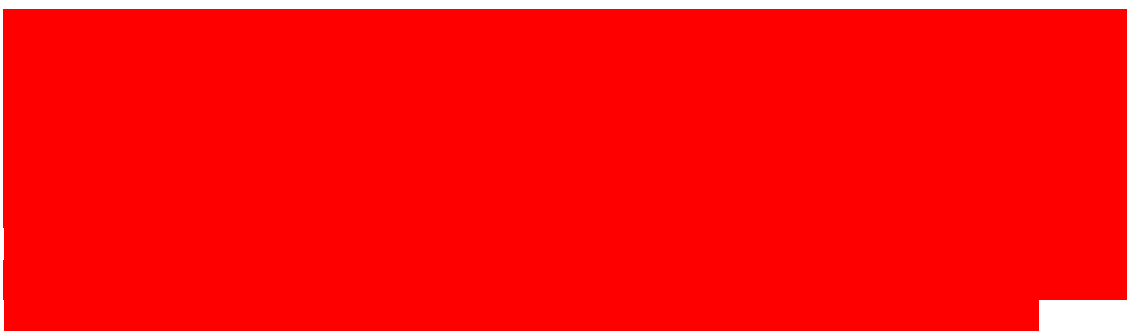
The Student President-elect welcomed the outcomes and would be keen to further explore the scope for GSA to become a University of Sanctuary. The Deputy Director Academic offered to consider this matter further with colleagues and the GSASA.

## **.8 Report from the Director of Finance [Paper 2.8]**

The Board noted the report provided in Paper 2.8, in reference to which the Director of Finance provided a further update on a range of matters including the [REDACTED] the indicative funding allocation for session 2021/22 from the SFC, and the Audit Planning letter from GSA's External Auditors for session 2020/21. The Director of Finance also confirmed that the GSASA's annual accounts for the years ending 31 July 2019 and 2020 had been concluded, and he highlighted that the Board's agreement to signal indicative future funding of GSASA had facilitated preparation on a *going-concern* basis.

### **.8.1 Financial Plan 2021-2024 [Paper 2.8.1]**

The Director of Finance introduced GSA's proposed Financial Plan 2021-2024 which was, in essence, a budget for session 2021/22, following engagement with budget holders, with financial parameters in the form of planned and increasing surpluses set for sessions 2022/23 and 2023/24. 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.



[Action: **Director of Finance**]

Subject to the above minor adjustment, the Board **approved** the Financial Plan 2021-2024.

### **.8.2 Management Accounts to 30 April 2021 [Paper 2.8.2]**



[REDACTED]

[REDACTED]

**.8.3 Mackintosh Building Costs, Budgeting and Insurance [Paper 2.8.3]**

[REDACTED]

**.9 Institutional Risk Register [Paper 2.9]**

The Board noted the updated Institutional Risk Register in Paper 2.9.

**.10 Report from the Director of Estates [Paper 2.10]**

The Board noted the updates provided in Paper 2.10. The Director of Estates reported that detailed consideration had been given to the procurement strategy for the Mackintosh project and provided a brief overview of the strategic definition of each of the elements 0/1 – 7 of the Royal Institute of British Architects (RIBA) Plan of Work. Subject to consultation with the Convenor of the Business and Estates Committee, it was anticipated that a single item Business and Estates Committee meeting and an additional Board of Governors meeting would be invited to consider a proposal from the Director of Estates regarding the procurement strategy for RIBA Stages 0-1 and an aligned Estates Strategy.

The Board asked the Director of Estates, in consultation with the Director and the Director of Strategy and Marketing, to expedite appropriate illustrative and informative engagement screening for the Mackintosh Building. Whilst the Board would also welcome the subsequent receipt of additional proposals, progress with this initial development was regarded as a priority.

[Action: **Director of Estates**]

Regarding the Stow Building, the Director of Estates confirmed that the removal of the Stow College sign formed part of the brief for the works. [REDACTED]

The Board **approved** the following items:

- Expenditure of [REDACTED] (inclusive of Value Added Tax) of contingency funds for additional fire-damaged window repairs to the Bourdon, Assembly and Reid buildings. [REDACTED]



- To extend the current Mackintosh debris removal and stabilisation contract, 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 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].
- The appointment of Advanced Building Contractors to complete the Stow Building defects rectification works, at a cost of [REDACTED] (inclusive of Value Added Tax and including [REDACTED] GSA cost contingency).
- The Licence to Occupy regarding the Glasgow City Council Underline Project.

#### **.11 Health and Safety Summary Report [Paper 2.11]**

The Director of Estates highlighted key aspects of Paper 2.11 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. Specifically, the Director of Estates provided an update regarding the fault signals which continued to appear on the Reid Building Fire Alarm panel. The Director of Estates confirmed that the wireless-related 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 assured the Board that the system currently in operation was safe and was effective twenty-four hours per day. In March 2021, the Business and Estates Committee invited the Director of Estates to explore a permanent solution and a proposal in this regard would be submitted to the 28 September 2021 Business and Estates Committee, and thereafter the Board on 18 October 2021. The paper would detail whether the proposed phased installation was the safest way forward.

#### **.12 Development Trust and Fundraising [Paper 2.12]**

The Director of Development provided an overview of Paper 2.12 which contained an update on the income generated by the GSA Development Team from 2010 to-date and outlined the planned approach to the preparation of a new Development Strategic Plan which would reflect the capital and revenue ambitions of GSA, as defined through the pending 2022-27 Strategic Plan and reflecting the development of the Mackintosh Building project. Following discussion, the Director of Development shared his reflections on the current composition of the Development Trust, which had remained in suspension since the 2018 Mackintosh fire.

### **2021.62 GSA STUDENTS' ASSOCIATION**

#### **.1 GSASA Students' Association: Update**

The President of the Student's Association provided an oral report regarding recent GSASA activities and shared insights on the challenges and achievements during his tenure as President. The President of the Students' Association was of the view that, following the appointment of external members on the Board of Trustees, together with the appointment of the Executive Manager and with a strong team now in place, there was good support in place for the incoming Sabbatical Officers. Further, a close and positive working relationship had been built with senior

management, and the President of the Student's Association thanked the Director and the Deputy Director Academic for their support in this regard.

The President of the Students' Association highlighted that GSASA was keen, when safe to do so, to relocate to the Assembly Building and was also keen to explore in due course the potential for re-activating commercial activities within the Assembly Building.

The President of the Students' Association warmly welcomed the significant focus GSA had planned in terms of the sustainability agenda, and suggested that the incoming Sabbatical Officers would wish to further explore the opportunities provided by COP26. The President of the Students' Association also reiterated points he had raised in earlier fora for GSA to review the ethics of its investments both in terms of policy and also in practice.

#### **.2 Formalising GSA-GSASA Relationship Agreement: Update [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 in September 2021 for consideration and recommendation to the Board of Governors for approval at its meeting of 18 October 2021.

### **2021.63 ORAL REPORTS FROM COMMITTEE CONVENORS**

#### **.1 Audit and Risk Committee Minutes, 17 May 2021 [Paper 4.1]**

The Board noted the minutes from the meeting of 7 May 2021 and **approved** the Internal Audit Annual Plan 2021/22.

#### **.2 Business and Estates Committee, 17 and 24 May 2021 [Paper 4.2]**

The Board noted the minutes from the meeting of 17 May (which was a single item meeting to consider the Strategic Outline Business Case for the Mackintosh Building) and 24 May 2021.

#### **.3 Health and Safety Committee, 19 May 2021 [Paper 4.3]**

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

#### **.4 Human Resources Committee, 11 May 2021 [Paper 4.4]**

The Board noted the minutes from the meeting of 11 May 2021.

#### **.5 Museum and Archive Committee, 13 May 2021 [Paper 4.5]**

The Board noted the minutes from the meeting of 13 May 2021. The Convenor highlighted that, although the Committee had recommended the approval of the revised Loan for Exhibition Policy, there was provision in the policy regarding the Committee's responsibilities regarding the setting of exhibition fees which was not explicitly referenced in the Museum and Archive Committee's Remit, Membership and Procedures. It was suggested that the Board should in due course reflect on whether this element be included in the remit of the Committee.

The Board **approved** the revised Loan for Exhibition Policy.

**.6 Academic Council, 5 May 2021 [Paper 4.6]**

The Board noted the minutes from the meeting of 5 May 2021 to which was hyperlinked a report relating to the recent Academic Council annual effectiveness survey results.

The Director reported that the University of Glasgow had confirmed that it would nominate new representatives to Academic Council to join from session 2021/22. The Board wished to record its thanks to [REDACTED] and [REDACTED] for their considerable and beneficial input to the work of Academic Council over the course of many years.

**2021.64 REPORT FROM THE REGISTRAR AND SECRETARY [Paper 5]**

The Board welcomed the updates provided in Paper 5, which covered a broad range of matters including the current Board recruitment exercise, the Annual Report on Board Effectiveness and the Governance Framework 1 March 2020 to 31 May 2021, the pending sector-review of the Scottish Code of Good HE Governance and the submission of a report to the Scottish Funding Council summarising the GSA response on the request to the sector for an Assessment of Procedures with an update to be provided to the Board in 2021/22.

[Action: **Registrar and Secretary**]



The Board **approved** the following documentation, attached as an annex or hyperlinked within the report, and which had been recommended by the Audit and Risk Committee at its meeting of 17 May 2021: *Board of Governors Equality and Diversity Statement* (minor amendments); and *Grounds for the Removal of a Member of Academic Council* (new Policy). The Board **ratified** the proposed minor amendment to the *Guidelines on the Criteria for Appointment and Renewal of Independent Governors*.

The Board noted the proposed Board and Board committee dates for session 2021/22.

**2021.65 STANDING ITEMS ON THE BOARD AGENDA**

The Board confirmed that the standing items on the agenda were appropriate and continued to have a clear purpose and justification.

**2021.66 ANY OTHER BUSINESS**

There was no other business.

**2021.67 FUTURE BOARD MEETING**

Monday 18 October 2021.

**Ms Lisa Davidson**  
**Assistant Secretary to the Board**  
**28 June 2021**