

Glasgow School of Art GSA Board of Governors, 18 October 2021

This meeting will be held in the Lord Provost Suite of the DoubleTree by Hilton Hotel Glasgow Central. Tea and coffee will be available from 10.45 am. Zoom meeting details for those joining digitally will be provided in the circulation email.




18 October 2021 11:00 - 18 October 2021 16:30

AGENDA

#	Description	Owner	Time
1	Report from the Interim 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 Meeting of 17 June 2021  Paper 1.2 Board of Governors Minutes 17 June 202... 9	Interim Chair	Approval
1.3	Minutes from the Additional Meeting of 24 September 2021  Paper 1.3 Board of Governors Minutes 24 Septemb... 21	H Motani	Approval
1.4	Board Action Points  Paper 1.4 Board Action Points -October 2021.pdf 25	Assistant Secretary to the Board	Noting
1.5	Update from the Interim Chair	Interim Chair	Oral Report
1.6	Discussion on Board Equality Balance as at 1 September 2021  Paper 1.6 Board Equality Balance as at 1 Septemb... 29	Interim Chair	Discussion
1.7	GSA Board Attendance at Academic Council	Interim Chair	Discussion
2	Report from the Director	Director	11.45 am
2.1	Director's Report  Paper 2.1 Report from the Director.pdf 41		Discussion
2.2	Operational Plan 2021/22  Paper 2.2 Operational Plan 2021-22.pdf 49		Approval
2.3	Strategic Plan Progress Report  Paper 2.3 Strategic Plan Progress Report.pdf 57		Discussion
2.4	GSA League Table Analysis  Paper 2.4 GSA League Table Analysis.pdf 61	Director/Executive Planning Manager	Discussion
2.5	ELIR: Update  Paper 2.5 ELIR Update.pdf 67	Deputy Director Academic	12.30 pm Discussion

#	Description	Owner	Time
2.6	Student Experience Surveys  Paper 2.6 Student Experience Surveys.pdf 93	Deputy Director Academic	12.40 pm Discussion
2.7	Equality Outcomes 2021-2025: Minor Reframing  Paper 2.7 Equality Outcomes 2021-2025 - Minor R... 101	Deputy Director Academic	12.50 pm Discussion
	Lunch		13.00 pm
2.8	Report from the Director of Finance  Paper 2.8 Report from the Director of Finance.pdf 105	Director of Finance	13.20 pm Discussion and approval where indicated
2.8.1	Management Accounts to 31 July 2021  Paper 2.8.1 Management Accounts to 31 July 2021... 109		Discussion
2.9	Institutional Risk Register  Paper 2.9 Institutional Risk Register.pdf 117	Director of Development	13.50 pm Discussion
2.10	Mackintosh Building		14.00 pm
2.10.1	Mackintosh Design Team Procurement Route for RIBA Stages 0-1 and Estates Strategy  Paper 2.10.1 Mackintosh Design Team Procureme... 121	Director of Estates	Approval
2.10.2	Design Team Appointment for Estates Strategy and Mackintosh RIBA Stages 0-1  Paper 2.10.2 Design Team Appointment for Estates... 133	Director of Estates	Approval
2.10.3	Mackintosh Building: Phase 2 Interim Stabilisation Works  Paper 2.10.3 Mackintosh Building Phase 2 Interim... 141	Director of Estates	Approval
2.10.4	Mackintosh Building Costs, Budgeting and Insurance  Paper 2.10.4 Mackintosh Building Costs, Budgeting... 145	Director of Development/ Director of Finance	Discussion
2.11	Report from the Director of Estates This report summarises key developments in relation to Estates matters.  Paper 2.11 Director of Estates Report.pdf 149	Director of Estates	14.20 pm Discussion and approval where indicated
2.12	Health and Safety Summary Report  Paper 2.12 Health and Safety Summary Report.pdf 159	Director of Estates	14.50 pm Discussion
	Break		15.00 pm

#	Description	Owner	Time
3	GSA Students' Association		15.10 pm
3.1	Report from the President of the GSA Students' Association  Paper 3.1 Report from the President of the Student... 165	President of the Students' Association	Discussion
3.2	GSA-GSASA Relationship Agreement and Associated Annexes  Paper 3.2 GSA-GSASA Relationship Agreement an... 171	Director of Development	Approval
4	Reports and Minutes from Committees		15.30 pm
4.1	Minutes from Audit and Risk Committee, 20 September 2021  Paper 4.1 Audit and Risk Committee Minutes - 20 S... 175	A Sutherland	
4.2	Minutes from the Business and Estates Committee, 28 September 2021  Paper 4.2 Business and Estates Committee Minute... 183	H Motani	
4.3	Minutes from Health and Safety Committee, 22 September 2021  Paper 4.3 Health and Safety Committee Minutes - 2... 195	M Herbert	
4.4	Minutes from the Museum and Archive Committee, 16 September 2021  Paper 4.4 Museum and Archive Committee Minutes... 201	K Lampitt Adey	
4.5	Minutes from the Nominations Committee, 29 September 2021  Paper 4.5 Nominations Committee Minutes - 29 Se... 207	H Motani	
4.6	Academic Council: Update Includes the GSA Annual Report to the Scottish Funding Council on Institution-Led Review Activity in 2020-21 for endorsement.  Paper 4.6 Academic Council - Update.pdf 209	Director	
5	Governance Matters		15.50 pm
5.1	Governance Arrangements: Update	Interim Chair	Oral Report
5.2	Report from the Registrar and Secretary Includes recommendations for approval.  Paper 5.2 Registrar and Secretary's Report.pdf 229	Registrar and Secretary	Discussion and approval where indicated

#	Description	Owner	Time
5.3	<p>Annual Report from the Data Protection Officer</p> <p> Paper 5.3 Annual Report to the Board from the Dat... 273</p>	Registrar and Secretary	Noting
6	Items Previously Approved by Correspondence		16.20 pm Noting
6.1	<p>Nominations Committee: Proposals Regarding Board Appointments and Committee Membership</p> <p>This paper was circulated by correspondence on 6 July 2021.</p> <p> Paper 6.1 Nominations Committee Proposals Rega... 291</p>	Registrar and Secretary	
6.2	<p>Nominations Committee: Recommendation Regarding Vice Chair Appointment</p> <p>This paper was circulated by correspondence on 30 September 2021.</p> <p> Paper 6.2 Nomination Committee Recommendation... 297</p>	Registrar and Secretary	
7	Any Other Business		16.30 pm
8	<p>Future Meeting of the Boards</p> <p>Tuesday 23 November 2021, 11.00am (single-item meeting to consider the 2020/21 Annual Report and Accounts); Monday 13 December 2021, 11.00am</p>		

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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 re-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.

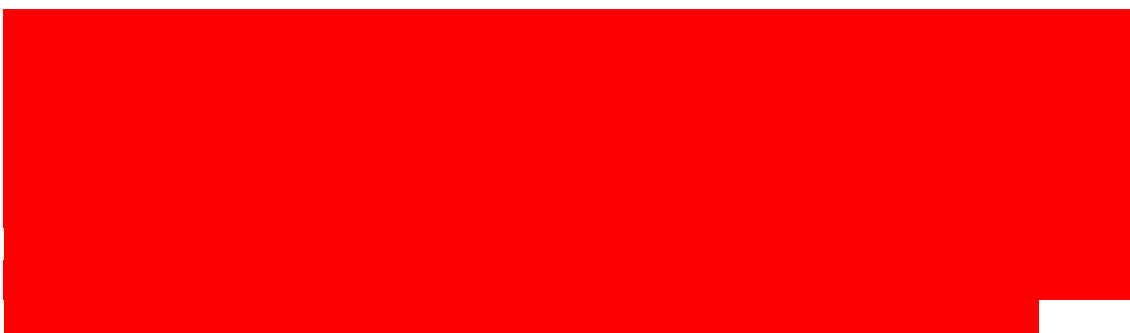
The Student President-elect welcomed the outcomes and would be keen to further explore the scope for GSA to become a University of Sanctuary. The Deputy Director Academic offered to consider this matter further with colleagues and the GSASA.

.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]

[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

THE GLASGOW SCHOOL OF ART

BOARD OF GOVERNORS

ADDITIONAL MEETING: 24 SEPTEMBER 2021

Governors: Ms Muriel Gray (Chair), Professor Graham Caie, Ms Ann Faulds, Professor John French, Mr Thomas Greenough, Dr Marty Herbert, Ms Josie Kay-Ogunsola, Dr Kate Lampitt Adey, Dr Simon Learoyd, Professor Penny Macbeth, Mr Michael McAuley, Ms Kathy Molloy, Mr Habib Motani, Mr Rory O'Neill, Mr Harry Rich, Dr Graham Sharp, Professor Sarah Smith, Mr Andrew Sutherland, Ms Lesley Thomson and Mr Tsz Wu.

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

[This meeting was held via video-conference.]

2122.01 WELCOME AND APOLOGIES

The Chair welcomed members, particularly new Independent Governors Professor Caie, Dr Learoyd and Dr Sharp, as well as Mr O'Neill and Ms. Kay-Ogunsola. The Chair also extended her thanks to members for attending the meeting called at short notice. Apologies were noted from Ms Bennie, Ms McInnes, Mr Sanderson and Professor Trefethen.

2122.02 DECLARATIONS OF INTEREST

The following professional relationships are noted for the record: CMS (Mr McAuley, Ms Faulds), Graven (Dr Herbert, Mr Sutherland, Ms Thomson), GSASA (Mr O'Neill and Ms Kay-Ogunsola), Page\Park (Mr Sutherland), Scottish Futures Trust and Scottish Futures Trust Investments (Ms Faulds).

2122.03 UPDATE FROM THE CHAIR

The Chair briefly summarised matters, in that on 14 September 2021 the Chair wrote to the Board of Governors informing them of her intention to demit office on 30 September 2021, setting out her reasons, and welcoming telephone conversations with members. At the meeting, the Chair highlighted that, if possible, she wished to speak to all members personally and invited Governors to advise her of when would be convenient.

The Chair confirmed to the Board that she had, on 14 September 2021, written to both the Chair and the Chief Executive of the Scottish Funding Council to inform them of the position.

2122.04 DISCUSSION

The Board noted Paper 2 *Prescribed Rules and Intended Arrangements Regarding the Appointment of An Interim Chair* which included as appendices GSA's Articles of Association (approved in December 2020), the Remit and Membership of the Nominations Committee (updated for 2021/22), and the Process for the Appointment of the Vice Chair to the Board of Governors (approved in December 2020).

The following points are drawn from the subsequent detailed Board discussion:

- The Board noted the Chair's reasons for demitting office, as set out in her correspondence of 14 September 2021.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

The Board took the opportunity to formally record its thanks the Chair for her dedicated service to GSA over the previous eight years, with several Independent Governors sharing their personal appreciation and experience of the Chair's significant and impactful commitment to the School.

The Board agreed to follow the process as set out in the documentation presented to the meeting, set within the context of the detailed discussion held. Accordingly, following confirmation of indications of interest, a meeting of the Nominations Committee would take place. The Nominations Committee would then make a recommendation to the Board.

2122.05 FUTURE BOARD MEETING

Monday 18 October 2021.

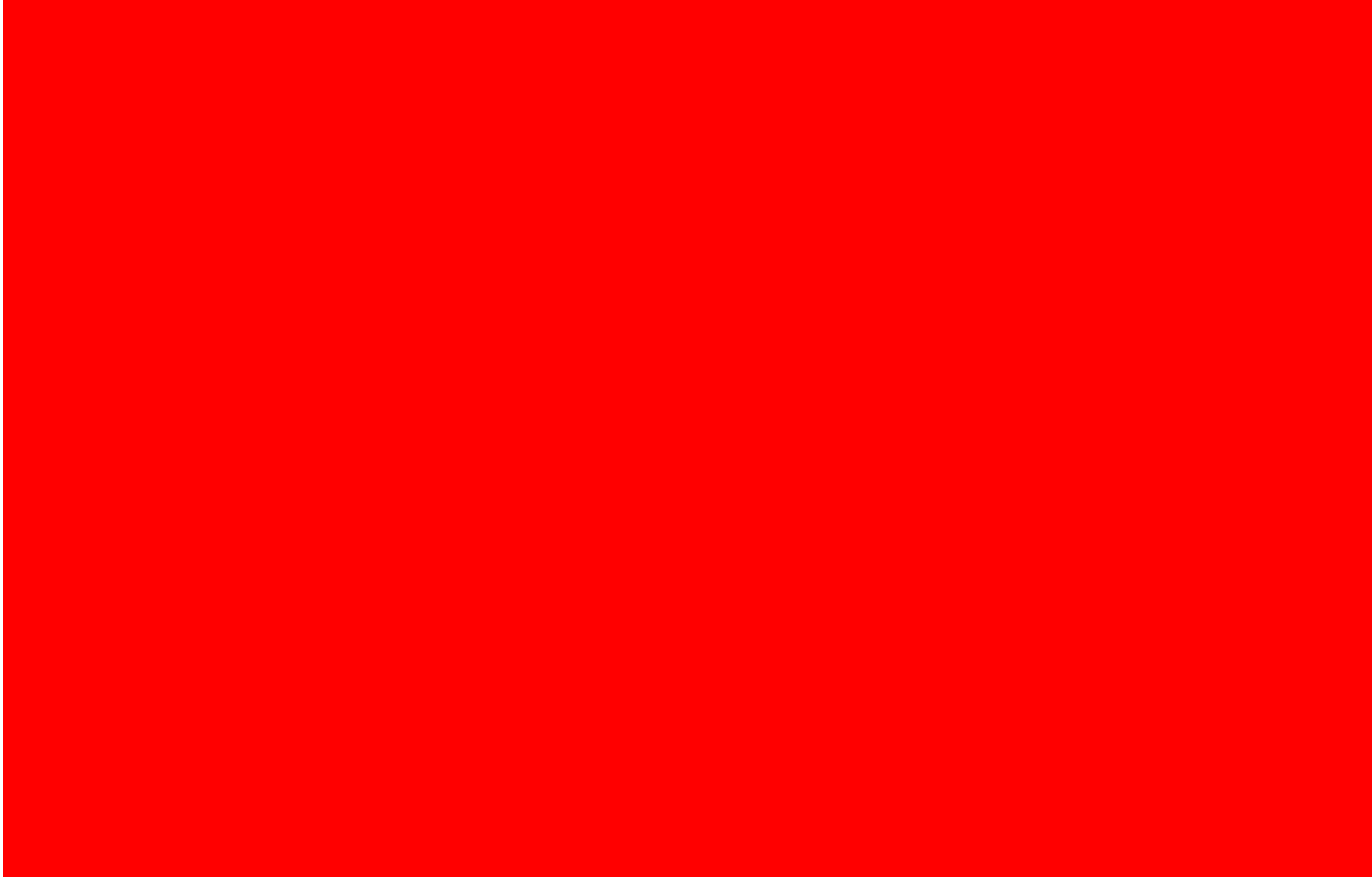
**Dr Craig Williamson
Registrar and Secretary
5 October 2021**

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

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

First Discussed	Minute	Item	Action By	Update Report
<i>Ongoing Items</i>				

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



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



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

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

<i>Completed/Superseded Items</i>

BOARD OF GOVERNORS: COVERSHEET	
To, Date:	Board of Governors, 18 October 2021
Paper Author (and designation):	Dr Craig Williamson, Registrar and Secretary
Title of Paper:	Balance of Equality and Diversity within the GSA Board of Governors as at 1 September 2021.
Summary of Paper:	<p>As set out in the Board of Governors Equality and Diversity Statement, upon the appointment of new Independent Governors, the Board receives an updated report from the Registrar and Secretary as Secretary to the Board on the balance of equality and diversity within the Board membership. This paper was also requested for the October 2021 meeting following approval by the Board of the new Independent Governors in July 2021.</p> <p>This report provides the aforementioned data as at 1 September 2021.</p>
Recommendations (note/discuss/approve / endorse):	The Board is invited to discuss this report.
Consultation:	Not applicable, other than as noted (e.g. previous engagement with the Board).
Risk Management:	It is essential the Board is properly constituted and that it demonstrates diversity and inclusivity in its own membership and scrutinises its own composition and operations from an equality perspective.
Resource Implications:	There are no resource implications.
Equality Impact Assessment Implications:	Equality considerations are set out in the paper.
Legal and Regulatory Considerations:	GSA Order of Council 2020, Scottish Code of Good HE Governance 2017, Gender Representation on Public Boards (Scotland) Act 2018, Equality Act 2010.
Freedom of Information (FOI):	This paper can be released in its entirety.
Next Steps:	As set out, as appropriate, in the following paper.

THE GLASGOW SCHOOL OF ART

BOARD OF GOVERNORS: 18 OCTOBER 2021

BALANCE OF EQUALITY AND DIVERSITY WITHIN THE GSA BOARD OF GOVERNORS AS AT 1 SEPTEMBER 2021

ACTION SOUGHT

The Board is invited to **discuss** the following report on the balance of equality and diversity within the Board membership as at 1 September 2021.

CONTEXT

The Board of Governors recognises the need to demonstrate diversity and inclusivity in its own membership, and to scrutinise its own composition and operations from an equality perspective. As set out in the [Board of Governors Equality and Diversity Statement](#), upon the appointment of new Independent Governors, the Board receives an updated report from the Registrar and Secretary on the balance of equality and diversity within the Board membership.

Following the appointment of a new Staff Governor in June 2021, four new Independent Governors in July 2021, and two new Student Governors in August 2021, the attached report provides the aforementioned data as at 1 September 2021.

As the Board is aware, newly-appointed Governors are invited to complete equality monitoring forms in order to improve data related to the composition of the Board and to aid the Board in consideration of its membership relative to protected characteristic groups, diversity of experience and perspective. Governors are invited to review this information on an annual basis to ensure that it is up-to-date. The annual equality monitoring data collection exercise was undertaken in summer 2021, with almost a 100% response rate and members are thanked for their engagement in this regard.

RECENT BOARD RECRUITMENT EXERCISE

As set out by the Nominations Committee in a paper to the Board of 6 July 2021, in considering the applications, both at shortlisting and interview stage, the Governor Appointment Sub-Group was invited to consider the Guidelines on the Criteria for Appointment and Renewal of Independent Governors and the Register of the Balance of Skills, Attributes and Experience, GSA's current and emerging needs, GSA's gender balance commitment, the requirements of the Gender Representation on Public Boards (Scotland) Act 2018 and the opportunity to increase the diversity of the Board's membership. The Board of Governors Equality Monitoring Report, considered by the Board at its meeting of 29 March 2021, was also provided. This, together with the previous equality monitoring reports, is published on GSA's website [here](#)¹.

In making decisions on merit, the Governor Appointment Sub-Group was mindful of the current equality balance within the Board, including gender, and its obligations in this regard. In deciding to make proposals to the Nominations Committee, the Sub-Group was of the informed, unanimous, and clear view that those new members proposed to Nominations Committee were essential appointments and of exceptional calibre.

¹ <https://www.gsa.ac.uk/about-gsa/key-information/equality/equality-monitoring/>

In approving the recommendations from the Nominations Committee, the Board agreed to retain one vacancy and that in the next recruitment exercise GSA would re-double its efforts to attract an applicant pool that would lead to appointments which would improve the diversity of the Board, including in terms of gender balance.

Following the aforementioned round of Board recruitment, as of 1 September 2021 there were seventeen Independent Governors (including the Chair) and the gender balance between men and women Independent Governors stood at 64.7%:35.3% which represents a decrease of 3.2% regarding women from the previous position. Therefore, the gender representation objective of 50% non-executive members being women has not been achieved.

The Board must remain mindful of the obligation contained in s6 of the Gender Representation on Public Boards (Scotland) Act 2018, where the gender representation objective has not been met, to take any other steps that they consider appropriate with a view to achieving the objective by 31 December 2022.

To aid the Board's reflection on how the above may be addressed, the tenures of current Independent Governors is provided as Annex 2.

Dr Craig Williamson
Registrar and Secretary
21 September 2021

Attached

Annex 1: GSA Board of Governors Equality Monitoring: Current Position as at 1 September 2021
Annex 2: Independent Governor Tenure

GSA BOARD OF GOVERNORS EQUALITY MONITORING: CURRENT POSITION AS AT 1 SEPTEMBER 2021

This report presents a summary position of anonymised data as at 1 September 2021, as it relates to the protected characteristics of members of the Board of Governors. Data relating to marriage and partnership, caring responsibilities, pregnancy and maternity is not included.

Owing to the small number of Governors, care has been taken to anonymise the data.

Figure 1: Age:

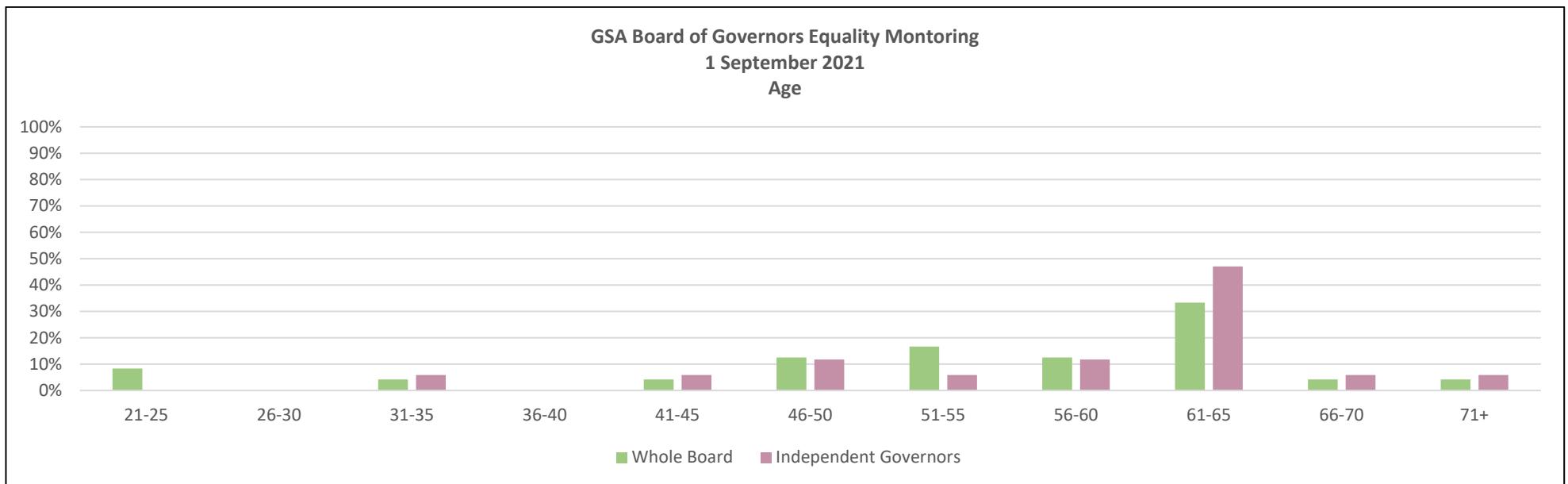


Figure 2: Disability:

Data on disability is collected with reference to the identifiers used by the Higher Education Statistical Agency (HESA).

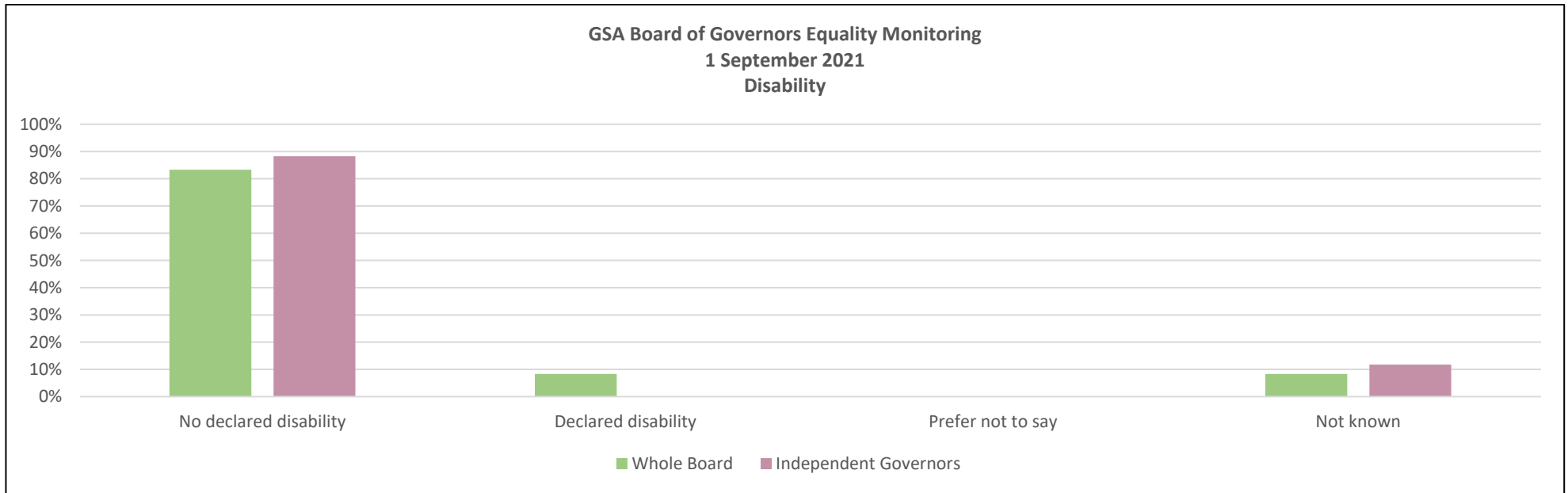


Figure 3: Gender Reassignment:

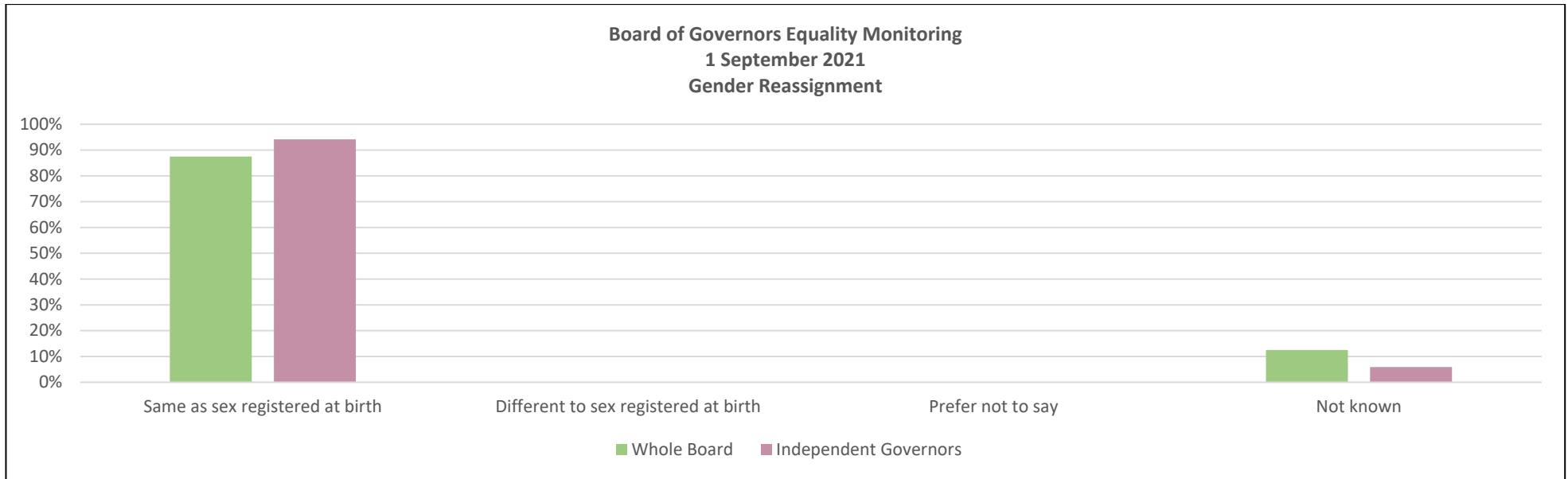


Figure 4: Ethnicity:

Data on race/ethnicity is collected with reference to the identifiers used by the Higher Education Statistical Agency (HESA). GSA's institutional equality reporting normally groups Black, Asian, Minority Ethnic (BAME) together for reporting purposes.

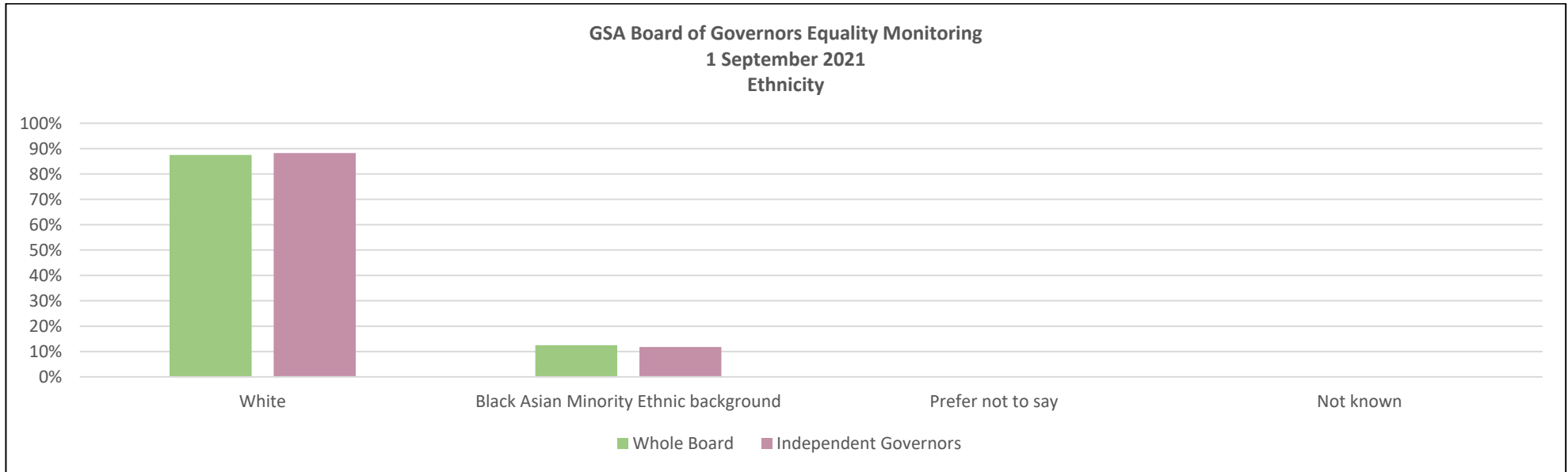


Figure 5: Religion/Belief:

Major religions cover the following: Buddhist, Christian, Hindu, Jewish and Muslim.

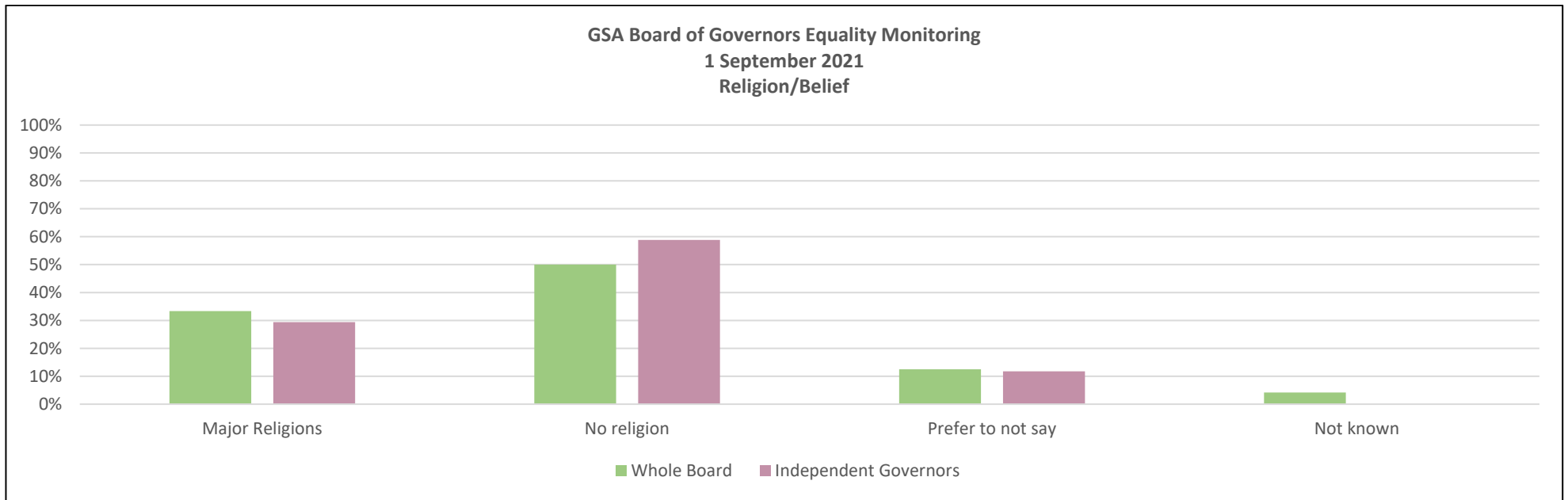
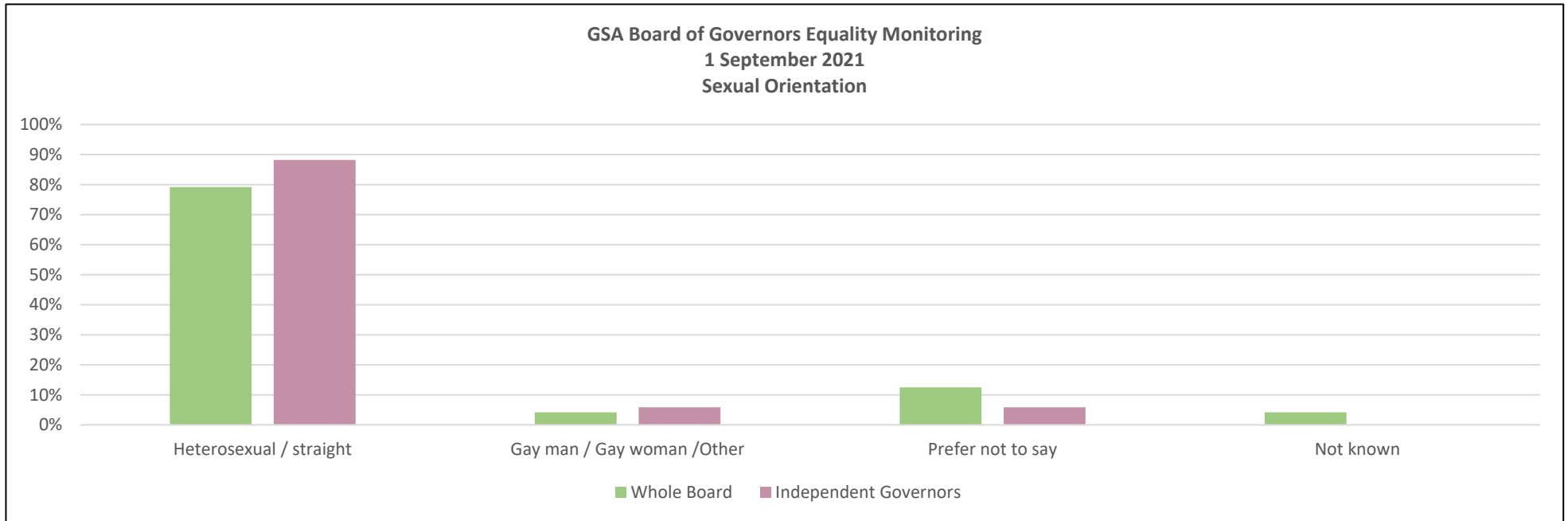


Figure 6: Sexual Orientation:

Data on sexual orientation is collected with reference to the identifiers used by the Higher Education Statistical Agency (HESA). For the purposes of this table some categories have been grouped.

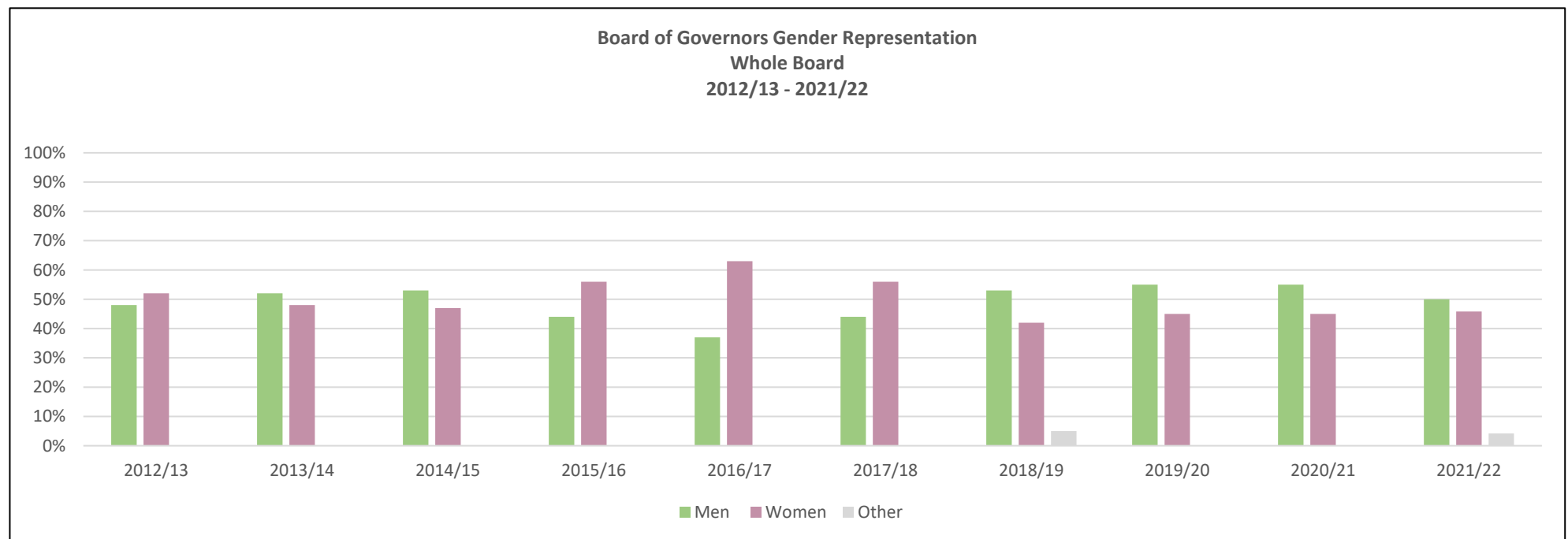


GSA Board of Governors Gender Representation 2012/13 to 2021/22

GSA's Board of Governors has monitored its membership with regard to gender since 2012/13 and the gender balance of men, women and other governors over this nine-year period is represented in **Figures 7 - 8** below.

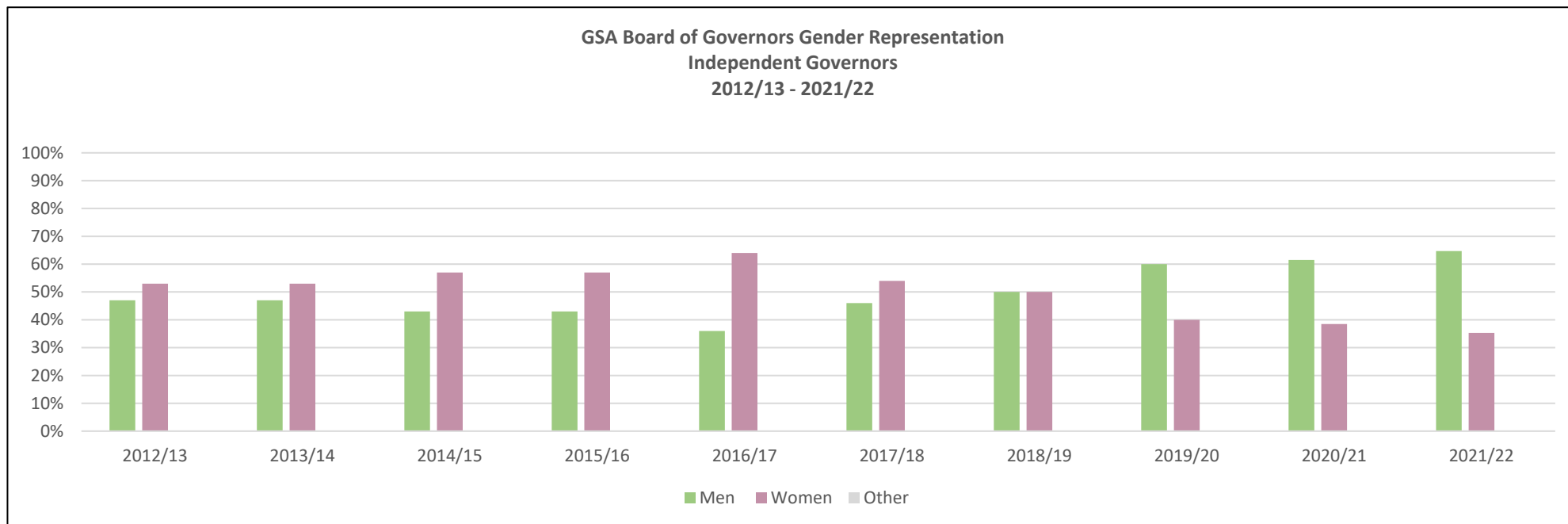
The category *other* is determined by HESA and includes those who associate with the terms: intersex, androgyne, intergender, ambigender, gender fluid, polygender and genderqueer.

Figure 7: GSA Board of Governors Gender Representation 2012/13 – 2021/22 (Whole Board):



The gender balance between men; women and other on the full Board currently stands at 50%:46%:4%. It is noted that some positions are by election and this limits the Board's opportunity to consistently achieve an equal balance of men and women. As can be demonstrated in Figure 7 above, in previous sessions, representation on the Board has been relatively balanced with a tendency towards a higher number of women on the Board.

Figure 8: GSA Board of Governors Gender Representation 2012/13 – 2021/22 (Independent Governors):



Following the aforementioned round of Board recruitment, as of 1 September 2021 there were seventeen Independent Governors (including the Chair) and the gender balance between men and women Independent Governors currently stood at 64.7%:35.3% which represents a decrease of 3.2% regarding women from the previous position. Therefore, the gender representation objective of 50% non-executive members being women has not been achieved.

The Board must remain mindful of the obligation contained in s6 of the Gender Representation on Public Boards (Scotland) Act 2018, where the gender representation objective has not been met, to take any other steps that they consider appropriate with a view to achieving the objective by 31 December 2022.

THE GLASGOW SCHOOL OF ART

BOARD OF GOVERNORS

INDEPENDENT GOVERNOR TENURE

Independent Governor	Term	Present term expires	Maximum Term
Ms Lesley Thomson	3 of 3	31 May 2022	31 May 2022
Mr Andrew Sutherland	2 of 3	30 September 2022	30 September 2025
Mr Michael McAuley	2 of 3	29 February 2024	28 February 2027
Mr James Sanderson	2 of 3	29 February 2024	28 February 2027
Dr Kate Lampitt Adey	2 of 3	31 May 2024	31 May 2027
Mr Habib Motani (Vice-Chair)	2 of 3	31 May 2024	31 May 2027
Mr Harry Rich	2 of 3	31 May 2024	31 May 2027
Ms Kristen Bennie (interim Chair)	1 of 3	30 October 2022	30 October 2028
Ms Ann Faulds	1 of 3	30 October 2022	30 October 2028
Professor John French	1 of 3	30 October 2022	30 October 2028
Dr Marty Herbert	1 of 3	30 October 2022	30 October 2028
Mr Tsz Wu	1 of 3	30 October 2022	30 October 2028
Dr Graham Sharp	1 of 3	12 July 2024	12 July 2030
Dr Simon Learoyd	1 of 3	25 July 2024	25 July 2030
Professor Anne Trefethen	1 of 3	25 July 2024	25 July 2030
Professor Graham Caie	1 of 3	31 July 2024	31 July 2030

BOARD OF GOVERNORS: COVERSHEET	
To, Date:	Board of Governors 18 October 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 graduate and postgraduate showcases and student successes.</p> <p>The paper also gives an overview of the Academic, Estates, Finance and Student Recruitment aspects of the school's work. It also highlights upcoming external events such as COP26.</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.

DIRECTOR'S REPORT BOARD OF GOVERNORS

INTRODUCTION

I am delighted to begin the new academic year with all student groups back on campus, for part of their studies, we continue to operate a hybrid model of delivery with some activities continuing to be on-line. We are holding safe campus meetings weekly and constantly reviewing guidance and safety measures, in line with government advice and will adopt this approach for COP26. This will be an exciting but challenging year for GSA. There are positive signs in terms of student experience and value-added data from the Guardian League tables where we have achieved an above 2017 position in all categories, the Post graduate Student Experience Survey PGSES has also seen an up-turn in satisfaction of 25% on the last academic year.

ELIR RECOVERY

The Deputy Director Academic is leading on the action planning and approach to the Scottish Concerns Scheme Reports and the Enhancement Led institutional Review (ELIR), linking in with both the QAA Scotland and the University of Glasgow and will provide an update to the board. Detailed work has gone into the ELIR recovery and National Student Survey analysis and response. A themed Staff Communication event successfully shared the comprehensive and collaborative approach the DDA is taking to the ELIR recovery and team members from across the institution led on what was an excellent and active progress update session.

ESTATES AND FINANCE

GSA continues to make sustained progress in the estates and finance areas which will positively impact on the student experience going forward. A series of fire damage repairs and other works including the installation of new sky lights have been completed on the Bourdon building over the last period, which we anticipate will improve student and staff experience in this building. Further works are ongoing on the Reid building and Stow. In relation to the Mackintosh Building, much detailed work continues with both the Strategic Outline Business Case and the Scottish Fire and Rescue Services Fire Report due to be published soon. A briefing relating to the communication strategy is planned with our new chair and a specific oversight group will be formed of key Board members and GSA exec to support all work streams. In September we were invited to meet HRH The Prince of Wales, GSA's Royal Patron, by the Lord Provost of Glasgow to discuss progress regarding the Mackintosh, the meeting although short, successfully reconnected with his Royal Highness and follow up events are being planned.

RECRUITMENT

Recruitment has gone well this year and we are now back to a pre COVID levels of recruitment, there are behavioural differences across some subjects and markets and in-depth work is evaluating any potential long-term trends, particularly in relation to BREXIT and COVID.

On 8 October 2021:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Although the rate of change of these numbers is inevitably now slowing, they do change on daily basis and an update will be provided at the Board meeting.

In conclusion, the student enrolment indicators suggest that we will achieve our budgeted tuition fees for 2021/22, almost [REDACTED] up on last year.

Rest of UK students (RUK) considerations to headline fee A wide-ranging package is being considered by UK government in relation to student tuition fees, with a shift towards a 'balanced' package of measures with a combination of restrictions and incentives. The likely aims are to relieve pressure on the loan book partly by restricting numbers, tackling what they perceive to be low quality provision and increasing what they consider to be economically valuable courses. UUK is keeping a watching brief and lobbying where necessary, this was an item for discussion at my recent Specialist Institutions Forum (SIF) meeting, where it is understood differentiation of fees could well effect creative subjects. RUK students currently constitute around 30% of our intake.

COP 26

GSA will host a series of networking and profile-raising events during COP 26 which will focus on showcasing new partnerships and early approaches to sustainability, alongside convening potential funders and donors in dinners and round tables, most events will be held at the Glasgow Arts Club.

29th Oct - 27th Nov - *The Art of the Possible* - Sustainability themed art exhibition co-curated by GSA and Glasgow Art Club featuring works by GSA Students and GAC Artist Members

3rd November - Co-curated cultural event led by GSA with Scottish Opera for HM Treasury Reception sponsored by Nat West

4th November - Event with Eden and [REDACTED] of Grimshaw Architects at GSA and Glasgow Art Club - details tbc

8th November - GSA sustainability themed dinner and discussion at Glasgow Art Club

9th November - UK Gov Cabinet Office and British Fashion Council event featuring GSA students and connections at Kelvingrove Art Gallery

GSA is also working toward a range of exhibitions, pop ups and events that maximise the potential of COP 26 in Glasgow.

'Close Of Play: Climate Emergency and Creative Action'

The Glasgow School of Art begins a yearlong series of online public talks, 'Close of Play: Climate Emergency and Creative Action'. This series will explore the ways in which creative actions and multi-disciplinary practice can address the climate emergency, sustainability, and climate justice. The programme aims to contribute to a key GSA aim to increase critical literacies around environmental issues, sustainability goals and climate emergency. Each talk is hosted by a different part of GSA with key partners including Climate Emergency Network (University of The Arts London) and Glasgow Women's Library.

BALANCING WORKSTREAMS

This is an exceptionally busy period for GSA, and we are working on a number of major institutional projects concurrently. As a small team it is important to flag this to the board, as it has the potential to over leverage us. We are exploring how we may best facilitate an overview of work streams and delivery deadlines, so that we can best contextualise these and therefore address them.

- **Covid, Hybrid Delivery Year**
- **Externally Opening up** re-establishing ourselves at key events to add confidence to the GSA direction of travel
- **Strategic Plan**- being creative expansive and thoughtful whilst developing a robust business case based on commissioned intelligence
- **Portfolio review** – including scoping opportunities for growth from online & low residency programmes
- **ELIR recovery work**, rereview scheduled for June review
- **Research Excellence Framework results** in June, evaluation, and action planning

- **Operational Plan** enhanced focus on Digital security and infrastructure
- **Mackintosh project**
- **Estates strategy**
- **Sustainability & Climate Action Strategy**
- **Fire Damage work** ongoing
- **Estates and sustainability work on Stow**
- **Major Communications in the press, SOBC launch, Fire Report, Employment tribunal**
- **Cop 26** events
- **People Strategy**

SHOWCASES 2021

Graduate Digital Showcase

The Graduate Showcase 2021 planning took key lessons from the digital Showcases held over 2020 and early 2021 and developed a robust framework for supporting students and schools. External experts were engaged to form part of the Graduate Showcase team including Don't Google It Digital Producer and Events Coordinators, engaged to survey and conduct dialogue with staff and students and GSASA to inform the production of a core series of school-specific digital events, a celebratory opening launch event and a closing/wrap event. [REDACTED], Design Exhibition Scotland, founder Doggerfisher Gallery (Digital Curator) was engaged to help curate the show, inform the events and support students directly through a range of workshops, meetings and one to one sessions.

Events

Core Events were produced by DGI in collaboration with GSA Communications as either live or pre-recorded events and either live captioned or captured, captioned, and archived post event. Student-led events were facilitated by GSA Communications in terms of funding, equipment, promotion, advice, and support as applicable. Events included a recorded projection onto the Mackintosh Building, solo performances, digital publications, and film previews. Events were targeted at drawing to the showcase our international audience database of 26,000 industry, VIPs, gallerists, buyers, employers, funders, and the GSA's wider Creative Network, critical to creating the networks and contacts for our graduates' transition from art school.

Media Partnerships the Skinny and the Guardian

In addition, a media partnership with the Skinny created professional practice experience for third year students participating in the Skinny supplement project, written, and curated by students under mentorship from the Skinny and the GSA. The Skinny publication itself featuring the GSA Supplement went to an initial distribution to their outlets totaling 27K copies.

A media partnership with the Guardian included a full page inside cover in The Guardian Guide – reaching a circulation of and a digital takeover on the site in June, yielding 825K impressions. Running in parallel, our social media coverage outperformed its usual reach, with some 250K impressions on twitter and very high engagement levels.

Graduate-Led Shows

In addition to the digital activity and core events programme, 90 graduates from 2021 were additionally supported in running The Alternative Degree Show Festival – a series of physical shows over three months, led by graduates from the School of Fine Art.

Support: Working Space and Mentoring

A range of careers-based advice and support was promoted to graduating students from the Creative Network and Enterprise Studio's Working Space programme to assist them in their transition from the art school. A new digital presence was built to support the programme and a new pilot initiative for 2021, the Graduate Mentoring programme was developed.

Postgraduate Showcase

Following the largely successful summer 2021 Graduate Showcase model, the Postgraduate show was more able to flex as COVID restrictions began to lift. This allowed a series of pop-up physical shows, extending the Postgraduate Showcase 2021 from August – September to become a part of the Showcase planning. Physical shows were supported with promotion, industry and alumni invitations, social media channels and on-site support and documentation.

The digital Showcase ran 9-23 September and graduates' self-built pages (supported by the GSA Marketing and Communications and Library teams) were accompanied by a series of graduate-led events. This followed an open call, with each selected application receiving £300 to develop their digital event, along with additional support (technical, promotion and marketing) from the GSA.

Further information can be found at this link.

<https://gsofa.sharepoint.com/sites/intranet/ProfessionalSupport/Marketing/Pages/Graduate-Showcases.aspx>

Future Exhibitions for 2020 cohort

A number of lessons have been learnt from the support given to the 2021 graduates in advance of us formally launching guidance to all 2020 graduates who wish to take up the opportunity of a physical exhibition or event. Discussions are currently underway with 2020 MLitt Fine Art Practice and MFA graduates with the Exhibitions Director with the aim of hosting their graduate shows in Spring 2021 in the Reid Gallery and Glue Factory respectively and the Creative Network Manager is working with 2020 Design Graduates on their development of a design festival concept as their preferred approach to physical graduate exhibitions.

EXTERNAL

External Prizes and Nominations 2021 graduates from July 2021 onwards:

- [REDACTED] (Silversmithing and Jewellery) won the Goldsmiths Company for Jewellery prize at **New Designers 2021**, the UK's most important event for emergent design.
- [REDACTED] (Mackintosh School of Architecture Stage 3) were nominated for the **RIBA Bronze Medal Award**. [REDACTED] was also shortlisted for the **Architects Journal Student Prize 2021** with Mentor winning the **Glasgow Institute of Architects Student Award** with [REDACTED] (Stage 3) received a commendation.
- [REDACTED] (Painting and Printmaking), [REDACTED] (Fine Art Photography), [REDACTED] and [REDACTED] (Textile Design) and [REDACTED] and [REDACTED] (Silversmithing and Jewellery) were shortlisted for the **Visual Arts Scotland Graduate Showcase 2021**. Visual Arts Scotland is a leading platform for national and international contemporary fine and applied artists with the annual Graduate Showcase selecting emerging artists and designers whose work best exemplifies the fresh and dynamic approach to contemporary applied and fine arts
- [REDACTED] (Fine Art Photography) and [REDACTED] (Painting and Printmaking) won the **Royal Glasgow Institute of the Fine Arts Graduate Award**.
- [REDACTED] (Sculpture and Environmental Art) and [REDACTED] (Fine Art Photography) were awarded the **Society of Scottish Artists New Graduate Award** with [REDACTED] (Fine Art Photography) and [REDACTED] (Painting and Printmaking) runners up.
- The **Royal Scottish Academy New Contemporaries** selected [REDACTED] (Fine Art Photography), [REDACTED] (Sculpture and Environmental Art) and [REDACTED] (Painting and Printmaking) for their 2021 exhibition

- [REDACTED] (Painting and Printmaking) was selected for the internationally renowned **Bloomberg New Contemporaries exhibition**

Scholarships

In June 2021 we secured a further 3-years support (2022-25) from **The Leverhulme Trust**, providing GSA with MFA Scholarships, and undergraduate scholarships in BA Fine Art (for the first time). The **total value of support over 3 years is [REDACTED]**, this represents the highest award GSA has ever received from Leverhulme.

Partnership

Rolls Royce Finance Partners (with GSA secured matched funding from Arts & Business Scotland) and Silversmithing & Jewellery: high profile series of circular economy projects in partnership between RRF and GSA S&J, including

- A circular economy commission for S&J's Artist in Residence, which transformed waste aerospace material into a set of bespoke jewellery
- A RRF sponsored public Webinar with leading academics and critics including acclaimed curator and commentator Corinne Julius. An audience of over 300 international delegates attended this event online
- RRF sponsored student-led community engagement project with Garnethill Community groups including the Wing Wong Centre and Synagogue. Outcomes can be seen on the project website: <https://jewelleryconversations.com>
- A forthcoming RRF sponsored public exhibition at Glasgow Central Station during COP26. Third year S&J students will work with materials donated by Station retailers on an exhibition that responds to the journey of materials. The project is hosted in partnership with Network Rail's Sustainability Team.

Network Rail and Interaction Design: partnership project and commission to develop new narrative for Central Station tours and to create a new Roll of Honour for Central Station. Additional projects planned on the back of this success

Citizen M/Vitra and Interior Design: partnership project for students to second life Vitra objects from Citizen M hotel. Featuring in Wallpaper Magazine

Glasgow Art Club and GSA Exhibitions: "Art of the Possible" joint exhibition programme, bringing together work by GSA Students and GAC artist members in a co-curated, COP themed exhibition in the Glasgow Art Club during November 2021

Directors External Meetings

HRH The Prince of Wales and the Lord Provost of Glasgow

Leonie Bell, Director V&A Dundee

Stuart Patrick, Chief Executive, Glasgow Chamber of Commerce

Caroline Norbury, Creative UK (formerly Creative Industries Federation and Creative England)

Castlefield Board Meeting

Castlefield Board of Trustees away day

CHEAD Trustee Away Day

CHEAD Board Meeting

All-Party Parliamentary University Group (APPUG) education recovery roundtable

Universities UK Annual Conference, Newcastle

[REDACTED] Grimshaw Architects

SIF (Specialist institution Forum) UUK

Fulbright Reception: celebrating transatlantic academic exchange and collaboration, American Embassy London

QAA Annual Dinner Heriot-Watt University
Sir Paul Grice Principal Queen Margaret University

BOARD OF GOVERNORS: COVERSHEET	
To, Date:	Board of Governors, 18 th October 2021
Paper Author (and designation):	Professor Penny Macbeth, Director of GSA
Title of Paper:	Operational Plan 2021/22
Summary of Paper:	<p>The paper lays out our Operational Plan for 2021/22. It has been updated since the first draft which was presented to the Business and Estates Committee in May and September 2021 and the full Board of Governors in June 2021. For ease amendments are marked up in:</p> <p>Orange amended items from the draft plan or in action but have amended timescales and are delivered in this cycle</p> <p>Blue items moved to the 2022-23 operational plan, mainly substrategies of the Strategic Plan and will therefore run into next years cycle, in terms of their deliverability.</p> <p>The addition of section 10 for Digital Strategy with an additional focus on cyber security, in response to a number of high profile cyber attacks on the FE/HE sector over the past academic year.</p>
Recommendations (note/discuss/approve/endorse):	Members are invited to comment and approve this final version of the operational plan.
Consultation:	Senior Leadership Group, May 21 & Sep 21 Business and Estates Committee, May 21, Sep 21 Board of Governors, June 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.

Glasgow School of Art Operational Plan 2021/22

1. Strategic Plan 2022/27 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, begin developing a Sustainability Framework and associated Climate Action plan. Working toward publishing high level goals and approaches, following participation in COP-26.	Deputy Director Academic Director of Estates	Board June 22

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	Ongoing at relevant Boards
2.2 Staff Development – Learning Needs Analysis	Institutional learning needs analysis to identify priorities aligned with strategic objectives.	Director of HR	Board Dec 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 June 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 June 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	Ongoing at relevant Boards

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 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 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 March 22
3.6 Recruitment Strategy Revision	Review our recruitment strategies (Home/RUK/EU and international (country) strategies) reflecting the post-COVID recruitment landscape, alignment with our widening participation and articulation plans and ambitions including students from low socio-economic backgrounds, care experience and BAME.	Director of Strategy and Marketing	Board June 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"> - 5-years period 2022-2027; - Projecting progress against KPIs set by the Strategic Plan; - 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; 	Director of Finance	Board June 22
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	- 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 Dec 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 March 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 March 22
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 June 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 22

7.3 Development Strategy	Produce a Draft 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 June 22
7.4 Development Trust	Review future priorities and composition of the GSA Development Trust	Director of Development	Board Oct 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 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

9.Research & Innovation

9.1 Research Strategy	Following REF feedback, scope the GSA Research and Innovation strategy, including research-teaching linkages, impact and knowledge exchange, in line with GSA's strategic planning.	Deputy Director Research & Innovation	Board June 22
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9.2 Research & Innovation culture	Scope the development of a research culture approach that reflects wider sectoral developments in Scotland and the UK, aligned to HR staff development.	Deputy Director Research & Innovation Director of Human Resources	Board June 22
9.3 Innovation & collaboration	Scope an approach in line with GSA's strategic plan, that maximises innovation opportunities for economic and social recovery, increasing research funding for collaborative research, innovation and knowledge exchange. Develop the Altyre campus as an experimental innovation centre for GSA	Deputy Director Research & Innovation	Board June 22

10. Digital infrastructure and strategy

10.1 Digital Strategy	Develop a digital strategy to support GSA's learning & teaching, research & innovation, and estate ambitions. Maintain robust operational digital provision for business continuity.	Registrar & Secretary Head of IT	Board October 22
10.2 Cyber security	Develop a review and report of GSA's cybersecurity arrangements that includes sector and government benchmarking	Registrar & Secretary Head of IT	Board Dec 21
10.3 Cyber Security protocol implementation	Implement a roll out of enhanced cybersecurity measures and protocols across GSA.	Registrar & Secretary Head of IT	Board March 22
10.3 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

BOARD OF GOVERNORS: COVERSHEET	
To, Date:	Board of Governors 18 th October 2021
Paper Author (and designation):	Professor Penny Macbeth, Director
Title of Paper:	GSA Strategic Plan 2022-27: Update on Process
Summary of Paper:	Presentation of the GSA Strategic Plan 2022-27 Process Update.
Recommendations (note/discuss/approve/endorse):	The Board of Governors is invited to consider and note this update on the GSA Strategic Planning Process.
Consultation:	The Board of Governors considered the context and development of the Strategic Plan at their away-day on 5 th February 2021, with the most recent progress update shared at their meeting of 17 th June 2021 and at Business and Estates Committee of 28 th September 2021.
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.

THE GLASGOW SCHOOL OF ART

BOARD OF GOVERNORS: COVERSHEET	
To, Date:	Board of Governors 18 th October 2021
Paper Author (and designation):	Grant Thorne, Executive Planning Manager Professor Penny Macbeth, Director of GSA
Title of Paper:	Glasgow School of Art League Table Analysis
Summary of Paper:	The paper gives an overview of our domestic and international league table position, it outlines how each metric combines to influence our overall position. The paper hopes to provide a context for the Board in order that it can make informed decisions in relation to target setting as part of the strategic planning process and provide oversight of the nuanced information set each league table provides.
Recommendations (note/discuss/approve/endorse):	Members are invited to discuss and comment
Consultation:	
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.

Glasgow School of Art – League Table Analysis

Context

The Board of Governors explored a range of possible Key Performance Indicators (KPIs) at its February Away Day. The Directorate presented a range of KPI's for the academic areas and went on to explore how each metric combined to influence our domestic league table position. We committed to moving into the top 20 % of the subject tables in the domestic league tables over the next strategic plan ending in 2027, whilst maintaining our position of top ten within the QS world rankings. This paper attempts to set the initial league table context for the board before moving on in the next meeting to benchmarking and setting annual targets.

Three domestic league tables are published annually within the United Kingdom. These are the Complete University Guide (published in June), The Guardian University Guide and The Times and Sunday Times Good University Guide (both published in September).

Due to the lack of degree awarding powers, Glasgow School of Art (GSA) doesn't feature in any of the overall rankings tables, however it does feature in the specialist and subject tables within the Complete University Guide and The Guardian University Guide respectively.

It doesn't feature in the overall or subject tables within The Times and Sunday Times Good University Guide.

Internationally, GSA is listed within the QS World University Rankings by Subject.

Complete University Guide (CUG)

GSA features within the Arts, Drama & Music table which includes a total of 14 specialist institutions.

Within the 2022 league table, GSA is ranked 9th out of the 14 institutions, representing an increase of 3 places from the previous year. This is the highest ranking since the inception of the specialist table in 2017.

CUG - Overall ranking, 2017 to 2022

	2017	2018	2019	2020	2021	2022
Glasgow School of Art	11	11	12	10	12	9

The table is made up of 10 measures with varying weightings. These are listed in the table below. GSA performs well for Entry Standards, Research Quality, Research Intensity and Academic Services Spend but is towards the lower end of the rankings for the remainder of the measures, including Student Satisfaction which has the highest weighting.

CUG - GSA ranking per measure with weighting in (), 2017 to 2022

	Entry Standards (1.0)	Student Satisfaction (1.5)	Research Quality (1.0)	Research Intensity (0.5)	Graduate Prospects - outcome (0.67)	Graduate Prospects - on track (0.33)	Academic Services Spend (0.5)	Facilities Spend (0.5)	Good Honours *	Degree Completion (1.0)	Student-Staff Ratio (1.0)
2017	2	13	7	5	10	n/a	5	6	14	11	13
2018	2	13	7	5	12	n/a	5	9	13	5	13
2019	2	10	7	5	11	n/a	6	8	13	10	10
2020	2	12	7	5	11	n/a	5	7	12	5	12
2021	1	13	7	5	11	n/a	6	10	13	11	12
2022	1	13	7	5	11	12	6	10	n/a	8	12

* removed from 2022 ranking due to the CUG's long standing concerns about its reliability, compounded by the impact of the Covid-19 pandemic

The Guardian University Guide (GUG)

GSA doesn't feature within the overall table of the GUG but it is listed within 3 of the 54 subject tables covering Art, Architecture and Design & Crafts. It is also listed as a provider within Fashion & Textiles and Film but doesn't have sufficient data to feature in the 2022 tables. GSA has improved significantly in each of the subject tables this year.

Architecture - GSA is ranked 26th out of the 49 institutions listed in 2022, representing an increase of 24 places since last year.

Art – GSA is ranked 47th out of the 59 institutions listed in 2022, moving up 8 places for the second year running.

Design & crafts - GSA is ranked 22nd out of the 71 institutions listed, representing an increase of 30 places from last year.

GUG – GSA ranking per Subject area, 2017 to 2022

Year	Architecture (49)	Art (59)	Design & crafts (71)	Fashion & textiles (51)
2017	46	19	23	12
2018	42	48	54	32
2019	46	39	50	45
2020	48	63	51	45
2021	50	55	52	35
2022	26	47	22	-

Part of these improvements can be attributed to positive movement in the measures beyond NSS, however, a change in methodology has had a beneficial effect for GSA.

For the 2022 iteration of the GUG, the weighting of some of the measures were changed to mitigate against the impact of the COVID-19 pandemic. Crucially, the NSS weightings were reduced from 25%

to 20% of the overall total, while at the same time, the Continuation weighting was increased from 10% to 15%. The full weightings are shown in the table below.

GUG – Measures and weighting, 2021 to 2022

Measure	Weighting - 2022	Weighting - 2021
Satisfied with course (NSS)	4%	5%
Satisfied with teaching (NSS)	8%	10%
Satisfied with feedback (NSS)	8%	10%
Student to staff ratio	15%	15%
Spend per student	5%	5%
Average entry tariff	15%	15%
Value added score	15%	15%
Career after 15 months	15%	15%
Continuation	15%	10%

It should be noted that this change in methodology could be reversed next year.

QS World University Rankings by Subject

The QS World University Ranking by Subject ranks the world's top universities in individual subject areas, covering 51 subjects. Glasgow School of Art (GSA) features in the Art & Design table.

Generally, the subject rankings are compiled using four sources listed below, however in subjects such as art and design, where there are too few papers published to be statistically significant, the ranking is based solely on the employer and academic surveys.: -

1. QS's global surveys of academics;
2. QS's global surveys of academic's employers;
3. Research impact, based on research citations per paper;
4. h-index (a way of measuring both the productivity and impact of the published work of a scientist or scholar)

The table below shows that over the past 3 years, GSA has been consistently ranked 8th in the World, 5th in Europe and 3rd in the UK, following a move up from 16th, 6th and 4th respectively in 2018.

GSA – Arts & Design ranking, 2018 to 2021

Year	World ranking	European ranking	UK ranking
2021	8	5	3
2020	8	5	3
2019	8	5	3
2018	16	6	4

The Royal College of Arts is currently ranked 1st in the world followed by University of the Arts London in 2nd place.

Next Steps

The next steps will include producing a data set for the December 21 Board that includes a relevant set of bench mark institutions, in order that we can contextualise our performance further. We will also produce data sets that chart the expected progress in a range of metrics for the period covering the strategic plan, this will help us to understand whether we are making the correct level of progress.

BOARD OF GOVERNORS: COVERSHEET	
To, Date:	Board of Governors, 18 October 2021
Paper Author (and designation):	Allan Atlee, Deputy Director Academic
Title of Paper:	GSA ELIR & QAAS Concern Scheme Action Plan 2021/22: October 2021 Update
Summary of Paper:	<p>Academic Council approved the GSA ELIR & QAAS Concern Scheme Action Plan 2021/22 at its meeting in May 2021.</p> <p>This paper provides the board with an overview of progress made to date, additional information relating to ongoing liaison activity with QAAS and the University of Glasgow along with a link to the fully updated version of the Action Plan itself.</p>
Recommendations: (note/discuss/approve)	The Board is being asked to NOTE progress and the arrangements for ELIR Re-review provided by QAAS (Appendix 1).
Consultation:	<p>The Action Plan was submitted to the QAA Scotland in May 2021.</p> <p>There have been 3 further liaison meeting with QAAS representatives in June, July and September.</p> <p>The plan was presented to the Board of Governors on 17th June 2021.</p> <p>SLG has received 3 progress updates since July.</p> <p>A new ELIR Joint Liaison Meeting with University of Glasgow colleagues has meet 3 times since July and received a version of this update at its most recent meeting in September.</p>
Risk Management:	Addresses risk 'a' in the risk register.
Resource Implications:	SLG approved staffing appointments in May 2021 to support this work and this is now fully embedded.
Equality Impact Assessment Implications:	EIAs will be updated or developed in relation to specific policy revisions and initiatives in line with GSA policy
Legal and Regulatory Considerations:	Until such time as GSA receives an 'effective' judgement as part of the ELIR Re-review in June 2022, the institution is unable to use the QAA Quality Kitemark on its website or other marketing materials.
Freedom of Information (FOI):	no restrictions
Next Steps:	The board will receive further updates at each of its meetings during 2021/22 leading up to ELIR Re-review in June 2022.

GSA ELIR & QAAS Concern Scheme Action Plan 2021/22: October 2021 Update

This paper provides the Board of Governors with an update on progress made against the Action Plan approved by Academic Council on 5th May 2021.

1. ELIR Recovery - Project Delivery & Partner Liaison

A Senior Leadership Group ELIR subgroup, led by the Deputy Director Academic has been operating fully and meeting since June 2021 and is now fully formed with a number of new staffing appointments.

Our SLG ELIR Subgroup has been meeting every three weeks throughout the summer and has been refining project plans, committee business scheduling for the year ahead and consultation and communication plans for the new Academic Year.

We have reported on ELIR progress to our Senior Leadership Group most recently on 31st August , our Education Committee on 8th September and Academic Council on 13th October.

Our ELIR Joint Liaison Steering Group with the University of Glasgow has met three times since July.

We have also held 3 liaison meetings with QAA Scotland since submission of our Action Plan and received at the beginning of October detailed arrangements for the re-review in 2022. This is included as Appendix 1 in this paper.

2. Action Plan and Enhancement Projects Progress

The full action plan has been substantially developed with detailed project plans and updates to the main sheet. The full plan can be accessed and downloaded via the staff intranet site:

<https://gsofa.sharepoint.com/sites/intranet/ProfessionalSupport/Director/Pages/Documents-and-Minutes.aspx> whilst the projects overview sheet indicating progress is copied below.

The following changes have been made since the board last reviewed the plan in June 2021:

- Projects Overview **NEW SHEET SUMMARISING THE 8 MAIN DELIVERY PROJECTS (copied below)**
- Action Plan **UPDATED WITH YELLOW HIGHLIGHTED SECTIONS COMPLETE**
- Governance & Liaison Schedule **UPDATED**
- Project Plan sheets:
 1. Student Partnership **NEW**
 2. Student Surveys **NEW**
 3. Student Comms Strategy **NEW**
 4. Assessment & Feedback **NEW**
 5. Academic Framework **NEW**
 6. Courseware Review **NEW**
 7. Student Facing Processes **to follow**
 8. Estates Strategy & Access **NEW (requiring some further development following Business & Estates Committee)**
- 202122 Rev Committee Structure

ELIR SCS Enhancement projects - progress at a glance

Project	ELIR & Concern Scheme Recommendations	Key outputs	Project Lead	Sep-21	Nov-21	Feb-21	Apr-21
1 Doing it differently - enhancing student partnership at the GSA	ELIR Recommend 10: Student Representation	revised committee memberships	Head of Learning & Teaching				
	ELIR Recommend 11: Partnership Working	Student Partnership Agreement					
	GSA SCS 010: Communication & Consultation	Enhanced student rep induction					
		identity enhancement projects for 2022 >					
2 Student Survey Policy & Framework	ELIR Recommend 22: Responding to Feedback	Student Surveys Policy	Head of Learning & Teaching				
		GSA Survey Season					
		Survey briefing materials & guidance					
		Introduce institutional KPI relating to student surveys					
3 Student Communications Strategy	ELIR Recommend 12: Communication & Consultation	Comms channels review	Director of Strategy, Comms & Marketing				
	UG/ PG SCS: 1. Communication & Consultation	Effective comms guidance					
		Communication Strategy					
4 Enhancing Assessment & Feedback practices	ELIR Recommend 16: Assessment & Feedback	Code of Assessment review	Head of Learning & Teaching				
	ELIR Recommend 17: Assessment Design	Assessment & Feedback Policy					
	ELIR Recommend 19: Academic Standards	Assessment & Feedback Guidance					
	UG/PG SCS: 2 Assessment Design						
5 Academic Framework	UG/ PG SCS: 4 Academic Standards		Head of Programme Development				
	ELIR Recommend 17: Assessment Design	GSA Academic Framework					
	ELIR Recommend 19: Academic Standards	Revised academic calendar 2022/23					
	UG/PG SCS: 2 Assessment Design						
6 Courseware Review	UG/ PG SCS: 4 Academic Standards		Head of Programme Development				
	ELIR Recommend 13: Studio Workshop Provision	Canvas site - good practice					
	ELIR Recommend 14: Support for Additional Costs	Prioritised actions for courseware enhancement					
	GSA SCS 008: Accessibility						
7 Reviewing Student Facing Policies: appeals, good cause, complaints		enhanced staff and student guidance pertaining to appeals, complaints, good cause	Academic Registrar				
	ELIR 23: Independence in Student Facing Processes						
	GSA SCS 010: Complaints Handling Procedures						
	GSA SCS 008: Accessibility						
8 Estates Strategy & Access Audit	GSA SCS 010: Access to Studio & Workshops	Access audit and prioritised actions	Director of Estates				
		Estates Strategy - including benchmarking of provision					
	GSA SCS 008: Accessibility						

A number of ELIR and Concern Scheme recommendations are stand alone tasks, not associated directly to one of the above projects. Details including status and progress are included in the main Action Plan sheet.

On track: timescales and scope remain appropriate
 Potential for delay or slippage: timescales and scope remain appropriate
 Problems arising: further action or resource required to resolve

updated 13 October 2021

3. Project Updates

The 8 projects listed above and featuring on the Projects Overview sheet of the Action Plan are the final agreed set of enhancement projects being run this academic year and which carry a substantial number of the ELIR and Concern Scheme recommendations. The overview sheet shows which recommendations are being addressed in which project and a simple RAG rating has been added to indicate what is on course as planned and what may be at risk of slippage and needing attention. For now all eight projects are rated Green.

Overall the SLG ELIR Recovery Subgroup are pleased with the progress that has been made to get all projects up and running, with good progress against many.

We delivered a successful all staff briefing specifically on this work on 7th October and will have a similar event for students towards the end of October. Access to a recording of the briefing is available on the staff intranet at:

<https://gsofa.sharepoint.com/sites/intranet/ProfessionalSupport/Director/Pages/All-Staff-Briefing.aspx>

The slides from this briefing are attached to this paper as Appendix 2.

Appendix 1. QAA Scotland arrangements for GSA Re-review

The following information regarding re-review procedures has been provided by QAA Scotland:

Glasgow School of Art: ELIR Re-review

Timing

Update Visit – 16-17 May 2022. 16 May ELIR private team meeting, 17 May with GSA staff and students (online or in-person tbc).

Re-review Visit - week commencing 13 June 2022 (online or in person tbc).

Timings for all review activities are indicated in Annex 3.

Submission of evidence

Evidence for the review should be submitted on the QAA Review Extranet 6 weeks before the Update Visit (4 April 2022) and should be based upon the recommendations and the actions the School have taken to address these.

Evidence should include:

- **Self-evaluation** – short (20 pages maximum) overview of action taken to address ELIR recommendations. This should include how the action plan has been managed and operationalised within the School and the extent to which the School believes it has progressed since the 2020 ELIR and improved the student learning experience.
- **ELIR and Scottish Concerns Scheme action plan** - to include detail on how the recommendations have been taken forward, how far implementation has been progressed, examples of changes made, evidence of impact to date, work in progress and future plans.
- **Supporting documentation** - to include information that evidences and supports the actions taken so far. Where changes have been made to policy and practice, please make these accessible to the team by uploading documents to the reviewer extranet or by providing a list of links to where this information is available of GSA's website.
- **A short update from the awarding body on their view of GSA progress with ELIR actions** – to include information on joint working between GSA and UoG on ELIR actions and general collaboration arrangements. GSA should work with University of Glasgow on the production of this paper.

Early views from the team

The ELIR team will consider the self-evaluation, action plan and supporting documentation and comment using a template provided by QAAS. This template will allow the team to record any questions and lines of enquiry that remain that have not been addressed in the evidence set and allow them to identify any further information required before the Update Visit. The School will receive information on remaining queries from the ELIR team two weeks before the Update Visit and should supply any information requested by the team before that visit.

Update Visit

The Update Visit will consist of a three-hour private ELIR team meeting (held at QAAS or online) followed by one day at the School to allow the team to meet with staff and students and provide GSA with the opportunity to outline actions taken since the ELIR.

During the update visit, four meetings will be scheduled:

- Senior institutional contacts at GSA (QAAS and GSA to agree to discuss the composition of this meeting) (90 mins)

- Senior staff from University of Glasgow and GSA who work together on the University of Glasgow/GSA Joint Liaison Committee (60 mins)
- A group of 8-10 student representatives including current sabbatical officers (90 mins)
- Staff involved in implementing actions from the ELIR recommendations (90 mins)

Re-review Visit

This will take place four weeks after the Update Visit and will last for three days. The visit will consist of two days of scheduled institutional meetings with students and staff and a one-day private ELIR team meeting with the QAAS officer. An indicative programme is included in Annex 1. The programme has slots for five institutional meetings.

The ELIR team

The team will consist of at least the following peers:

- Coordinating Reviewer
- Student Reviewer
- Academic Reviewer (Scotland based)
- Academic Reviewer (rUK)

QAAS will share the proposed team with GSA and ask them to advise on any conflicts of interest. In developing the team composition, QAAS will take into consideration the need for an appropriate level of continuity from the 2020 ELIR. The team will be agreed in Autumn 2021.

Outcomes

The outcomes of the re-review would consist of a report containing:

- A clear statement on the effectiveness of the institution's arrangements for quality and academic standards (the threshold baseline judgment)
- Comments on how GSA are addressing the recommendations
- Any further recommendations.

A short meeting between the QAAS officer and senior institutional staff will take place at the end of the Review Visit to give a verbal indication of the threshold judgement (this judgement will be based on the ELIR judgement criteria – see ELIR 4 handbook, p.13) and whether the team intends to deliver an effectiveness judgement.

A detailed report will be sent to the School six weeks following the Review Visit. The report will outline to what extent the School has addressed each ELIR recommendation - fully addressed/partially addressed/on track to address (i.e. action planned is likely to address the recommendation)/not addressed.

Following receipt of the report, GSA will have two weeks to comment on factual accuracy. The report will be published on the QAAS website two weeks after return of the report to QAAS.

The final version of the report will be published on the QAA website ten weeks after the Review Visit (see Annex 3 for timings).

Follow-Up

In the case of an effectiveness judgement, QAA Scotland will continue to engage with the School on its ELIR action plan and through institutional liaison visits which, among other matters, consider the ways in which institutions respond to the ELIR outcomes. Where the judgement is effective but the ELIR team consider that significant recommendations are still in the process of being addressed, QAAS will continue to engage with the School through quarterly liaison arrangements until such time as action on all recommendations are satisfactorily embedded in institutional procedures.

In the case of a limited effectiveness or not effective judgement, QAAS will liaise with the Scottish Funding Council and University of Glasgow concerning next steps.

One year after publication of the re-review report, the School will be asked to provide a Follow-up Report to indicate how they are responding to the outcomes of ELIR. The final version of the institution's Follow-up Report is published on the QAA website.

ELIR RE-REVIEW & EDUCATIONAL ENHANCEMENT

ELIR RE-REVIEW & EDUCATIONAL ENHANCEMENT

- | ELIR Recovery - progress since April
- | Practical stuff - arrangements for ELIR Re-review
- | GSA Educational Enhancement work going forward
- | 8 Enhancement Projects - brief overviews
- | Questions & answers



Ellie Bainbridge &
Jack Batchelor
Communication Design

ELIR RE-REVIEW TIMELINE - THE NEXT 9 MONTHS

MAY - AUGUST 2021

SEPTEMBER - DECEMBER 2021

JANUARY - APRIL 2022

MAY - AUGUST 2022

GOVERNANCE



PHASE 1 //
GETTING READY

PHASE 2 //
GETTING STARTED

PHASE 3 //
PROJECT DEVELOPMENT & IMPLEMENTATION

PHASE 3 continuing //

PHASE 4 //
RE-REVIEW PREPARATION

ELIR VISIT
RE-REVIEW

PHASE 1

- action plan approval
- approach to recovery
- Enabling infrastructure
- governance
- liaison groups
- committee structures - staffing

PHASE 2

- forming project groups
- detailed project plans
- facilitated stakeholder workshops
- staffing recruitment
- 'quick wins' for AY 21/22

PHASE 3

- project development
- engagement & communications (boards of study, forums, etc)
- planning for implementation in AY 22/23

PHASE 4

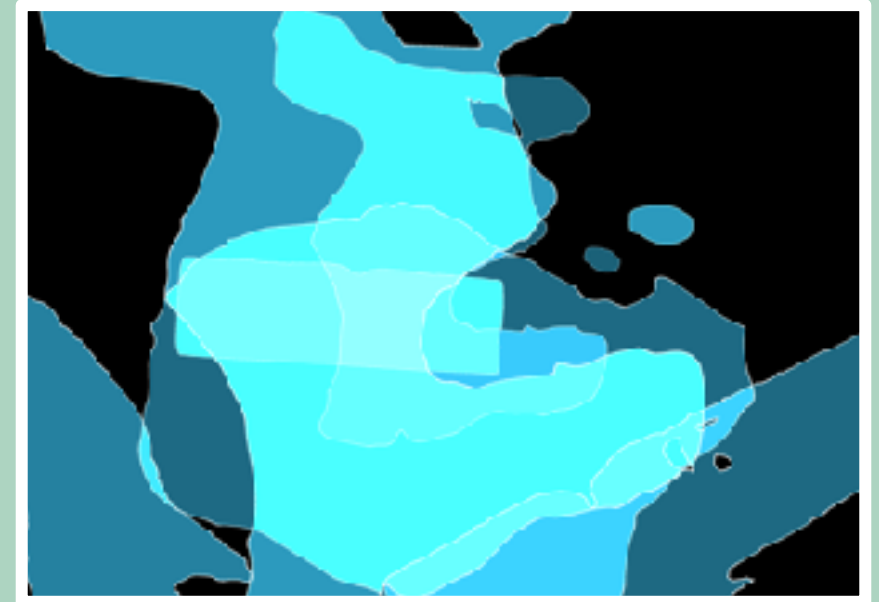
- re-review planning with QAA Scotland
- documentation prep
- critical friend led reviews

RE_REVIEW

- GSA progress report
- ELIR panel visit
- stakeholder meetings

ELIR RECOVERY SUB GROUP

Allan Atlee	Deputy Director Academic
Rory O'Neil	Student President
Craig Williamson	Registrar & Secretary
Janet Allison	Academic Registrar
Mark Charters	Head of Learning & Teaching (acting)
Katie McKee	Head of Programme Development
Marianne Greated	Academic Development Lead
Robert Mantho	Academic Development Lead
Thea Stevens	Academic Development Lead
Alice Andrews	GSASA Student Engagement Coordinator

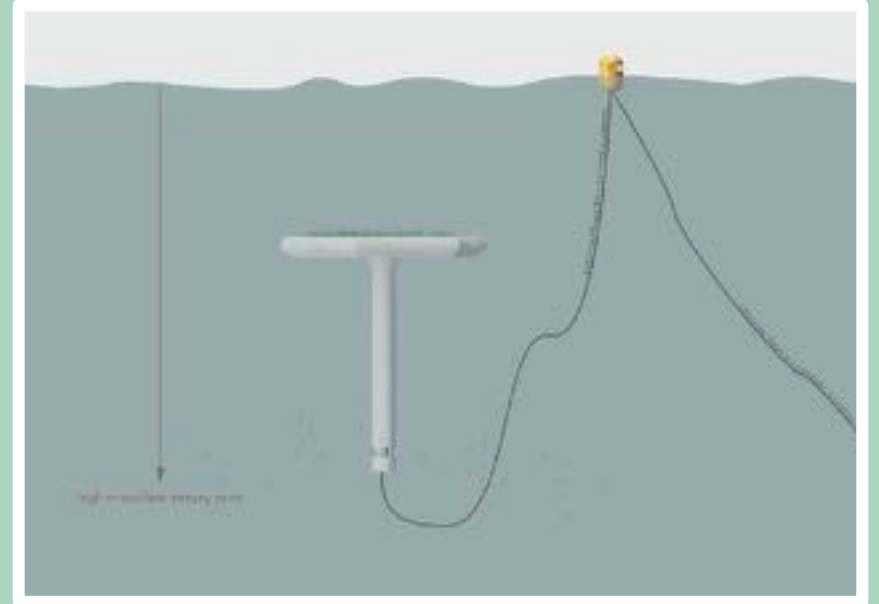


Marta Palacz
Interaction Design

- | ELIR recovery sub group - meeting 3 weekly since June 2021.
- | UoG & GSA ELIR Joint Liaison Group meeting monthly since July 2021.
- | QAAS & GSA quarterly liaison meeting July 2021 & Sept 2021.

ELIR RE-REVIEW - SOME PRACTICAL THINGS

- | GSA submission of evidence **4th April 2022**
- | 1 day ELIR Update Visit **17th May 2022**
- | 3 day ELIR Re-review Visit **week beginning 13th June 2022**
- | Verbal indication of outcome at end of Re-review Visit
- | Detailed report received 6 weeks following Re-review Visit - **week beginning 25th July 2022**
- | Final report published on QAAS website 10 weeks after the Re-review Visit - **week beginning 22nd August 2022**



Lauren Flanagan
Product Design

ELIR RECOVERY PRINCIPLES

- | We will prioritise the time to undertake structured reflection and discussion throughout GSA so that we learn the right lessons.
- | We will adopt a whole GSA approach to this work – this means everyone will need to be involved at all levels in appropriate ways and committed to the change.
- | Through this recovery work we will develop a ‘theory of change’ that mainstreams good practice with regards future educational development and enhancement work.
- | We will work openly and in close partnership with the GSASA, University of Glasgow, QAA Scotland, *sparqs* and the Scottish Funding Council to ensure that actions are well designed, effective and lasting.



Winter School Forres
Innovation School

EDUCATIONAL ENHANCEMENT PRINCIPLES

- | We will identify and undertake future educational enhancement projects and initiatives in partnership with our students.
- | The purpose of this enhancement work is to ensure that our learning & teaching practices and the experience our students have of them is consistently excellent and distinctive.
- | We will share, disseminate and celebrate the best of what we do.
- | The policies, guidance, resources, training and support that we develop will be clear, simple, and easy to access to support staff and students to succeed.
- | Our work will be well planned, properly resourced and communicated to ensure that everyone has opportunity to contribute.
- | We will evaluate what we do, stopping things that don't work and accelerating things that do.



Tsuki Liang
MLitt Fine Art Practice

EDUCATIONAL ENHANCEMENT PROJECTS

**STUDENT
PARTNERSHIP**

**STUDENT
SURVEYS**

**STUDENT
COMMUNICATIONS**

**ASSESSMENT &
FEEDBACK
PRACTICES**

**GSA ACADEMIC
FRAMEWORK**

**COURSEWARE
REVIEW**

**REVIEWING
STUDENT FACING
POLICIES**

**ESTATES
STRATEGY**

Access more information on the staff intranet @

<https://gsofa.sharepoint.com/sites/intranet/ProfessionalSupport/Director/Pages/Enhancement-Projects.aspx>

Doing it differently: student partnership at GSA

| Key Project Aims

- | Fostering a culture of partnership working to enhance learning, teaching & the student experience
- | Developing our first ever Student Partnership Agreement
- | Identifying powerful and impactful partnership projects

| Key Project Outputs

- | Student Partnership Agreement May 2022
- | GSA/GSASA Partnership Learning & Teaching Award Spring 2022
- | Establish series of Partnership Projects to launch 2022-23

| Ways to contribute

- | Workshops late Oct/Nov 2021
- | School Boards of Studies and SSCCs
- | GSA committees & groups



Vertical Project
Cross School

| **Project Leads** - Allan Atlee & Rory O'Neill

Student survey policy & framework

| Key Project Aims

- | Improve survey response rates
- | Provide clear communication of results and their analysis to staff and students
- | Improve programme teams confidence in engagement with data to support future enhancement

| Key Project Outputs

- | Student surveys policy & framework Dec 2021
- | Enhanced guidance and briefing materials for staff and students
- | Survey Season 2022 campaign

| Ways to contribute

- | Support the Survey Season
- | Engage with guidance and briefing materials



Vertical Project
Cross School

| **Project Lead** - Mark Charters

Student communications

| Key Project Aims

- | Review existing communication channels and approach
- | Understand what 'effective communication' means to students
- | Interrogate cultural and structural issues that are impeding effective communication
- | Develop a Communications Strategy in partnership with students

| Key Project Outputs

- | Communication Channel Review – September 2021
- | Effective Communication Guidance for students and staff - Spring 2022
- | Communications Strategy developed in partnership with students Spring 2022
- | Communication Survey/Evaluation in 2022

| Ways to contribute

- | Student workshops late Oct/Nov 2021
- | School and Professional Services follow up consultations
- | Engage with guidance and strategy



| **Project Lead - Harriet Simms**

Enhancing assessment & feedback policy & practices

| Key Project Aims

- | Enhance assessment & feedback practice
- | Develop clear, consistent and easy to understand assessment policy framework and guidance
- | Provide high quality and accessible development opportunities for staff

| Key Project Outputs

- | Revised Code of Assessment May 2022
- | Staff and student guides to assessment and feedback early spring 2022
- | Staff induction and support materials spring 2022

| Ways to contribute

- | Consultation events Nov 2021
- | Boards of Studies
- | GSA committees and groups



Vertical Project
Cross GSA

| **Project Lead** - Mark Charters

Developing a Common Academic Framework

| Key Project Aims

- | To develop an academic framework through which GSA will establish and communicate common principles, characteristics and structures of its undergraduate and taught postgraduate programmes

| Key Project Outputs

- | GSA Common Academic Framework May 2022

| Ways to contribute

- | Workshops in October and November 2021
- | Team meeting conversations
- | GSA committees and groups



Joanna Rosado
Interior Design

| Project Lead - Katie McKee

GSA Courseware - establishing good practice, consistency and accessibility

| Key Project Aims

- | Address staff and student feedback about the production, clarity and accessibility of programme related information
- | Identify good practice and establish areas that require enhancements and change
- | Ensure future consistency, reliability and accessibility

| Key Project Outputs

- | Mapping of existing courseware
- | Canvas site sharing good practice
- | Co-developed (staff & student) set of recommendations for the enhancement and development of future programme courseware

| Ways to contribute

- | Questionnaire launched for Programme teams Oct 2021
- | Follow-up consultations at School and Programme level
- | Support student consultations



Scott Smith
Silversmithing &
Jewellery

| **Project Lead** - Katie McKee

Reviewing student facing policies

| Key Project Aims

- | Improve the guidance and support for staff and students to engage with our key student facing policies - e.g. good cause, appeals & complaints
- | Work with students and staff to understand current challenges and develop solutions
- | Review complaints handling procedures and deliver staff training to support it effective operation

| Key Project Outputs

- | New guidance and signposting for staff and students
- | Revised policies reflecting student and staff review and input

| Ways to contribute

- | Nov 2020 focus groups



| **Project Lead - Janet Allison**

Estates Strategy

| Key Project Aims

- | To support the emerging GSA Strategic Plan by:
- | Right sizing / future proofing our estate
- | Supporting agile working, blended learning and collaborative research
- | Enhancing staff and student experience

| Key Project Outputs

- | Masterplan vision for our campus with options & priorities including:
- | Net zero/ sustainability plan
- | Inclusive Design
- | Optimal size

| Ways to contribute

- | Stakeholder engagement is at the heart of designing places that are: well made, well used & well loved



| **Project Lead** - Eleanor Magennis

ELIR RE-REVIEW - KEY STAGES FOR ENGAGEMENT

MAY - AUGUST 2021

SEPTEMBER - DECEMBER 2021

JANUARY - APRIL 2022

MAY - AUGUST 2022

GOVERNANCE



PHASE 1 //
GETTING READY

PHASE 2 //
GETTING STARTED

PHASE 3 //
PROJECT DEVELOPMENT & IMPLEMENTATION

PHASE 3 continuing //

PHASE 4 //
RE-REVIEW PREPARATION

ELIR VISIT
RE-REVIEW

Oct - Dec 2021

Jan - May 2022

conversations and consultations on critical new policies and frameworks

Consideration and approval via committee structures

QUESTIONS & ANSWERS

BOARD OF GOVERNORS: COVERSHEET	
To, Date:	Board of Governors, 18 October 2021
Paper Author (and designation):	Allan Atlee, Deputy Director Academic
Title of Paper:	Student Experience Surveys: 2021 Results and proposed Performance Indicator (PI) for 2021/22
Summary of Paper:	This paper provides an overview of the results of the various student experience surveys carried out in academic year 2020/21 and proposes a performance indicator be introduced from this year to identify and support programmes 'at risk' to ensure that institutional objectives to improve student experience are effectively monitored and met.
Recommendations (note/discuss/approve/endorse):	The Board of Governors is being asked to NOTE the 2021 student experience survey results and ENDORSE the proposed approach to student experience surveys in 2021/22.
Consultation:	Survey results were reviewed and discussed at the Learning & Teaching Committee on 22 nd July 2021. A version of this paper was considered by Senior Leadership Group on 5 th October 2021 and by Academic Council on 13 th October 2021.
Risk Management:	The introduction of a clear performance indicator relating to student experience surveys and the provision of management support for programmes identified as 'at risk' supports item j. on the risk register: <i>"Failure to develop mechanisms to respond to the student voice and deliver improvements to the student experience and ensure academic standards"</i>
Resource Implications:	Staffing appointments made in summer 2021 to support the work of ELIR recovery will also provide additional capacity in our academic schools to support the local enhancement work needed to improve student satisfaction.
Equality Impact Assessment Implications:	None identified
Legal and Regulatory Considerations:	The QAAS ELIR 4 outcome recommended that GSA improve its mechanisms for responding to student feedback, and its use of data to improve the student experience. Demonstrating action in this area is a requisite of successful ELIR re-review in June 2022.
Freedom of Information (FOI):	No restrictions

Next Steps:	
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Introduction

The Glasgow School of Art operates and participates in a range of student experience surveys which together provide an opportunity for all students on taught programmes to provide feedback on their experience in each year of study.

Table 1: Taught Student Experience Surveys at The Glasgow School of Art

Survey	Audience	Publication and use
<u>Student Experience Survey (SES)</u> In 2020/21 students were surveyed by GSA in December 2020	years 1-3 undergraduate	Internal publication only Used by programme teams to develop enhancement actions as part of Annual Review process
<u>National Student Survey (NSS)</u> The NSS was conducted independently by Ipsos MORI between February and April 2021	Year 4 undergraduate	Externally published and utilised in all major domestic league tables Used by programme teams to develop enhancement actions as part of Annual Review process
<u>PGT Student Experience Survey (PGT SES)</u> In 2020/21 students were surveyed by GSA in August 2021	All post graduate taught students	Internal publication only Used by programme teams to develop enhancement actions as part of Annual Review process

Table 2: Taught Student Experience Survey Results AY18/19 – AY2021

GSA level results	overall satisfaction			variance	participation rates		
	18/19	19/20	20/21		19/20 - 20/21	18/19	19/20
<u>Student Exp Survey</u> UG years 1-3	*	54%	53%	-1%	*	12%	13%
<u>National Student Survey</u> UG year 4	69%	58%	53%	-5%	62%	70%	81%
<u>Post Grad Taught Student Exp Survey</u> PGT all students	59%	43%	69%	26%	21%	23%	27%

* In session 2018/19 the SES was split into two surveys, Phase 1 one held at the end of Semester 1 for UG & PGT, and Phase 2 held at the end of Semester 2 for UG years 1-3. Neither survey utilised an Overall Satisfaction item. Response rates for Phase 1 was around 20% and Phase 2 5%.

Observations

- We have seen a steady increase in participation/ completion rates in the NSS over the past 3 years, at the same time as Overall Satisfaction rates have declined year on year. Students appear increasingly motivated to provide feedback on their experience.
- Internal surveys, both at UG and PG levels have consistently low participation rates leading to difficulties with consistent and reliable analysis and reporting at programme and stage level.
- Despite the stark differences in participation rates there is a consistent picture in overall satisfaction between the SES and NSS.
- In 2020/21 the variable timing of the surveys is likely to have affected student sentiment. PGT students completing the survey in August had experienced 5 months of campus access leading up to the survey. By comparison UG students completing the SES and NSS did so at a time of severe restriction to access to campus facilities.

Table 3: 2021 NSS overall satisfaction sector comparisons

	2021 Results	2020 Results	variance
The Glasgow School of Art	53%	58%	-5%
All Scottish HEIs	80%	85%	-5%
All UK HEIs	75%	83%	-8%
Art & Design UK competitors			
University of Arts London	58%	71%	-13%
University of the Creative Arts	67%	81%	-14%
Norwich University of the Arts	73%	81%	-8%
Leeds Arts University	64%	83%	-17%
Ravensbourne University	54%	67%	13%

Observations

- Our drop of 5% is in line with the Scottish sector and slightly better than the UK average, albeit from a significantly lower 2020 base.
- Most of the specialist Art & Design universities across the UK suffered significantly higher falls this year after a period of relatively strong performance, reflecting the specific challenges of the pandemic and national student campaigns protesting the lack of access to campus facilities.

Table 4: NSS Programme Level Results AY18/19 – AY2021

School	UG Programme	Overall Satisfaction		
		18/19	19/20**	20/21***
GSA overall	All programmes	69%	58%	53%
Innovation School	Product Design	94%	60%	95%
Mackintosh School of Architecture	Architecture	77%	53%	70%
School of Design	Communication Design	44%	39%	46%
	Fashion	*	*	85%
	Interaction Design	*	86%	67%
	Interior Design	81%	84%	69%
	Silversmithing & Jewellery	71%	94%	59%
	Textile Design	68%	63%	55%
School of Fine Art	Painting and Printmaking	52%	34%	35%
	Photography	*	70%	11%
	Sculpture and Environmental Art	53%	33%	27%
School of Simulation & Visualisation	Sound for the Moving Image	*	*	62%

* Insufficient participation rate to return programme level data.

** The 2020 National Student Survey ran between February and April 2020. GSA entered lockdown in March 2020 and moved to immediate assessment.

*** The 2021 National Student Survey ran between February and April 2021, coinciding with a period of lockdown in Scotland with all students working from home until late April when final year undergraduates were able to have limited campus access.

Observations

- A number of programmes were able to deliver strong overall satisfaction outcomes despite the restrictions of the pandemic.
- Our making courses in the School of Design suffered consistent downturns
- Results in the School of Fine Art remain a significant concern. These scores correlate with the levels of student dissatisfaction expressed in various forums with senior staff around the time of the survey.

Actions taken in 2020/21

In 2020/21 four UG programmes with overall satisfaction below the GSA average (Communication Design, Architecture, Painting & Printmaking, and Sculpture & Environmental Art) were supported with bespoke NSS enhancement workshops involving the whole programme team, professional support department colleagues and student representatives. These 4 programmes developed specific NSS Action Plans, addressing the key areas where scores and qualitative feedback suggested prioritised action.

This approach was developed at speed and led by the Director upon her arrival in summer 2020 and supported by the Learning & Teaching team. The extreme operating conditions of last year somewhat hampered programme teams' ability to get consistently get to the work of these action plans, however in areas where teams were able to develop a significant programme of activity some green shoot improvements in key NSS question banks were evident.

It should be noted that of the 4 programmes supported in this way last year, 3 were at the time operating with 'acting' Programme Leaders and there are lessons to learn about the risks to student experience in these circumstances. We have since made 2 new highly experienced appointments in Painting & Printmaking (Zoe Mendleson) and Sculpture & Environmental Art (Dr Roddy Hunter) and will shortly be advertising for a permanent programme leader in Communication Design.

As was the case across most of the sector we took the decision to not 'over-promote' the NSS in 2021 as students were at the time (Feb-Apr) subject to working from home restrictions and in close contact with staff including senior staff via school and programme forums.

Approach to Student Experience Surveys in 2021/22

Setting a Student Experience Performance Indicator

Our institutional objective is to move GSA's institutional overall satisfaction score to > 80% as quickly as possible and no later than academic year 2024/25. This improvement is critical to our central ambitions of (1) making the experience of study at GSA a positive one for all students, (2) improving our domestic league table performance to support continued strong recruitment across our portfolio in an increasingly competitive environment and (3) ensuring that we can evidence the effectiveness of our assurance and enhancement processes within the next ELIR cycle and ahead of a likely ELIR 5 Review in 2025.

This ambition represents a 30% improvement in our overall satisfaction score over the next 3 NSS cycles. Whilst recognising that the NSS is subject to review and future change, and that it has its limitations, setting a clear institutional improvement target for NSS overall satisfaction provides a useful focus for our whole community and can be used to set clear annual expectations and objectives for all of our academic and professional service departments and teams.

Table 5 below sets out a proposed RAG rating scheme by which we will in future recognise strongly performing programmes contributing to our institutional objective (green), require and support clear action setting for courses falling below the required levels to contribute to our overall goal (amber) and intervene in a structured and supportive manner where programme scores indicate that the student experience in that area is 'at risk' (red).

Table 5. Proposed Student Experience Performance Indicator thresholds

		21/22	22/22	23/24	24/25	25/26
Green		> 70%	> 70%	> 75%	> 80%	> 80%
Amber		55% - 70%	60% - 70%	65% - 75%	70% - 80%	70% - 80%
Red		< 55%	< 60%	< 65%	< 70%	< 70%

A Student Experience Surveys Policy

Education Committee will receive a new Student Experience Surveys Policy at its November 2021 meeting. This new policy will for the first time set out clear institutional approaches to the running of student experience surveys, their timing and promotion, roles and responsibilities across departments and the use of their results to support the assurance of standards and the enhancement of the student experience at GSA. This work addresses a current gap that was highlighted in the ELIR 4 recommendations.

A new GSA 'Survey Season'

In 2021/22, for the first time we will run all UG and PGT student experience surveys at the same time in a 'survey season' in February 2022. Working in partnership with the Students Association we will deliver a promotional campaign encouraging our students to participate and articulating the ways in which we use their feedback to make positive change. We believe this approach will simplify things for students and staff, reducing survey fatigue and the diffusion of effort.

We will also for the first time set a clear and explicit target for survey participation rates at 50% for our internal Student Experience Surveys, bringing them into consistent alignment with the NSS.

Low historic completion/ participation rates have hampered our ability to analyse results at programme and stage level which is a weakness in our current assurance and enhancement approach.

School based Academic Development Lead roles

As part of our ELIR Recovery work we have now appointed 3 Academic Development Leads across the schools and these new posts will provide additional 'on the ground' support for academic teams in the planning and delivery of educational enhancement work, responding both to student experience and other performance indicators.

Supporting 'at risk' programmes

This year, and going forward we will use the RAG rating scheme in Table 5 to identify programmes requiring additional support and intervention (red). This process will be led by the Deputy Director Academic and involve meetings with the respective Head of School, Programme Leader, Students Association President and Head of Learning & Teaching to support and have oversight of specific NSS Improvement Action Plans.

BOARD OF GOVERNORS: COVERSHEET	
To, Date:	Board of Governors, 18 October 2021
Paper Author (and designation):	Dr Craig Williamson, Registrar and Secretary
Title of Paper:	Equality Outcomes 2021-2025: Minor Reframing
Summary of Paper:	<p>The Deputy Director Academic is the lead officer for equality, diversity and inclusion, reporting to the Director of GSA.</p> <p>At the request of the Chair, identical workshop sessions for Governors were delivered in July and September 2021 regarding how GSA management approaches equality, diversity and inclusion matters.</p> <p>Following reflection by Governors in the July sessions regarding the wording of some of the 2021-2025 Equality Outcomes, it was agreed that it would be helpful for the Equality Outcomes in headline form to be re-considered at the October 2021 Board in order that additional comments on wording could be invited.</p>
Recommendations (note/discuss/approve /endorse):	The Board is invited to consider the headline Equality Outcomes 2021-2025 and whether these may benefit from additional minor reframing and offer comment on potential re-wording to enhance their clarity.
Consultation:	The Equality Outcomes 2021-2025 were ratified by the Board in June 2021. Subsequently, Governor workshop sessions were held in July and September 2021.
Risk Management:	An appropriate and effective approach to these matters is essential.
Resource Implications:	There are no resource implications.
Equality Impact Assessment Implications:	Any minor adjustment to the wording of the outcomes will be communicated to all staff and will be used to inform Equality Impact Assessments.
Legal and Regulatory Considerations:	Equality Act 2010.
Freedom of Information (FOI):	This paper can be released in its entirety.
Next Steps:	It is anticipated that the associated action plan will be submitted by the Deputy Director Academic for consideration to the Board of Governors in December 2021 via HRC.

THE GLASGOW SCHOOL OF ART

BOARD OF GOVERNORS: 18 OCTOBER 2021

EQUALITY OUTCOMES 2021-2025: MINOR REFRAMING

ACTION SOUGHT

The Board is invited to **consider** the headline Equality Outcomes 2021-2025 and whether these may benefit from additional minor reframing and offer **comment** on potential re-wording to enhance their clarity.

CONTEXT

The Deputy Director Academic is the lead officer for equality, diversity and inclusion, reporting to the Director of GSA.

At the request of the Chair, identical workshop sessions for Governors were delivered in July and September 2021 regarding how GSA management approaches equality, diversity and inclusion matters. Three sessions were held in total which were attended by nine Governors.

Following reflection by Governors in the July sessions regarding the wording of some of the 2021-2025 Equality Outcomes, it was agreed that it would be helpful for the Equality Outcomes in headline form to be re-considered at the October 2021 Board in order that additional comments on wording could be invited.

The Deputy Director Academic will attend the Board in October 2021 and will be able to respond to queries relating to the development of the Equality Outcomes 2021-2025.

NEXT STEPS

Subject to any final comments from the Board regarding the headline Equality Outcomes, the associated action plan will be submitted for consideration to the Board in December 2021 via the Human Resources Committee.

Dr Craig Williamson
Registrar and Secretary
21 September 2021

Annex:

1. **Equality Outcome Statements 2021-2025**

ANNEX 1: Equality Outcome Statements 2021-2025

Members are invited to consider and comment on the following:

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.

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.

Equality Outcome 3: Actively build and support a staff population which is more reflective of the Scottish population and encourage a diverse student body.

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.

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.

THE GLASGOW SCHOOL OF ART

BOARD OF GOVERNORS: COVERSHEET	
To, Date:	Board of Governors, 18 October 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"> - 2021 Student Enrolment - Modern Slavery and Human Trafficking Statement - GSA's Financial regulations - 2021 Insurance renewal
Recommendations (note/discuss/approve/endorse):	<p>The Committee is invited to</p> <ul style="list-style-type: none"> - NOTE the report; - APPROVE the Human Trafficking and Modern Slavery Statement referenced in paragraph 3; and - APPROVE the updated Financial regulations referenced in paragraph 4.
Consultation:	The report draws upon updates made to SLG, ARC and BEC.
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):	Paragraphs 1 and 2 of this paper is restricted in full under part 2 of the Freedom of Information (Scotland) Act 2002 – Commercial Interests and Economy. Paragraphs 3 and 4 may be released in full.
Next Steps:	Each item will be taken forward as appropriate.

The proposed statement has been benchmarked against that for Advanced Procurement in Universities and Colleges (APUC) and those from a number of HEI institutions. The material differences between the proposed statement and those prepared previously are:

- inclusion of a description of GSA's business;
- reference to the role of the Responsible Procurement Champion at GSA;
- more detail relating to training activities undertaken by procurement staff;
- reference to the use of supply chain analysis tools;
- an update to the actions planned for the coming year; and
- addresses, for the first time, the obligation for the statement to be approved by the board of directors.

4. FINANCIAL REGULATIONS

At its meeting on 20 September 2021, the Audit & Risk Committee recommended that the Board of Governors **approve** a revision of the [Financial Regulations](#). A tracked changes version of the Financial Regulations is available on request.

A fundamental re-write of the Financial Regulations gained Board approval in 2020. They have recently undergone a routine review. Given the generally satisfactory operation of the regulations over the last 18 months, only minor amendments were proposed, including:

- revision of certain role titles and responsibilities;
- substitution of references to EU procurement regulations and thresholds with reference to the World Trade Organisation's Government Procurement Agreement (GPA) and its associated thresholds (albeit that the levels of the thresholds are currently identical);
- substitution of reference to the Socially Responsible Investment Policy with reference to the new Endowment Investment Policy;
- hyperlink to previously absent policies; and resolution of 'dead' hyperlinks
- minor adjustment to improve coherence of numbering.

The regulations have still to benefit from a review/benchmarking of the scheme of delegation and financial authorities, not likely to be concluded until early 2022. Any proposals arising from that work will require consultation with both the Audit & Risk Committee and the Business & Estates Committee, before being presented to the Board for approval.

Andrew Menzies, Director of Finance
1 October 2021

Freedom of Information (FOI):	This paper is exempt from disclosure under s33 (1)(b) of Part 2 of the Freedom of Information (Scotland) Act 2002, protecting commercial Interests and the economy.
Next Steps:	N/a

BOARD OF GOVERNORS: COVERSHEET	
To, Date:	Board of Governors Meeting: 18 th October 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 approve the updated Institutional Risk Register.
Consultation:	<p>Previous version considered at the A&R of 11th May 2021 and subsequently approved by the Board of Governors on 17th June 2021.</p> <p>This updated version was considered and approved at the SLG meeting of 7th September 2021, and presented for discussion and approval to the Audit and Risk Committee of 20th September 2021, and for discussion and noting to the Business and Estates Committee of 28th September.</p>
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 approve the updated Institutional Risk Register.

THE GLASGOW SCHOOL OF ART

BOARD OF GOVERNORS

18th October 2021

ACTION SOUGHT

The Board of Governors is invited to 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 Board of Governors at their meeting on 17th June 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 following significant comment and input from the Senior Leadership Group.

The Senior Leadership Group considered and approved the attached updated Institutional Risk Register at their meeting of 7th September 2021. It was subsequently presented for consideration, discussion and approval to the Audit and Risk Committee of 20th September 2021, and for noting to the Business and Estates Committee of 28th September.

RECOMMENDATION

The Board of Governors is invited to approve the updated Institutional Risk Register.

Alan Horn
Director of Development
07/10/2021

BOARD OF GOVERNORS: COVERSHEET	
To, Date:	Board of Governors, 18 October 2021
Paper Author (and designation):	Eleanor Magennis Director of Estates
Title of Paper:	Procurement of external support for the Estates team for the Mackintosh project RIBA Stages 0-1 and Estates Strategy.
Summary of Paper:	This paper reflects on the work that has been undertaken on procurement options to date for the Mackintosh project and Estates Strategy.
Recommendations (note/discuss/approve/endorse):	<p>The Board of Governors, on the recommendation of the Business and Estates Committee is asked to approve the next step in the development of the Mackintosh project and for this purpose to approve the following procurement routes for external support to the Estates team for the Mackintosh project RIBA Stages 0-1 and Estates Strategy:</p> <ul style="list-style-type: none"> • a Project Management led integrated team through the Scape Procure Scotland framework and • a Cost Consultant utilising a mini tender process
Consultation:	A workshop on the 27 May 2021, facilitated by the Scottish Futures Trust, explored the design team procurement considerations for the Mackintosh building project. Members of the Business and Estates Committee and the Convenor of the Steering Group Mackintosh were invited to this workshop. This Paper along with the Strategic Outline Business Case were circulated to the Steering Group Mackintosh and their comments summarised by the Convenor of that Group in Appendix 2.
Risk Management:	It is essential all procurement matters are carefully considered and the correct route followed.
Resource Implications:	No additional requests for funding are included within this paper.
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:	The procurement routes proposed are legally compliant.
Freedom of Information (FOI):	This paper will be released 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 the recommendation.

THE GLASGOW SCHOOL OF ART

BOARD OF GOVERNORS 18 OCTOBER 2021

PROCUREMENT OF EXTERNAL SUPPORT FOR THE ESTATES TEAM FOR THE MACKINTOSH PROJECT RIBA STAGES 0-1 AND ESTATES STRATEGY

ACTION SOUGHT

The **Board of Governors**, on the recommendation of the Business and Estates Committee is asked to approve the next step in the development of the Mackintosh project and for this purpose to approve the following **procurement routes** for external support to the Estates team for the Mackintosh project RIBA Stages 0-1 and Estates Strategy:

- a Project Management led integrated team through the Scape Procure Scotland framework and
- a Cost Consultant utilising a mini tender process

SUMMARY OF PROPOSAL

The GSA is currently undertaking two separate but connected workstreams.

The **first workstream** is the Mackintosh Building project which is being developed through a Business Case process which has three phases:

- Strategic Outline Business Case (SOBC)
- Outline Business Case (OBC)
- Full Business Case (FBC).

The **second workstream** is the development of the overall Estates Strategy for the GSA.

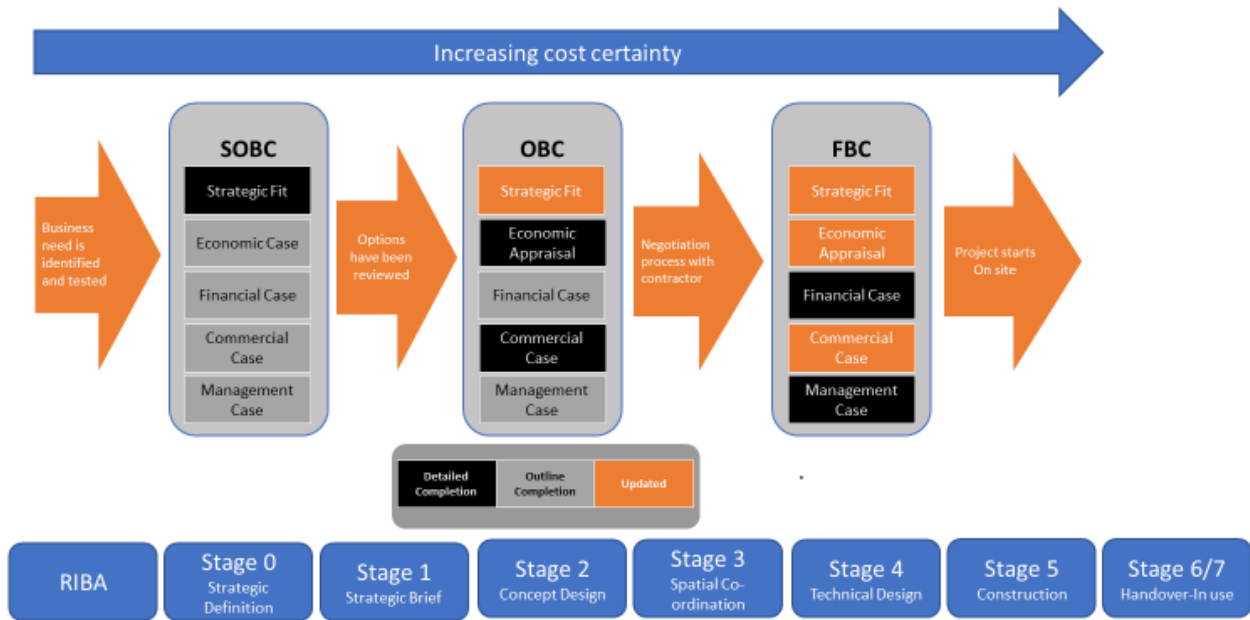
The connection between both workstreams is explained below.

What is proposed, in the action sought, will support the GSA Estates team with both workstreams and in particular will comprise the next step in the development of the Mackintosh project now that the Board of Governors on 17 June 2021 approved the SOBC and narrowed the options to progress.

BACKGROUND TO PROPOSAL

In developing projects from inception, through design, procurement and delivery, reference is often made to the RIBA (Royal Institution of British Architects) Stages of Work (0 to 7). **Figure 1** below illustrates the correlation between developing the SOBC into the OBC and ultimately the FBC with the RIBA Stages of Work. A more detailed description of the RIBA Stages of Work can be found in the **Appendix 1**.

Figure 1: Link between Strategic, Outline and Full Business cases with RIBA Stages of Work



The Business Case process follows the HM Treasury Five Case model. The five cases assessed throughout the process are the:

- Strategic Case
- Economic Case
- Commercial Case
- Financial Case
- Management Case.

Figure 1 above shows how the emphasis shifts across each of the Cases as the Business Case process develops.

The SOBC considered and evaluated the options for the GSA to respond to the impact of the 2018 fire on the world-renowned Mackintosh Building. It identified 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 was 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 were addressed at a high level at the SOBC stage. As the project develops, the OBC will be required and, as indicated in **Figure 1**, it will focus on the economic and commercial cases in more detail while refining the financial and management cases.

The SOBC established a potential cost of the preferred option of [REDACTED]. This included an optimism bias of some [REDACTED] which is in line with accepted practise for that stage. A key purpose of the OBC will be to undertake development of the design of the Mackintosh project, correlating to RIBA Stage 2, and this will in turn allow a more robust and detailed financial appraisal to be undertaken in which the optimism bias should be significantly

reduced, which will give the Board of Governors a much higher degree of confidence in the future affordability. This would allow the Mackintosh project to proceed to FBC stage.

Finally, the 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.

A key output of the next stage of the Mackintosh project is the preparation of the Strategic brief (RIBA Stage 1). This is needed to then go to the open market to select the design team to develop the Concept design (RIBA Stage 2) and OBC with the GSA. That design team is likely to be the team to then develop the technical design (RIBA Stages 3-4) and the FBC with GSA before the project is constructed on site (RIBA Stage 5).

The Mackintosh project cannot be considered in isolation and needs to sit within the context of the overall Estate. The last GSA Estates Strategy was completed around 2007. Hence, it is recommended to complete an Estates Strategy in parallel with the next step of the Mackintosh project. Completion of a new Estates Strategy will also aid the progress of the OBC and allow some of the assumptions of the SOBC to be developed.

SCOPE

In summary the next steps proposed for the Mackintosh project are:

- To complete RIBA Stage 0, building on and not duplicating the considerable information provided within the Mackintosh project SOBC.
- Develop the Strategic Brief (RIBA Stage 1) including project objectives, quality standards, project outcomes including sustainability outcomes, accommodation schedule and costings. Undertake Feasibility Studies and review of site Information/services. Further engage with planning and local authorities. Finalise procurement strategy for contractor and develop scope of consultants' services to deliver RIBA stages 2 - 7.
- In the context of the Estates Strategy, the GSA can review what activities are best to locate in the Mackintosh building and how the project can develop the strategic aspirations set out in the Strategic Outline Business Case. This will develop more cost and programme certainty.

In summary the requirements for the **Estates Strategy** are:

- To ascertain what accommodation does the GSA need moving forward. If the GSA has this space currently, is it in the right location and is it fit for purpose. Part of this strategic assessment will be to determine how the GSA can vacate or not the moth-balled and leased buildings to help optimise the estate. Also, are there other changes needed in terms of, for example, supporting agile working, blended learning and enhancing collaborative research.
- The outputs of the Building Condition surveys and Access Audits will be considered alongside the master planning of the estate to improve the overall quality of the environment and how the GSA can work towards a net zero campus which is more energy efficient and sustainable. The Building Condition () and Access Audits () were previously approved by the Director of Finance / Senior Leadership Group in January 2021 and the work has been completed and is currently being reviewed by the GSA Estates team.

- The Estates Strategy will be a 25 to 30 year costed estates plan prepared in liaison with the Director of Finance so that it aligns with the potential financial framework available. The SOBC for the Mackintosh project was approved by the Board so the faithful re-instatement of the Mackintosh building will be considered within the Estates Strategy as the main item of expenditure.

The Director of Estates has examined the resources available in house to ascertain the additional specific technical expertise required to progress the outputs above and recommends the procurement of this expertise to support the Estates team. The expertise being procured at this stage is not the full project team for the design and construction of the Mackintosh project. This is a staged approach in the context of the overall estate's requirements.

BENEFITS OF COMPLETING ESTATES STRATEGY AND MACKINTOSH RIBA STAGES 0-1 TOGETHER

In summary there are three main reasons for recommending the above is completed by the same team at the same time:

1. The work as described above is inter-related. For instance, how can you develop a net zero strategy for the Mackintosh project without considering a net zero strategy for the campus and vice versa. Also, how can you determine what best to accommodate in the Mackintosh building without reviewing this in the wider context of the campus needs?
2. The GSA is a small institution with a relatively small number of staff and developing the estate could impact on the core business if not managed effectively. There would be a risk if the above two workstreams were developed by two separate teams as the same senior staff in the GSA could be asked similar questions twice with potential duplication. There is also a cost saving having one team.
3. The financial outputs of both workstreams need to be reviewed collectively to balance what can be spent on the Mackintosh building and what can be spent on the rest of the estate. This is likely to raise some necessary but challenging issues such as what is an affordable estate for the GSA and how best to balance the physical and virtual needs. The GSA Estates and Finance teams will liaise closely on this as the costs develop to produce scenarios guided by the emerging Strategic Plan. This is likely to include potential consolidation of the estate. It is therefore important for there to be a review of the project at the end of RIBA Stage 1 by BEC and the Board for them to determine at that time when the project can move to the next stage. The outputs will inform an updated Financial Plan as will the Strategic Plan.

PROCUREMENT OPTIONS

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 as follows:

- A paper on the design team procurement options was presented to the 19 January 2021 BEC. 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 BEC 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 an Estates Optimisation that was [REDACTED] including VAT and for RIBA Stages 0-1 around [REDACTED] including VAT. Note and Estates Strategy not Estates Optimisation will be procured which will be more expensive. If worked on together it would be around [REDACTED] including VAT. The RIBA Stages 0-1 work would form part of the insurance claim. Procuring the team does not commit the GSA at this stage to any expenditure, although of course, approval is sought on the intent that the GSA would procure this service. It must be emphasised these are indicative amounts and were prior to the completion of the SOBC and updated costs and need to be updated for an Estates Strategy not just optimisation exercise.
- At the 17 May 2021 Business and Estates Committee the outputs from the Scottish Futures Trust (SFT) (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 but with an emphasis on contractor procurement. This set an overall context.
- On 27 May 2021 a third SFT 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. This considered the skills required, who should lead the external team, criteria for assessing the procurement routes and a staged approach.

Procurement by GSA needs to be through a recognised fully compliant procurement route. For this it must be:

- Legally compliant i.e. PDS (formerly OJEU) and/or Procurement (S) Act (PSA)
- Compliant with the GSA procurement policy

The options considered and identified below all meet the above criteria as confirmed by the GSA Head of Procurement, Advanced Procurement for Universities and Colleges, SFT and GSA's solicitors Thorntons:

- Partnership agreement with Hub West
- Crown Commercial Services (CCS) Framework
- Scape Framework
- Single Procurement Document (SPD) Scotland (post Brexit name for the equivalent of an OJEU process)

The Hub programme was developed and implemented by SFT. Hub West Scotland is a joint venture company established between the public and private sectors. It is a development company that works in partnership with a number of specified public sector partners from across the west of Scotland, including the GSA. They provide a range of services from project management to construction delivery and can assemble multi-discipline teams as the project requires. This was how the consultancy services required for the SOBC were procured.

The SCAPE framework was competitively tendered for Built Environment consultancy services for the public sector late in 2020 and won by the Faithful and Gould multi-discipline consultancy service who using their Project Management (PM) service can assemble a PM led team. There are agreed rates for each RIBA Stage based on value and services required.

The CCS Framework comprises different lots of consultants that can be called off depending on project needs. To be on the lots involves a competitive tender process. There are agreed rates for each service based on value and services required. After further review it was realised that the CCS framework lot for Cost Consultants did not include all the firms that the GSA would want to tender to and hence the mini tender competitive route will be followed which is acceptable for services under £50,000.

The table below summarises each option against the criteria noted.

Criteria	Procurement Options			
	Hub West	CCS	SCAPE	SPD
Administration of procurement process can be done without additional resources	Yes	Yes	Yes	No
4 months or less to appoint PM led team with involvement in team selection	Yes	No	Yes	No (7-9 months)
Widely used for Higher Education Projects	No, only the GSA	Yes	Yes	Yes
Uses standard forms of contract such as NEC	No	Yes	Yes	Yes
Uses RIBA Stages of Work to tie in with the GSA PM procedures as Gateway reviews	No	Yes	Yes	Yes
Examples of the GSA projects where used	Reid, Bourdon and Assembly Fire re-instatement works, Safe Campus	Mack Debris clearance Interim PMs	Stow SFC Loan	Original Reid project

CONCLUSION AND RECOMMENDATION

The Board of Governors approval of the next step in the development of the Mackintosh project for the procurement of the following external support to the Estates team for the Mackintosh project RIBA Stages 0-1 and Estates Strategy through the following procurement routes:

- a Project Management led integrated team procured through the Scape Procure Scotland framework and
- a Cost Consultant procured utilising a mini tender process.

The Director of Estates' recommendation is based on:

- Using the Scape framework, the GSA can call off the services required of an external Project Manager plus integrated team of architects, engineers, sustainability and educational/ space specialists for RIBA 0-

1 and Estates Strategy. GSA's contract would be with the External Project Manager (which under the Scape framework would be Faithful and Gould) who would in turn contract with the integrated team, thereby minimising the need for direct appointments by the GSA which in turn reduces the resource demand on the Estates team to help manage the project. The Scape framework is a compliant procurement route which has already been competitively tendered so best value can be demonstrated and also provides a time and resource saving when compared with the open market SPD (Scotland) advertised process. The time saving is anywhere between seven and nine months and the appointment through Scape can be managed inhouse without further recruitment of staff for the process. The integrated team proposed to be appointed by the external Project Manager would be discussed with the GSA before it is finalised.

- The fees payable under the framework appointment would be based on the mechanism for payment under the framework. The fees for the core services, that is RIBA Stages 0-1, would be in accordance with the fee percentages for the framework. The GSA Estates team would carry out a market review of the rates within the framework to ensure that they remain competitive and that the outputs are aligned to the fees provided, with clear deliverables being established.
- The GSA Estates team working closely with the GSA Procurement team would produce a robust scope of service for appointment. A standard form of professional services contract, NEC 4, would be used for the contracts. Also, the GSA solicitors would review all framework contracts before appointment to ensure they meet the GSA needs and do not leave the GSA exposed. The standard form of contracts allow for variations to be made and agreed before contracts are signed. Some of the other procurement routes involve bespoke contracts which would require further administrative support from the GSA team and more extensive input from the GSA solicitors which is why they are not recommended for this work.
- The Estates Strategy is an additional piece of work not part of RIBA Stages 0-1 so would be charged and negotiated separately.
- Although under the Scape framework the external Project Manager could appoint the cost consultant, it is recommended that the cost consultant should be independent of the external Project Manager and should be appointed directly by the GSA utilising the mini-competition quick quote through the Procurement team, and to work with the external Project Management led integrated team. This degree of independence is considered beneficial to the project and the GSA. It is an approach which is often used for this reason.
- Details of the external Project Management led integrated team and Cost Consultant proposed to be appointed will be brought to BEC and the Board of Governors for approval before any contracts are signed.
- The procurement route to be used for RIBA Stages 2-7 will be considered separately at the appropriate time. It is likely though the SPD open competition route will be selected.

Eleanor Magennis
Director of Estates
7 October 2021

Appendix 1 Overview of RIBA Stages from [RIBA Plan of Work](#)

PROJECT STAGE	OVERVIEW OF CORE OBJECTIVES
Stage 0 Strategic Definition	Identify client's Business Case and Strategic Brief and other core project requirements. The SOBC has covered the business case but not the strategic brief fully.
Stage 1 Preparation & Brief	Develop Project Objectives, including Quality Objectives and Project Outcomes, Sustainability outcomes, spatial requirements, Project Budget, other parameters or constraints and develop Initial Project Brief. Undertake Feasibility Studies and review of Site Information/services. Engage with planning and authorities. Finalise procurement strategy for contractor. Develop scope of consultants services ,procure team to deliver the Project Brief.
Stage 2 Concept Design	Prepare Concept Design, including outline proposals for structural design, building services systems, outline specifications and preliminary Cost Information along with relevant Project Strategies in accordance with Design Programme. Agree alterations to brief and issue Final Project Brief.
Stage 3 Spatial Co-Ordination	Prepare Developed Design, including coordinated and updated proposals for structural design, building services systems, outline specifications, Cost Information and Project Strategies in accordance with Design Programme.
Stage 4 Technical Design	Prepare Technical Design in accordance with Design Responsibility Matrix and Project Strategies to include all architectural, structural and building services information, specialist subcontractor design and specifications, in accordance with Design Programme.
Stage 5 Construction	Offsite manufacturing and onsite Construction in accordance with Construction Programme and resolution of Design Queries from site as they arise.
Stage 6 Handover & Close Out	Handover of building and conclusion of Building Contract.
Stage 7 Use	Undertake In Use services in accordance with Schedule of Services.

FEEDBACK FROM STEERING GROUP MACKINTOSH

Members of the Steering Group Mackintosh which comprises external experts were asked to comment on the procurement strategy and the related SOBC annexes which had not been previously circulated.

In general, the procurement process paper did not attract any negative comment and no inputs suggested any change to the core proposal and on that basis the approach that has been developed would appear to be robust in so far as it takes the project to the end of RIBA Stage 1 by using a framework approach which is expedient.

In summary the following points were made as caveats and concerns that need to be taken in account:

i) Cost and Deliverability:

Further consideration needs to be given to the total project value (TPV), the insurance settlement likely out-turn value and the funding gap and as such the Development Trust needs to be re-activated and engaged early to address any emerging gap. Given a likely timetable might result in Stage 1 completion in May 2022 and then a further 18 months to reach RIBA Stage 3 then GSA would need to ensure that the development process for funding runs in parallel with the development process for design in order that any contractual commitment that might be necessary from late 2023/early 2024 can be underwritten with sufficient funding from a range of sources. Several respondents noted the current cost projection associated with the SOBC annexes appeared to be too high and insufficiently grounded to provide a benchmark cost and should be rejected at this stage and treated as work in progress. It is noted that the appointment of cost consultants for Stage 1 will need to address this as a priority.

In the context of a project concept and specification some concern was expressed that it needs to be well developed and adequately scoped to take account of heritage, arts and crafts, sustainability, useability and digital design and academic interface and the team of experts needs to get these points properly conceptualised and captured at Stage 1. A clearly articulated vision and purpose will aid the development funding process when and if that needs to be deployed.

ii) Expertise base in the appointed team for RIBA Stage 1:

Comments were received that noted the need to ensure the expertise base would be sufficiently expert to cover the concept stage when using a framework approach and that the items in the project scope and specification would be properly addressed and embedded in the concept development only if a suitably skilled team was in place.

This point was made in regard to data and digital processes/digital twin development, specifically in relation to Arts and Crafts and Heritage and in respect of Sustainability and the Net- Zero Carbon ambitions of GSA and the City. Detailed consideration is needed for the professional team appointment selection process that might sensibly include some participation from the SGM in the interviews.

Several members noted the need for work to start now on a process to assemble the best possible expertise and procurement route for the RIBA Stage 2-3 stages in order to ensure the best possible outcome and avoid a break or delay in the project development life cycle. Loss of continuity and poor phasing may represent a risk to the project and to GSA academic delivery.

- iii) **Conflation of the GSA Estates/Capital Strategy for the whole campus and the Mackintosh Building project:** Comments were made that running the two together may require careful consideration around phasing and cashflow on the institution with the risk of distraction to the Mackintosh re-instatement which is a project of international importance. A critical point was made that additional real estate expertise may be needed to build further capacity into the team delivering the wider master planning as the strategy has not been updated since 2007. The Estates Team size and capacity to be reviewed internally to ensure it is sufficient.
- iv) **Timetable for inputs from the MSG members:**
The point was made regards duplicating effort and the need to streamline the consultation and input process in future.

I believe most of these points can be addressed through a well-developed project risk register and as such the onward progress of the Mackintosh Building faithful reinstatement as set out in the SOBC should be recommended to BEC to now engage with the procurement strategy as outlined to allow progress to RIBA Stage 1 completion. A published project timetable would be helpful to iterate with the SGM as a result of the Stage 1 development work.

Prof John French

GSA Lay Governor and Chair of the Steering Group Mackintosh.

22.09.2021

BOARD OF GOVERNORS: COVERSHEET	
To, Date:	Board of Governors, 18 October 2021
Paper Author (and designation):	Eleanor Magennis, Director of Estates
Title of Paper:	Design Team appointment for Estates Strategy and Mackintosh RIBA Stages 0-1
Summary of Paper:	This paper follows on the work that has been undertaken on procurement routes for the Estates Strategy and Mackintosh Building RIBA Stages 0-1.
Recommendations:	<p>The Board of Governors is invited to approve the following on the recommendation of the Business and Estates Committee:</p> <ul style="list-style-type: none"> • The appointment of Faithful + Gould Project Management-led integrated team to progress with the Estates Strategy and Mackintosh Building RIBA Stages 0-1 for [REDACTED] inclusive of VAT. • A separate Client Contingency of up to [REDACTED] inclusive of VAT as an allowance for additional real estate experience, further surveys and investigations, additional services for landscape, public realm and wider master-planning, fire engineering reviews to the wider estate if required. The requirement for a contingency and its usage will be further defined once the work has started and is based on previous experience of such projects. • Delegated authority for BEC to approve the Cost consultant costs. These will be under £50,000 for each service (Estates Strategy and Mackintosh project) and will be procured through mini-competition utilising the Public Contracts Scotland (PCS) Portal/quick quote. <p>This is all subject to the Board of Governors first approving the Paper on Procurement route for the Estates Strategy and Mackintosh Building RIBA Stages 0-1 which was recommended by BEC.</p>
Consultation:	This paper has been discussed with the Director of GSA, Director of Finance, Chair of the Steering Group Mackintosh, Convenor and Vice Convenor of Business and Estates Committee. It was then approved by BEC members by correspondence.
Risk Management:	The Project Execution Plan (PEP) to be prepared by Faithful + Gould is to set out the strategy for managing the project, outlining responsibilities, priorities, policies and procedures as a 'live' document agreed by GSA and F+G team.
Resource Implications:	[REDACTED] of the [REDACTED] should be reclaimable as part of Mackintosh insurance claim. The remaining [REDACTED] for the Estates Strategy has been budgeted by the Director of Finance within the Estates capital budget for 2021/22 financial year. This is based on an estimated division of the contingencies.
Equality Impact Assessment Implications:	The scope of this project aims to improve the inclusive design aspects of the campus and consultation on this aspect is identified as one of the workstreams.
Legal and Regulatory Considerations:	Not at this time.
Freedom of Information (FOI):	This paper can be released in part under Part 2 of the Freedom of Information (Scotland) Act 2002, Section 33: Commercial Interests and the Economy.
Next Steps:	Following input from the Board of Governors the Director of Estates will take forward the decision.

THE GLASGOW SCHOOL OF ART

BOARD OF GOVERNORS 18 OCTOBER 2021

DESIGN TEAM APPOINTMENT FOR ESTATES STRATEGY AND MACKINTOSH RIBA STAGES 0-1

ACTION SOUGHT

The Board of Governors is invited to **approve the following on the recommendation** of the Business and Estates Committee:

- The appointment of Faithful + Gould Project Management-led integrated team to progress with the Estates Strategy and Mackintosh Building RIBA Stages 0-1 for [REDACTED] inclusive of VAT.
- A separate Client Contingency of up to [REDACTED] inclusive of VAT as an allowance for additional real estate experience, further surveys and investigations, additional services for landscape, public realm and wider master-planning, fire engineering reviews to the wider estate if required. The requirement for a contingency and its usage will be further defined once the work has started and is based on previous experience of such projects.
- Delegated authority for BEC to approve the Cost consultant costs. These will be under £50,000 for each service (Estates Strategy and Mackintosh project) and will be procured through mini-competition utilising the Public Contracts Scotland (PCS) Portal/quick quote.

This is all subject to the Board of Governors first approving the Paper on Procurement route for the Estates Strategy and Mackintosh Building RIBA Stages 0-1 which was recommended by BEC.

BACKGROUND

This is the follow-on Paper to the Paper on Procurement of External Support for the Estates Team for the Mackintosh Project RIBA Stages 0-1 and Estates Strategy that was approved at BEC on 28 September 2021.

This Paper is the proposal for the Project Management-led integrated team procured through the Scape Procure Scotland framework.

The proposal for the Cost Consultant will be procured utilising the mini-competition via PCS Portal, quick quote through the Procurement team. Subject to the Board of Governors approving this can be delegated to BEC, it will be circulated to BEC members for final approval.

PROPOSED TEAM

Faithful + Gould's proposal, contained in [Appendix 1](#), provides for the provision of a Project Management-led integrated team with full multi-disciplinary design services for the Estates Strategy and Mackintosh Building RIBA Stages 0-1. Faithful + Gould won the SCAPE appointment for the Built Environment through competitive tender in November 2020 and they have assembled the team for this project as follows:

- Project Management – Faithful & Gould
- Principal Design – Faithful & Gould
- Architecture & Space Planning – Hawkins\Brown

- BIM and Carbon – Hawkins\Brown
- Conservation Architecture – Simpson & Brown
- Mechanical and Electrical Engineering – Harley Haddow
- Energy / Net Zero – Harley Haddow
- Civil and Structural Engineering - Will Rudd Davidson
- Fire Engineering – Jensen Hughes

Faithful & Gould and Hawkins\Brown have partnered to pioneer an efficient methodology that helps clients identify the potential within their estate and recognise their options and opportunities. This approach challenges preconceptions and creates lean and efficient assets that fit with clients' business plans. Together they have worked on a similar Estates Strategy project for Edinburgh College of Art and also the RIBA Stage 2 for the new College of Art at the University of Glasgow. Hawkins\Brown have just won the Architect's Journal 2021 Practice of the Year Award and have significant experience working with universities. Faithful & Gould also have extensive experience of working for universities across Scotland. Hawkins\Brown will act as BIM Manager and prepare the Project Information Plan, Asset Information Plan and Project BIM protocols.

Simpson & Brown are leading heritage and conservation specialists. They are currently working with the GSA on the Mackintosh Stabilisation project. They also worked on the Willow Tearooms project, known as Mackintosh at the Willow and the University of Glasgow's Estates conservation strategy plan.

Harley Haddow was part of the team working on the previous Mackintosh restoration project and projects in general at the GSA since 2006. They also worked with Faithful & Gould and Hawkins\Brown on the Edinburgh College of Art project. Part of their team also sits on a specialist panel with Scottish Government on future Net Zero carbon initiatives.

The team is all Scottish based and the proposal identifies the people within the organisations that will be assigned to this project this includes from Faithful & Gould, Sandra Cummings as Project Director, who will support both the internal and external team and provide strategic direction to enhance the outcomes for the Estates Strategy and Mackintosh Building RIBA Stage 0-1. Eve Mallon, Associate Director will be the service lead on the project, as day-to-day lead and the conduit for communications between the project team and GSA, continuing to build on the relationships she has already established with the GSA team and stakeholders. Harriet Redman will be the Service Delivery Director for Hawkins Brown, responsible for the delivery of the Estates Strategy and Mackintosh Building RIBA 0-1.

The option of Faithful & Gould undertaking a mini tender to different teams, was reviewed by the GSA, but it was considered that the team proposed satisfied the criteria for the service outputs for both workstreams and the added time to organise and facilitate a selection process, would not only extend the time required to finalise the complete team but would also not add any identifiable further benefits to what is a very strong delivery team.

The GSA Estates senior team had the opportunity to discuss with Faithful & Gould the sub-consultants they have proposed and they are all known to the Director of Estates.

SUMMARY OF PROPOSAL

In summary, the Estates Strategy will:

- establish the baseline quantity, quality and allocation of space types of the existing estate

- develop a shared ‘Project Vision’ for the estate that reflects GSA’s academic and creative vision
- generate a preliminary Strategic Brief for the future estate
- understand and respect the unique heritage constraints and opportunities of the estate
- identify opportunities for spatial consolidation, disposal, enhancement
- align GSA’s future academic and creative needs with the constraints and opportunities of the physical estate and the strategic vision exercise that is underway
- align sustainability aspiration and move towards net zero providing optioneering measures for improvement

The Estates Strategy process will provide a holistic review of the GSA estate, reviewing current utilisation and optimising space planning to support robust decision-making for the future estate strategy. This process will review future population growth, teaching aspiration and benchmarking, to help ascertain overarching space requirement of the estate, to determine what accommodation GSA needs in the future. Faithful & Gould will support the GSA estates and finance teams to develop the overarching estate strategy. The information provided will inform decision making and ensure a robust plan is considered for the entire estate. The Estates Strategy will provide space requirements (future brief), high-level capital costs and programme durations. Faithful & Gould will support with scoring and prioritising the options to ensure the right decisions are made and recorded. GSA will be responsible for the overarching ownership of the estate strategy integrating outputs to inform internal decision making and overlay with income generation from capital & revenue receipts / grants.

The Estates Strategy process will require engagement of stakeholders, the appropriate stake holder management plan, which will need to be agreed with the GSA. Faithful & Gould propose to use a 2-week initial period to undertake ‘workstrand’ consultation sessions, which will last for around 2-hours. These ‘workstrand’ sessions will look to consult with the following groups (either individually or paired depending on agreed structure):

- Finance Strategy and Marketing
- Technical / Space Specialists
- Learning & Teaching
- Community Support and Wellbeing
- Net Zero and Sustainability
- Heritage Archives and Collections
- Research and Innovation
- Digital (IT/AV)
- Building Maintenance

The Estates Strategy will be informed by the emerging Strategic Plan. Preliminary outputs from the latter will be available from December 2021 but in turn the initial work on the Estates Strategy can help support the finalisation of the Strategic Plan.

In summary, for the Mackintosh Building RIBA Stages 0-1, the aim is to sensitively build on the considerable information already established, whilst considering the implication of the Estates Strategy and shared vision for the project. Faithful & Gould would aim to build and support the content of the Strategic Outline Business Case to ensure the case is robust. Faithful & Gould’s team includes Business Case trained project managers.

The project team will develop the identified outputs under RIBA Stage 1 in line with the RIBA 2020 Plan of Work, including project objectives, quality standards, project and sustainability outcomes, accommodation schedule and the supporting costings. Feasibility review will include a robust RIBA Stage 1 report from all design disciplines along with narrative associated with planning and statutory requirements.

The proposal also provides for a detail review of all buildings within the GSA Campus. The Net Zero Carbon review, however, will be for the GSA owned buildings only, noted below. The assumption being that the other leased buildings will fall under the respective building owner for Net Zero Carbon planning.

- Assembly
- Barnes
- Bourdon
- Haldane
- Reid
- Stow
- Mackintosh
- JD Kelly
- Richmond
- Margaret McDonald House

In order to address these requirements, the project team will provide two key aspects within the scope.

Road Map to Net Zero - Harley Haddow will use their latest methodology (Lean, Mean and Green) for operational emissions and opportunities to improve the GSA estate. This will include a detailed review of the existing energy consumption, options for improvement which will culminate in a report providing the GSA with a potential road map to net zero.

Hawkins\Brown H\B:ERT tool will be used for embodied emissions reduction to identify and ensure that optimal materials are selected through the early design stages for capital projects.

OUTCOMES

The Director of Estates and her senior colleagues provided a detailed scope to Faithful & Gould with the following requirements:

Estates Strategy to include:

- Masterplan Vision and Overview
- Masterplan Options and Prioritisation
- Net Zero Carbon Target
- Sustainability Goals
- Public Realm Vision
- Planning Context and Heritage Assessment

Mackintosh Building RIBA Stage 1

Project Brief approved by the GSA, and confirmed that it can be accommodated on the site and including the following Project Strategies:

- Conservation
- Cost
- Fire Safety
- Health and Safety
- Inclusive Design
- Planning

- Plan for Use
- Sustainability

PROGRAMME

The programme has been estimated at around seven months plus a further month for reporting and approvals. If a decision can be made by Board of Governors at its meeting on 18 October 2021 then it would be possible to report the results to the June 2022 Board of Governors. If the decision is in December 2021 then the outcome would be reported to the October 2022 Board of Governors.

An indicative programme is included in their detailed proposal which will be updated on appointment. The programme will be tracked weekly to ensure deliverables are being met and future activities planned appropriately.

The programme is categorised into three sequential steps:

1. Discover-understanding the estate
2. Define-the future needs and vision
3. Develop-finance and feasibility

Whilst the tasks are broken into three key sections, the projects will be run concurrently with each aspect informing the subsequent stage.

FEE PROPOSAL

In summary, Faithful + Gould fee proposal noted below:

Discipline	RIBA Stage 0-1	Estates Strategy	Notes
Project Manager			Faithful+Gould Project Management Team
Architect			Hawkins Brown
Cost Consultant (Quantity Surveyor)			Excluded - GSA direct appoint (refer to note below)
Civil & Structural Engineer			Will Rudd Davidson
M&E Services Engineer			Harley Haddow
Principal Designer			Faithful+Gould Health & Safety Services Team
BIM* Manager			Hawkins Brown
Conservation Architect			Simpson & Brown
Fire Engineer			Jensen Hughes
Acoustic Engineer			Not required until Stage 2 Onwards
Interior Designer			Not required until Stage 2 Onwards
Allowance for Sundries			
Total			

*BIM is short for Building Information Modelling

RIBA 0 - 1 / Estates Strategy	
TOTAL	
CLIENT CONTINGENCY OF 10%	
GRAND TOTAL	

Inclusive of VAT
Inclusive of VAT

Cost Consultant fee for Mackintosh RIBA Stage 0-1 and Estates Strategy will be procured separately and each will be less than £50,000 including VAT. This will be procured utilising the mini-competition via PCS Portal, quick quote through the Procurement team. Subject to the Board of Governors approving this can be delegated to BEC, it will be circulated to BEC members for final approval.

Eleanor J. Magennis
Director of Estates
11 October 2021

BOARD OF GOVERNORS: COVERSHEET	
To, Date:	Board of Governors, 18 October 2021
Paper Author (and designation):	Eleanor Magennis Director of Estates
Title of Paper:	Mackintosh Building Phase 2 Interim Stabilisation Works
Summary of Paper:	Phase 2 Report update for ongoing consolidation and strengthening works to the Mackintosh Building to permit the removal of the majority of temporary scaffolding. Also, the Procurement Strategy for maintaining ongoing activity.
Recommendations (note/discuss/approve/endorse):	The Board of Governors, on the recommendation of the Business and Estates Committee, is invited to approve an extension of three months to the current on-site Phase 1 contract with Reigarts to remove redundant services and steelwork from the building so as to maintain positive momentum on the site for [REDACTED].
Consultation:	An earlier paper was approved by the Board of Governors on 29 March 2021.
Risk Management:	The risk register that currently applies to the debris removal works on site will be re-interrogated from first principles to ensure that it continues to be fully applicable to the new works proposed on the site.
Resource Implications:	Tender costs are as identified within this paper. All these works should be covered by insurance as part of the Mackintosh claim.
Equality Impact Assessment Implications:	This report has no anticipated EIA implications.
Legal and Regulatory Considerations:	Pre-application discussions have already taken place as to the nature of the works and the requirement for Building Warrant and Listed Building Consent has been factored into the programme of the works.
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.

THE GLASGOW SCHOOL OF ART

BOARD OF GOVERNORS – 18 OCTOBER 2021

MACKINTOSH BUILDING PHASE 2 INTERIM STABILISATION WORKS

ACTION SOUGHT

The Board of Governors, on the recommendation of the Business and Estates Committee, is invited to **approve** to an extension of three months to the current on-site Phase 1 contract with Reigarts to remove redundant services and steelwork from the building so as to maintain positive momentum on the site for [REDACTED]

BACKGROUND

The Board of Governors approved a paper on 29 March 2021, to engage a project team led by Gardiner & Theobald Project Management to prepare a detailed design proposal for the repair and stabilisation of the masonry structure of the Mackintosh.

This paper seeks approval for the next step in these permanent works and to provide an update on progress with further works to stabilise and protect the Mackintosh Building. They are planned to follow on and maintain the momentum of the previous three years of debris removal and temporary shoring of the building and to ensure that the building is put into a sound and safe condition as it awaits the main contract for its re-construction.

PROPOSALS

The full report of which these proposals are based has been submitted and is currently going through a detailed review that will allow the finalised report to be presented to the next meeting of BEC and the Board in November 2021. The key outputs from a delivery viewpoint of the report can be summarised as follows:

- Re-instatement of the internal steel diaphragm of the structure so as to allow the building to stand independently of the extensive shoring scaffold that presently braces and props it in position. Allowing the rationalisation of the existing scaffolding arrangement on Renfrew Street.
- Repair of the internal masonry walls so as to take the load of the new steel beams.
- Insertion of a temporary roof over the entire building both to prevent further deterioration and to allow the building the maximum opportunity for drying out prior to the main contract commencing.

BENEFITS

These can be summarised as follows;

- The works will help prevent further deterioration of the Mackintosh building and will continue to allow the School to fulfil its responsibilities as the owner of an A Listed Building.
- The works are permanent (excepting the temporary roof) and therefore an investment in the overall project.
- Inserting the steel beams, in this phase results in de-risking the main contract works and shortening the main contract programme.
- The works are in line with the original plan of the Mackintosh but do not impose any design assumptions on the re-construction, hence they have stopped short of re-introducing actual replacement floors or a more permanent roof.

- The works make productive use of the period between the debris clearance phase and the point at which it may be expected that the main re-construction works can commence. Thus both an efficient use of time and compliant with the School's existing insurance policies;
- Early consultation has been held with the statutory authorities who are supportive of the proposals and in line with good practice, thus not expected to incur any delays in the planning process.
- The resulting rationalisation of the existing scaffolding will address financial commitments and also the ongoing situation regarding the visual and physical presence that the scaffolding currently provides to the local community.

The existing scaffolding and associated inspections on the site until the indicative completion of Phase 2 works can be rationalised is currently estimated at [REDACTED]. The detail review and prioritisation of workstreams under Phase 2 plus the identified enabling works will allow the delivery completion date to be rationalised and the above figure to be reduced. Options will be considered to address the commitment regarding the scaffolding.

PHASING AND PROCUREMENT OF THE PROPOSED WORKS

The production of the detailed Phase 2 report involved a detail review of procurement options. The preferred option is to achieve early engagement with a suitably experienced main contractor so as to discuss in depth the logistical challenges of undertaking the stabilisation works and achieve assurance as to the cost plan at as early a stage as possible.

The current work stream with Reigarts is due to complete on 28 October 2021, the intention is to extend this contract for a further three months and during this period to procure the appointment of a main contractor to take on the site management duties and responsibilities, provide pre-construction services and provide a contract figure for acceptance in December 2022. The same main contractor will carry out works to specific areas of the building leading up to the agreement of the contract figure.

All this enables the current OCIP Insurance Policy to be kept in place as it would be difficult to secure an alternative insurance policy. The OCIP Insurance requires meaningful work to continue on site.

FORWARD PROGRAMME/KEY DATES :

- Extension Phase 1++ with Reigarts Nov 2021 to January 2022
- Finalise the Main Contractor (MC) procurement for Phase 2 November 2021 to January 2022
- MC transfer from Reigart January 2022 including Sub-contract transfer to MC namely SGB.
- MC Pre-construction services agreement signed January 2022
- Pre-construction Services period January 2022 to Dec 2022
- Enabling works by MC January 2022 to Dec 2022 with the majority of the spend from June 2022
- Phase 2 Contract figure to complete for approval Nov/Dec 2022
- Indicative main works of Phase 2 to commence Jan 2023 completion currently indicated at Feb 2025, however the deliverables and prioritising of actions including the enabling works will allow a more refined delivery programme for consideration.

This is subject to a further insurance payment and BEC/ Board of Governors approvals.

SUMMARY AND RECOMMENDATION

The extension of three months to the current on-site Phase 1 contract with Reigarts to remove redundant services and steelwork from the building so as to maintain positive momentum on the site for [REDACTED]. This is the balance of funds that can be expended within the current Phase 1 contract and keeps the GSA insurance cover in place. It also allows for extension of consultant fees to oversee the work.

Eleanor Magennis
Director of Estates
7 October 2021

THE GLASGOW SCHOOL OF ART

BOARD OF GOVERNORS: COVERSHEET	
To, Date:	Board of Governors; 18 October 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: 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, 18 October 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):	Board of Governors is asked to discuss and comment in general and specifically advise in section 1.7, if despite the legal advice sought, the GSA would want to engage solicitors to prepare a legal action against the surveyors for the pre-survey advice on the Stow building purchase.
Consultation:	An earlier version of this paper was considered by the Senior Leadership Group on 14 September 2021 and Business and Estates Committee on 28 September 2021.
Risk Management:	It is important that SLG, BEC and the Board are appropriately sighted on progress with key estates developments to enable assurance and risk management.
Resource Implications:	None at this time.
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 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 – 18 OCTOBER 2021
REPORT FROM THE DIRECTOR OF ESTATES

ACTION SOUGHT

Board of Governors is asked to **note** and **comment** regarding this general update and advise on item 1.7.

OVERVIEW OF PAPER

This report provides an update on the following estate developments and issues to highlight to the Committee:

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1. CAPITAL PROJECTS

1.1 MACKINTOSH BUILDING: Current Project on site

Reigart Contracts are on programme to complete the current contract on the Mackintosh site by 29 October 2021. All loose debris has been removed from the site and the Scottish Fire and Rescue Service (SFRS) formally signed off their attendance in late June 2021. The SFRS report is expected at the end of November 2021.

The current works being completed, involve the removal of redundant or damaged services, including plant room equipment and high-level cables and trunking. In tandem with the final 'sweep through' of the building reinforced safety nets are being installed across each of the main spaces to protect from any falling masonry or other high-level material that could work loose over the next period and prior to a next phase of consolidation and weather proofing.

The proposal is to extend the current contract further with Reigart into January 2022, working within current approved procurement processes. This has been discussed with the Head of Procurement to ensure compliance. The works during this period will continue to provide continuity on site and maintain the required pre-requisites for meeting GSA insurance requirements.

1.2 MACKINTOSH STRATEGIC OUTLINE BUSINESS CASE (SOBC) COMMUNICATION

The Director of Strategy and Marketing is leading on this and in line with the communications strategy for the SOBC a summary of the SOBC will be published to align with an exclusive interview in the Times, staff briefing and dissemination of the document to identified stakeholders (including those who participated in the stakeholder engagement). Prior engagement by the Director with a number of key stakeholders is taking place to confidentially share the outcome of the SOBC prior to publication. The date for this had been 7 October 2021 but with the departure of the Chair of the Board of Governors the launch date will be rescheduled.

1.3 WS1 BOURDON, ASSEMBLY & REID REINSTATEMENT WORKS

The works are progressing well on site. However, due to concerns over liability and insurance surrounding the 5G equipment on the Bourdon roof, the GSA undertook further due diligence at the outset of the project to ensure that a careful and considered approach was adopted to the installation of the new roof overlay adjacent to the cabinets. This resulted in a minor change to the scope of works and a two-week movement to the roof works commencement date.

Hub West subsequently notified the GSA of a four-week delay and requested an extension of time confirming the same. Despite this delay notification, Morrisons are making good progress of the Bourdon roof works on site and have informally advised of a two-week betterment to their delay programme. It is anticipated Morrisons will be able to complete the works as per the original contract completion date, however this is subject to continuation of good weather and no issues being identified with the Bourdon as part of the rooflight replacement.

Although, the revised contract completion date is now 19 November 2021 it is anticipated the works will complete by the end of October 2021 ahead of schedule.

Sectional Completion of the Assembly Building was planned for the 10 September 2021 under the contract, however, due to the positive progress on site this was achieved on the 27 August 2021, ahead of programme.

The scope of works originally included minor remedial works to be undertaken to the Reid building, however at present the GSA has been unable to safely grant access to the roof area to conclude the scoping of the works due to non-compliance issues with roof safety and therefore the decision was taken to remove this from Workstream 1 and instruct into Workstream 2 to allow this to be resolved without causing any delay to the Workstream 1 project.

The current projected anticipated final contract spend for fire related works only, including any potential costs associated with the delay notice, is [REDACTED] inclusive of VAT and is in line with current governance approvals.

A number of non-fire related, maintenance works have been identified as the works progress on site which have been instructed into the contract due to economies of scale, however these are being funded from a separate maintenance budget and being invoiced against the same.

1.4 WS2 REID REINSTATEMENT WORKS

Sample panel development and Approval

As previously advised the Contractor (Morrison's) is undertaking a process of research and development in order to create the replacement glass panels for the building, utilising two specific suppliers in parallel. The strategy being that a preferred sample will be presented to the GSA for ultimate review and approval. This has involved an iterative process whereby numerous potential samples have been produced and reviewed by the consultant team. This focussed period of development and review is now approaching its conclusion as the team have now narrowed down the specific sample to be presented to the GSA for approval. This has been done and will now be shown to Glasgow Planning Authorities for review.

Statutory Approvals

At the 24 May 2021 meeting of the Business and Estates Committee it was advised that Building Control was reviewing the project technical information in order to advise whether a building warrant for the works was required, noting that a submission of a warrant would likely necessitate that the insulation on the building be upgraded to meet current technical standards. The result of this has been that a warrant for the works to the south elevation is required, and the warrant application has been submitted on this basis.

It is noted that Building Control have not mandated upgrade of the insulation to the remaining elevations. Replacement of this is not within the scope of these project works therefore the insulation to the remaining elevations will remain non-compliant to current technical standards but continues to be seen as safe.

Commercial Discussions

There have been ongoing discussions between the GSA Estates, GSA solicitor's Thorntons and Hub West to interrogate and agree the commercial contract terms in preparation for entering into contract with the contractor, Morrison. This has also included input from the GSA insurance advisors to ensure that the contractor's insurance provisions meet the GSA's requirements.

As part of these commercial discussions, it has been advised by Hub West that Morrison may request upfront payments for specific work packages. This is due to the bespoke nature of the façade works and associated long lead in times. The details and necessity for this has not yet been confirmed however the GSA Estates have discussed the possibility with the GSA solicitors, Thorntons meantime so that the appropriate legal mechanisms

to implement this are available to the GSA if required.

Logistics/ Reid building Decant Requirements

Hub West has continued to develop the proposed phasing and logistics proposals associated with the current scope of works. This has involved ongoing coordination with key GSA stakeholders to refine the strategy and identify operational pinch points, the aim of which has been to seek an appropriate balance between completing the site works efficiently and minimising disruption to building users. The latter is especially important after the disruptions caused by the Covid pandemic.

A key outcome of this has been the proposal to complete the works in a phased manner, meaning that discrete areas of the building are completed and returned to the GSA use at a series of milestone dates through the overall construction programme.

General Progress

The Project Development board has been established and the group held their initial meeting on 20 August 2021. The proposed remit for the board was presented to BEC on 28 September 2021 and their feedback incorporated into a revised remit.

1.5 STOW DEFECTS WORKS

The contractor (Advanced Building Contractors) commenced site works in July 2021 and the internal works are complete with the completion of the sprinkler tank fencing within the carpark anticipated to be finished by the end of October 2021.

1.6 STOW REFURBISHMENT PROJECT – SFC LOAN WORKS

The appointed consultant team continue to develop a detailed RIBA Stage 1 report that will reflect the required outputs agreed with Scottish Funding Council. The Stage 1 design outputs are predicated on the completion of a number of building surveys to inform the scope of works.

The project scope involves the replacement of the glazing on a number of elevations and within the courtyard, the refurbishment of the roof and other actions to improve the overall performance of the building. Consideration has been given to procuring a main contractor to provide pre-construction advice. The benefits of this approach would be to assist with logistic planning, buildability, costing and to develop a robust sequence of works and methodologies that mitigates the overall disruption to the live environment and reduces the risk profile overall.

To maximise the benefit of this early engagement, the design programme is currently being realigned so that the Contractor's inputs can be captured within the RIBA Stage 1 deliverables. It is thus anticipated that completion of RIBA Stage 1 will therefore now extend to end of October 2021, based on appointment of the early engagement contractor by mid-September 2021. The costs for this contractor engagement shall be captured within the existing approved budget.

It is anticipated the first Project Development Board will be held in late October 2021. The proposed remit for the board was presented to BEC on 28 September 2021 and their feedback incorporated into a revised remit.

1.7 STOW BUILDING – PRE-PURCHASE SURVEY

At the Board of Governor's meeting on 11 March 2019 the issue was raised about the additional expenditure associated with items which, members considered, should have been identified by the pre-purchase survey. While the previous legal advice sought had indicated that GSA would not have a viable legal action against the surveyors, it was agreed, that there would be value in exploring this again.

This has been done and the advice provided is the same as before that there would be limited opportunity to claim against the parties and not worth the costs that would be necessary to even explore this. The GSA also had a responsibility at the time of sale to ask questions of our lawyers and agents.

However, this could be pursued if the Board of Governors wanted this to be done. It would involve engagement with a different solicitor from the GSA appointed solicitor as they acted for the seller of the Stow College to the GSA. It would also involve the GSA Estates sourcing and reviewing all the documents that were produced at the time. The priority of this would need to be weighed against other priorities.

1.8 INSURANCE UPDATE

The summary below reflects the current situation with regards specific capital projects that are either on site or planned to be progressed by the GSA. Detailed discussions have been taking place with the Insurers and legal advisers to review the contract conditions, risk management approach and appropriate insurance levels are applied to the main Contractors, the sub-contractors and consultants working on these projects.

Work has also commenced on reviewing the overall list of suppliers that support GSA in various capacities, looking at the level of insurance that they have to perform these works, the risk levels in relation to the works for the GSA and the legal contract that has been adopted to employ the supplier.

Capital Projects Review

1. **WS1 Bourdon, Assembly & Reid:** Main Contractor, Morrison Construction , under a JCT Minor Works contract, Public Liability £10m, Employers Liability £5m and PI for CDP Design £5m. 5G mast excluded and waiver of subrogation remains in place due to contract that had previously been agreed with the Mast Owners. Works will be completed in November 2021. A Joint names contract works policy has been arranged.
2. **WS2 Reid Façade Reinstatement:** Main Contractor appointed through Hub West, currently progressing through the pre-construction phase. Hub West is providing [REDACTED]
[REDACTED] Discussions on the Contractor's contract conditions is ongoing and updated conditions have been issued via Hub West to Morrison. GSA are seeking to make Hub West/Main Contractor (Morrison Construction) responsible for the building during the construction [REDACTED]
[REDACTED] contract is being set up to allocate risk transfer to Hub West and main Contractor in appropriate areas. Ordinarily this would mean taking the Buildings cover off the Campus schedule and placing under the contract works policy, but this is not feasible because the building's value is much higher than the contract works. The rule of thumb here is the value of contract works need to be more than 50% of the property value which in this case is not. Discussions are ongoing to secure adequate cover for both Contract Works and Existing Buildings cover.

3. **Stow Building Refurbishment Project:** The project is being led by Faithful & Gould under the SCAPE Framework and they have been appointed to complete the project. Contract finalisation is progressing with the legal and insurance advisers, the principle being to look to appoint a Contractor along the similar lines of WS2, namely, to request the main Contractor to take on Public Liability insurance for the building when they are carrying out the works with an indemnity level of not less than £50m, and carry Employers Liability of £10m and PI for CDP design of £5m. NEC 4 form of contract to be adopted going forward. In addition, the Contractor will need to put in place Contract Works Insurance.
4. **Stow Defects Works :** Works currently progressing on site with Advance Building Contractor's (ABC) under a SBCC Minor Works form of contract. The Contractor has provided Public Liability of £25m and Employer's liability of £10m. Works will complete in October 2021.
5. **Mackintosh Current Works Reigart:** Completion envisaged October 2021, Public liability and party wall insurance in place to a total value of £75m.
6. **Mackintosh Phase 2 Stabilisation Works:** 

2. OPERATIONAL/SMALL WORKS UPDATE

1.9 REID BUILDING FIRE ALARM SYSTEM

It has been considered prudent that a detail 'health check' of the existing system is carried out, to demonstrate why the existing system has the recurring issues and the remedial actions required to ensure that these issues can be addressed. The team has been authorised to carry out this review led by FES and their sub-contractor, HyFire. System download and inspection took place on 10 September by FES/Hyfire and associated works on the system from 13 – 17 September 2021. There was no noise/sounder checks on the system, just personnel inspecting/testing the detectors, so minimal disruption by personnel but not by sound testing.

A detailed report is expected on 8 October 2021 with clear recommendations and costings to address the issues.

1.10 BLYTHSWOOD HALLS OF RESIDENCE

The project involves the replacement of a number of existing cladding panels and insulation. The Building Warrant for the works has been received. The procurement of the Contractor, Nu-Cairn, has been concluded and the GSA Estates. The works will hopefully start on 13 October 2021 and be over a duration of three days, the panels have been manufactured and are stored with the Contractor.

1.11 MARGARET MACDONALD HOUSE HALLS OF RESIDENCE

Discussions are currently taking place with Planning regarding the installation of a temporary Pergola structure and repositioning of bins. Costings have been received from term contractor for supply and construction of Pergola. This will be paid from the Halls of Residences budget and is to improve the outdoor seating areas for students. The bins have been re-located and replaced with a landscaped seating area with only the pergola

outstanding.

1.12 LATENT DEFECTS REID BUILDING

The appointed contractor, Sir Robert McAlpine (SRM), for the original project has been notified of a number of ongoing latent defects within the building. A meeting has been held with SRM on site on 30 August 2021 and the following matters have been discussed:

- Replacement Glazing panels to the north elevation, SRM was hoping to progress the replacement of these works during the weekend of 2/3 October 2021 but it has not been possible to secure a Road permit due to COP26 restrictions. This will be scheduled for as soon as Road permits are available.
- Leaks to the front of the building have been investigated and remedials were undertaken from 13 September for 5 days on site. Further investigation will be carried out on in mid October 2021 regarding the door thresholds.
- Timber ceilings within the Reid have been identified as a concern and SRM are currently removing and examining the ceiling in the staff room. (Mackintosh Furniture was relocated as a result of these works) SRM has been requested to carry out a full review of all ceilings of similar nature to provide a clear position on the integrity of such. Ceilings have all been inspected and a report from SRM with remedial actions required is awaited.
- Fire Alarms matter has been raised that the installed system has caused numerous issues and the fact that GSA are carrying out a full health check and that the outcome of that review will be passed onto SRM for consideration.

A more formal notification of these existing latent defects will be provided to SRM recording our contractual position and the need to address these matters going forward.

1.13 REID AND MCLELLAN FURNITURE DECANT/TWB/ARTLINK

Archives and Collections working with Estates has identified a need to examine the existing accommodation utilised, namely The Whisky Bond, Artlink, Reid Building and The McLellan Galleries in regards the suitability for safeguarding and providing access to the collection. Concerns have been raised regarding the environmental conditions within these locations.

BEC at its meeting on 28 September approved the short-term approach to address some immediate concerns and the development of a longer term plan for the movement and consolidation of the holdings to appropriate locations. The former will involved moving items from the Reid and McLellan to the Whisky Bond and Art Link. The latter, longer term plan will be developed as part of the Estates Strategy.

1.14 ESTATES BUILDING SURVEYS UPDATE

Detail condition and access surveys have been produced on all building across the Estate and have identified items of works for both groupings that need to be carried out. In conjunction with the detail assessment indicative costs have been allocated for the remedial works.

The current work in progress is to take the surveys and split the works into specific categories, namely Health and Safety Compliance, legislative and maintenance. Identify the expenditure model to complete the identified works and to look at timelines for carrying out these works. The focus being on looking at non-compliance issues in the

first instance to establish in more detail the extent of the works on these elements, actual timeline for carrying them out, implications and also a more accurate cost reflected in a detail expenditure cashflow.

This expenditure over the coming years will need to be aligned to funding opportunities working with Finance.

1.15 BARNES BUILDING STRATEGY

Due to Covid restrictions the Barnes building was under-utilised last academic year. Over this summer 2021 and after consultation with SLG a budget of £50,000 was approved to move the 1st Year School of Fine Art student studio space from the McLellan building to the Barnes building. This has involved a refresh of paintwork, fixing ventilation and erecting additional walls as student workspace. In addition the majority of the computers that formed the temporary digital hub in the Reid Exhibition space have been moved to the Barnes building.

1.16 GLASGOW CITY COUNCIL UNDERLINE PROJECT RE. STOW CAR PARK

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.

On the recommendation of BEC, the Board of Governors at their meeting on 17 June 2021 approved that the GSA enter into a Licence to Occupy with GCC for the Underline Project which will cut across part of the Stow car park.

GCC advised GSA on 26 August 2021 that they had unfortunately had to remove the New City Road element of the Underline from the current tender due to conflicts with the works that are proposed by Transport Scotland on the Woodside Viaduct. Once GCC has further details from Transport Scotland and more definite timescales GCC will look at reprogramming the work, however this is likely to be two to three years away based on current estimations.

1.17 MACKINTOSH BUILDING HOARDING

Discussions have advanced between Estates and the Strategy and Marketing team as regards the erection of an information hoarding around the Mackintosh site. Options include a solid illustrated hoarding along the steel hoarding at Dalhousie Street for which costs have been received from one local reprographic house (further comparative cost estimates will be sought for the final design) and more flexible bannering to improve the appearance of the greater extent of heras fencing on the rest of the site. Assistance has been pledged by Archives for use of their historic images and also Alan MacAteer Photography for more recent images depending on the final content. A further meeting is planned for early October 2021 to initiate the proposals.

It would not be appropriate at this time to consider a Banner Wrap for the Mackintosh building as the GSA works towards removing some of the scaffold but this will be considered as part of the main restoration project.

1.18 CATERING ON CAMPUS

At the end of July 2021 the GSA's existing catering provider, Where the Monkey Sleeps advised they would not be returning to the GSA. Their contract with the GSA had expired on 25 June 2021 although during 2020/ 21 year no catering had been provide because of Covid restrictions.

The Ideal Catering Consultancy carried out a review of the "Where the monkey sleeps" and potential catering in the Stow building in 2019. The recommendations from the report were not carried out. One was to re-tender the catering contract, another was suggestions to reduce queuing in Reid catering and another was options for Stow catering.

After a successful trial session, a catering truck facility called Blend Coffee Lounge has been sourced for the Stow car park from 4 October 2021 onwards during Monday to Thursday to provide a Coffee/ Grab and Go offer. This company is also potentially interested in the internal grab and go kiosk in the Reid building.

The GSA Estates will start a tendering exercise for catering on campus and as part of that work will organise staff and student surveys on the type of offering that would be wanted.

1.19 INCLUSIVE DESIGN

A draft Inclusive Design Policy and PowerPoint summary has been prepared that will be presented to the Senior Leadership Group in October 2021 for approval. This sets the context for improvements to the GSA estate, raises awareness of issues and is to ensure no opportunities are missed whilst carrying out capital and maintenance projects. These documents can then be shared with the GSA staff and students.

In parallel to this GSA Estates are carrying out a review of the Access Audits as detailed in section 1.16 above.

Some immediate actions that have been put in place are:

- One stop student shop in the Reid building with bookable slots for face to face student advice on finance, registry and IT issues. This prevents the need for students to access 6 Rose Street where these services are located but has poor access.
- Improved wayfinding signage in the Stow building for the School of Fine Art and the workshops

1.20 TITLES, LEASES AND RELATED MATTERS

The GSA solicitors (Thorntons) were commissioned to undertake a review of the GSA property titles, leases and related matters. The recommendations have been prioritised by the legal advisors (urgent, medium term, longer term) and Business and Estates Committee at their meeting on 28 September 2021 agreed to the approach which will now be actioned. This will include completing voluntary registration for a number of the owned GSA buildings' titles and lease reviews on the buildings the GSA occupy but do not own.

Eleanor J. Magennis

Director of Estates

7 October 2021

THE GLASGOW SCHOOL OF ART

BOARD OF GOVERNORS: COVERSHEET	
To, Date:	Board of Governors, 18 October 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 Committee is invited to note and comment on this Paper.
Consultation:	A fuller version of this paper, including the associated Policies, was presented to the Occupational Health and Safety Management Committee (OHSMC) on 6 September 2021. This paper was also considered by Senior Leadership Group on 14 September 2021 and Health and Safety Committee on 22 September 2021.
Risk Management:	A specific institutional Risk Register for Health and Safety was approved at the 6 September OHSMC which has been aligned with the GSA's Institutional Risk Register. Items referred to in the following report refer back to elements within the Health and Safety Risk Register.
Resource Implications:	None
Equality Impact Assessment Implications:	Any policies or procedures referenced in the course of the report have been or will be subject to an EIA in line with the 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 18 OCTOBER 2021

(FOR THE PERIOD: 14 APRIL to 30 SEPTEMBER 2021)

1.00 INTRODUCTION AND OVERVIEW

Good progress has been made with the deliverables of the Occupational Health and Safety Plan 2020/21 as summarised in this update.

Two new policies have been approved and five revised during this quarter. In addition, a GSA Health and Safety Risk Register has been created to facilitate disaster response and business continuity planning as well as risk management at the GSA.

2.00 CoVID 19 RELATED HEALTH AND SAFETY ARRANGEMENTS

The GSA Safe Campus Group continues to meet fortnightly and has done since March 2021.

The GSA Institutional COVID 19 risk assessment has been kept under review by the Head of Health and Safety and amendments have been made in line with the relaxation of mitigations and bench marked against mitigations introduced by other Scottish HEIs.

The revised assessment was sent to the Trade Union Forum (TUF) for review and discussed at its meeting on 24 August 2021. Comments from the TUF were incorporated into the GSA Covid Risk Assessment.

All Schools and Departments were sent the revised COVID 19 GSA institutional risk assessment and asked to carry out a review of their own departmental COVID 19 assessments by 3 September 2021.

There have been no outbreaks of CoVID 19 at the GSA requiring NHS Scotland intervention.

From the start of term on 20 September 2021 the following arrangements were put in place:

- All academic buildings on campus will be open from 8.00a.m to 8.00p.m Monday to Thursday; 8.00a.m to 5.00p.m on Friday and 9.00a.m to 5.00p.m on Saturday. The Library will be open slightly longer hours and in addition on a Sunday. This will be supported by an external Security company and then the new roles of Studio Managers/ Studio Assistants.
- The Technical Support Department Click and Collect service will continue to operate out of the ground floor of the Reid building. Workshop spaces will also be bookable.
- The Exhibition space in Reid will be in use again and the machines that formed the digital hub in the room re-located to Barnes building and potentially replace some of the machines in the Library.
- The Head of Health and Safety and Director of Estates have worked with School contacts on the 1m plus in studios and teaching areas to maximise studio use.
- All 2m and room capacity signage has been removed and refreshed signage put in place where appropriate to welcome students back
- Enhanced cleaning will remain as will hand sanitisers.

In addition from end of September 2021 a click and collect service for LFT and PCR tests has been available from the Reid Building for staff and students.

3.00 ENHANCEMENT OF ENGAGEMENT MEETINGS WITH HEADS OF SCHOOLS/ GSASA

In accordance with the Occupational Health and Safety Plan 2020/21 the fourth meeting took place on the 13 September 2021 chaired by the Director of Estates.

A recommendation from the internal health and safety audit to develop a single approach to the maintenance of Health and Safety documentation was discussed. The Head of Health and Safety will advise the various schools and support departments what is required.

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.

It has been considered prudent that a detailed 'health check' of the existing system in Reid is carried out, to demonstrate why the existing system has the recurring issues and the remedial actions required to ensure that these issues can be addressed. A detailed report is expected on 8 October 2021 with clear recommendations and costings to address the issues.

A similar health check is also being carried out on the McLellan galleries wireless fire detection and alarm system as it also reports multiple faults on a regular basis.

5.00 PROGRESS WITH SCHEDULED ACTIVE MONITORING INSPECTIONS

In the period since the last OHSMC report spanning 14 April 2021 to 4 October 2021 there have been a total of eight Active Monitoring Inspections.

- Three were in accordance with the Schedule (Communication Design, TSD Photographic Studio Reid and Interior Design).
- Two were brought forward at the request of the Residential Accommodation Manager (Margaret McDonald Hall, and Blythswood House).
- One inspection was completed from the previous quarter (Paint and Mortar).
- Two scheduled inspections were conducted late due to the areas being closed (Open Studio McLellan, Open Studio glass workshop)

Two scheduled inspections were not carried out as scheduled as the area is currently closed. These are GSASA Assembly and Where the Monkey sleeps. The latter is a catering company that are not returning to the GSA. The GSASA Assembly inspection is now scheduled for later in October 2021.

One scheduled inspection has been further delayed until October due to staff absence in fashion and textiles.

There have been no serious issues requiring immediate action. Outstanding actions will be followed up ahead of the next OHSMC.

Completed/Outstanding Health and Safety Inspection Actions 19/20

Completion of the 19/20 outstanding actions was impacted by the national CoVID-related closure. A summary by area of responsibility of the outstanding actions is indicated below. None of the outstanding actions are serious or have required closure of facilities and are unlikely to result in immediate harm to persons or premises, but will be pursued until completed.

The Head of Health and Safety has been working with the Heads of the Schools to resolve outstanding issues. Remaining actions are ventilation, provision of hand wash in studios in the Stow and rest areas in Stow for students outside of studios. These have been picked up again in the 20-21 inspection programme as well as in CoVID return to work inspections and are being actioned.

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 2020/2021 reporting period or since the June committee report.

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.

A tender document has been finalised in order to appoint a new asbestos contractor who will undertake an updated management survey in all buildings and six monthly re-inspections over the next three years.

The Estates Maintenance Manager will be attending UK Asbestos Training Association Duty to Manage Appointed Persons course from 27 to 29 October 2021.

6.00 ADVICE, SUPPORT AND PROJECTS

CO2 monitors and air quality

The Head of Health and Safety has purchased four RS pro 802D air quality monitors in accordance with specifications recommended by the Health and Safety Executive. These can data log and monitor temperature, humidity and CO2 levels over extended time periods. The Head of Health and Safety and the Head of Technical Support Department will trial these monitors in their space with forced air ventilation concerns and report at the next OHSMC.

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.

Blythswood Halls of Residence

The project involves the replacement of a number of existing cladding panels and insulation. The Building Warrant for the works has been received. The procurement of the Contractor, Nu-Cairn, has been concluded and the GSA Estates. The works will hopefully start on 13 October 2021 and be over a duration of three days, the panels have been manufactured and are stored with the Contractor.

7.00 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:

- From 2018/19 the development of a specific Health and Safety risk register. This was developed by the Head of Health and Safety and is consistent with, and informs the institutional risk register. This was presented to and approved at the 6 September OHSMC.
- From 2019/20 a table of policies and guidance for Health and Safety. This was included in the Operational Health and Safety Plan.
- From 2019/20 The Fire Risk Assessment and Monitoring reports to be available on the Health and Safety staff intranet pages. This has been done.
- From 2017/18 the three Business Continuity actions from 2017/18 Audit in terms of updating emergency management plans, testing procedures and clarity of roles is in preparation. A paper will be presented to the October 2021 OHSMC on this as work has begun and Emergency contacts have been updated in the emergency cabinets across campus.
- From 2020/21 that GSA should ensure that all new staff employed complete the required Health and Safety and Fire Safety training and that their completion of this training is fully documented. This is being actioned in liaison with Human Resources.

The Occupational Health and Safety Plan for 2021/22 sets out deliverables against completion of all the above actions from the 2020 /21 report.

8.00 SUMMARY POSITION RELATING TO ACCIDENTS, NEAR MISS EVENTS INCIDENTS

There have been four accidents and incidents requiring recording in the accident book since the April 2021 committee. None of these incidents required notification to the Health and Safety Executive under RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations.)

Investigation (Re-Active Monitoring)

There have been no accidents or incidents requiring detailed investigation by the Health and Safety Team in this period.

Recording of accidents and incidents

The Head of Health and Safety has been working with Human Resources to activate the health and safety aspect of the iTrent software. This was expected to be activated in April 21. Due to problems securing a technician this has been repeatedly delayed. HR now report that they are in the development stage of the site and there are a few fixes to be made before the system can be trialled.

9.00 PROGRESS RELATING TO OCCUPATIONAL HEALTH AND SAFETY TRAINING

The Head of Health and Safety, in collaboration with Human Resources, has developed a training plan based on a training needs analysis.

The first three Institute of Occupational Safety and Health Managing Safely courses delivered, in partnership with City of Glasgow College have been completed with a total of 30 members of staff being trained.

Completion of these e-learning modules by GSA staff has improved this year. The figures below were as of the 03 September 2021 and are the latest available.

Fire Safety	Health and Safety 1	Health and Safety 2
84%	80%	77%

10.00 PROGRESS REGARDING DEVELOPMENT OF THE POLICY REVIEW SCHEDULE

The following Policy and Guidance Papers were approved at the 6 September 2021 Occupational Health and Safety Management Committee (OHSMC):

- GSA Health and Safety Offsite Work and Study Policy and Guidance (Revision)
- The GSA COVID 19 Return to the Workplace Risk Assessment and Guidance (Revision)
- Key Performance Indicators (KPIs) Policy and Guidance. (New)
- Occupational Health and Safety Policy and Arrangements. (Revision)
- Management of Contractors Guidance document (Revision)

The following Policies and Guidance required minor amendments which was agreed can be approved by correspondence:

- Driving on GSA Business Policy and Guidance (New)
- GSA Health and Safety Risk Assessment Policy and Guidance (Revision)

12.00 LEGISLATIVE AND SECTOR DEVELOPMENTS

The Scottish Fire and Rescue Service (SFRS) is conducting an options appraisal of models for responding to Automatic Fire Alarm Calls (AFA's). When these calls turn out to be False Alarms to which the SFRS respond, these are known as Unwanted Fire Alarm Signals (UFAS). These can be received from an Alarm Receiving Centre (ARC) or via a 999 call.

The GSA premises Fire Alarm systems are linked to an ARC and as noted in this report generate the occasional UFAS call.

The possible implications and considerations for GSA are as follows:

- All alarm activations will require investigation by on-site GSA staff.
- Janitors may have to investigate unoccupied buildings out of hours.
- Procedures for this and staff training will need to take place before the preferred option is implemented

Findings will be presented to the SFRS board in December 2021 after which a decision will be announced.

Eleanor J. Magennis
Director of Estates
7 October 2021

BOARD OF GOVERNORS: COVERSHEET	
To, Date:	Board of Governors, 18 October 2021
Paper Author (and designation):	Rory O'Neill, Student President of the GSA Students' Association
Title of Paper:	General Update from the GSASA
Summary of Paper:	The paper gives an overview report from the Student President, giving oversight on several key projects and events, since taking office in July 2021.
Recommendations (note/discuss/approve/endorse):	Members of the Board of Governors are asked to note and discuss the contents of this paper.
Consultation:	Board of Trustees at the GSASA
Risk Management:	<i>n/a</i>
Resource Implications:	<i>n/a</i>
Equality Impact Assessment Implications:	<i>n/a</i>
Legal and Regulatory Considerations:	This paper introduces changes to the SRC structure which will affect our funding cycles but should not affect our accordance with the with the Education Act 1994. Legal advise will be sought at a later date.
Freedom of Information (FOI):	Can be released in full subject to the application of Data Protection (named third parties) obligations
Next Steps:	Contents of this paper are under varying levels of review but will mainly be presented to the SA's membership on Wednesday 13 th October at the Annual General Meeting.

The students have been put through the ringer over the past couple of years, and I am so happy to say that the year has started with such a positive BANG!

Freshers

Freshers' was very successful this year. It was a brilliant opportunity to be reminded of how tenacious and vibrant the GSA community is. [REDACTED], the Vice-President/Events Convenor, with great support from [REDACTED] and [REDACTED], curated a programme of both digital and in-person events, for all students no matter their circumstances to be inducted into the culture of GSA.

From toothpaste and deodorant making to online origami workshops to a late-night event hosted at SWG3, we have tried to cater to all needs of the students to welcome them to Glasgow and the art school.

I'd like to thank our Student Societies for engaging with Freshers' week through the Fair (a personal highlight!) and numerous fabulous events that occurred throughout the week. I would like to extend my thanks to Jenny Brownrigg, John Ayers, Scott Parsons, Shona Paul, Eleanor Magennis and Allan Atlee for their assistance in facilitating the in-person events through the Reid Gallery space for our workshop and mixer events, the Refectory for our internal Freshers' Fair and Blytheswood Basement for our life drawing session.

Update on Building and Team at the GSASA

I'm very sad to say that our incredible Digital and Communications Student Engagement Coordinator, [REDACTED] will be leaving our team as of the 22nd of October. She has been an incredible asset to the GSASA and we will miss her. We wish her great success in her new position at the [REDACTED]

We are still working within the shell of what once was a building full to the brim with student activity. And whilst we want to get the building back as quickly as possible, we need to figure out our capacity with a small team through a series of test events; we have Black History Month, Halloween and COP26 which will enable us to reintroduce students to the space and set the tone of the building as that of community. Unfortunately, the Assembly Hall will be inaccessible during our programmed test events due to the Truss needing certification.

Our Executive Manager has been working closely with Estates to move along the preparation of the building, carrying out fire alarm, and various other health and safety checks.

In the planning for the test events, it is increasingly obvious that we will need to implement the role of a Duty Manger to join our team to allow for an increase in student access to the building. To not overwhelm our remaining staff's workload with [REDACTED] responsibilities, [REDACTED] and myself are looking to recruit a Social-Media and Communications Officer through the Government's Kickstart Scheme, providing opportunity for a 16-24-year-old to work with us at 25 hours per week that is government funded for 6 months.

Part of this is commercial activity to return to the GSASA in the form of food and drink. Since *Where the Monkey Sleeps* no longer occupies the Refectory, it is very exciting to hear that Blend Coffee has decided to base themselves in Stow, this is still in a very limited capacity. We hope to reopen this conversation at the beginning of Semester 2 with the Duty Manager in post alongside more access for students to use building as meeting type space e.g. societies, lunch breaks, bookable exhibition/project space, showcasing our best working practices.

We are in regular conversation with Saramago and the CCA on the possibility of a festive party towards the end of the calendar year. They are currently offering student discounts on particular items of food and drink and providing us space for societies to meet up twice a week in whilst our building is closed.

Black History Month - Update from [REDACTED] Vice President/Events Convenor

This October, the GSASA will be acknowledging Black History Month by programing and highlighting events around Glasgow which promote the history and work of the African diaspora. These include working with the GFT and highlighting their season of 'Black Histories on Film' to students at GSA. Furthermore, the association has programmed a Black History Book club and an artist talk with [REDACTED] who will talk about her

current show at the CCA 'Reflective Jester: It's Just A Feeling'.

Lastly, this Black History Month, the Student's Association would like to show their support to Black students at GSA by helping and facilitating an exhibition for them which will display the creative talent of the Black students at GSA.

Through these events we show solidarity with the anti-racist movement and encourage all students to participate in developing greater knowledge of Black British Histories.

COP26

With COP26 quickly around the corner, our programme is very quickly coming together. We have the Sculpture and Environmental Art department using the Vic area for a variety of workshops, lectures, and seminars. Several external bodies have been in contact regarding the use of our building which is currently under review. We have agreed to host workshops with Climate Fresk on climate literacy and identifying emotions and actions around the climate crisis within HEIs. I have been attending the Glasgow Sabbatical Forum and its subsequent COP26 committees with partners at University West Scotland and City of Glasgow College. We have been in conversations with [REDACTED] and several students, and we will be launching a hackathon of 'What would you do with the Stow Car Park with £1mil?'

Halloween

With no capacity for a late night/club event in our building, or others due to the imminent COP26, we are pulling together a programme of wholesome daytime events, some of which will be reruns of our Freshers' week events that were disrupted due to COVID19. Them being Run Clubbin' and Foraging (both in costume!). We are also looking to host Pumpkin Carving in the Vic space for students to add some spook to their homes.

SRC Committee Restructure

SRC and Governance

With the Premises, Financial and Relationship Agreements all set for greenlighting, the only outstanding governing document is our Constitution, which any minor amendments suggested by the GSA will be voted upon during our Annual General Meeting on Wednesday 13th October from 4pm-6.15pm.

An item on mine and a few sabbaticals before me is the reformation of the Student Representative Council. The current structures that we have in place do not allow for appropriate discussion of the operations of the association as specified in the rules:

8.2 With the Board shall agree with the Council three sub-committees, each of which shall have oversight for certain funding allocated for specific purposes by the Board in agreement with the School. These Committees shall be:

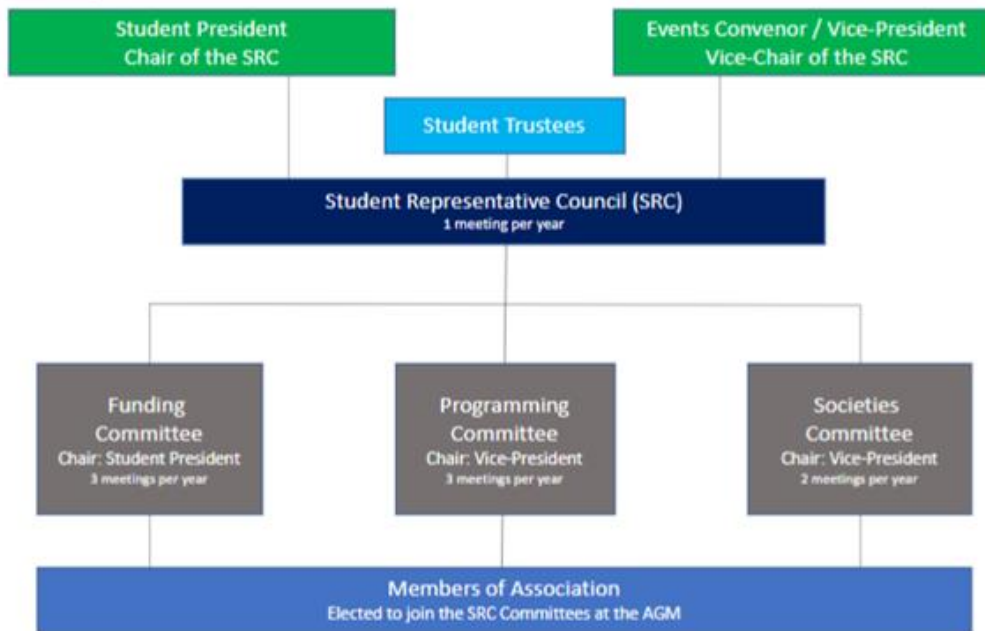
- *The Funding Committee*
- *The Programming Committee*
- *The Societies Committee*

8.3 The Council shall facilitate meetings of the sub-committees.

With facilitating the meetings of these sub-committees of the Council, the SRC (Student Representative Council) is limited to one full meeting, held in December. At this point, we elect Student Trustees to our Board and condense what would be most of Semester 1 and the plans for the rest of the Academic year into the space of 3 hours.

This diagram describes the current structure and timings of the SRC:

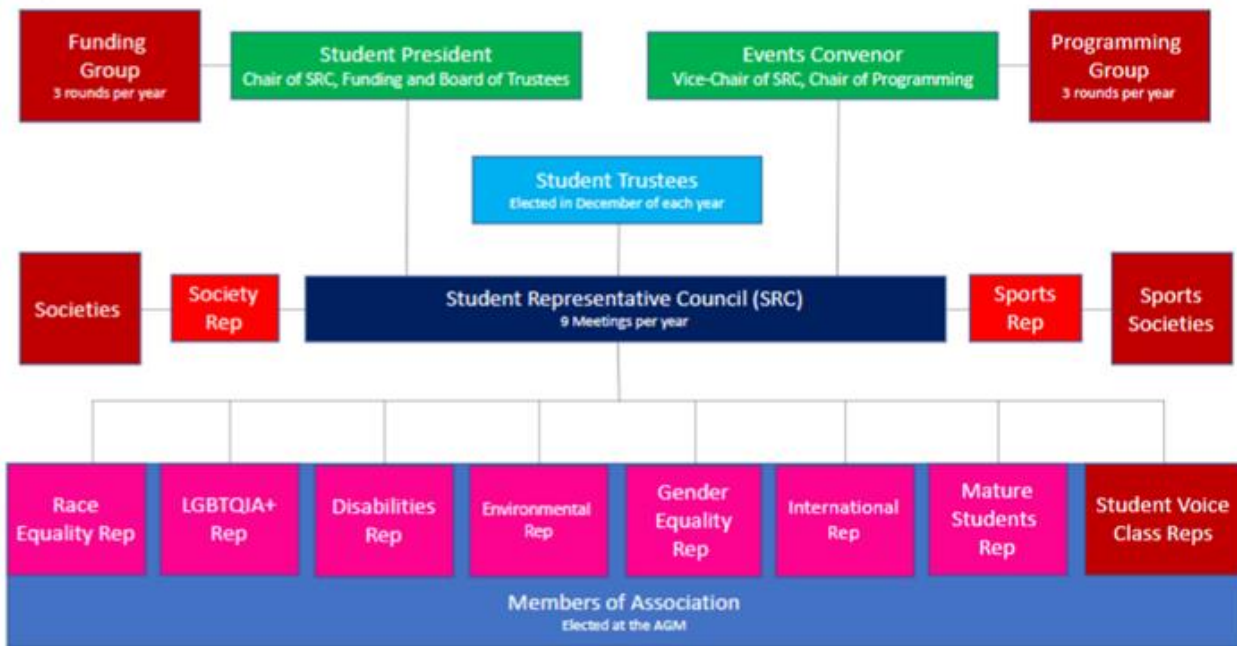
Current SRC Structure



With the support of the Board of Trustees as of the 29th September, I will move to seeking legal advice as this will affect our funding cycles as relevant in our Rules of Association as marked against the Education Act 1994. With the green light, I will introduce this to our members at the AGM (Annual General Meeting) on the 13th of October. Following this I will be working with students to identify any issues that may arise ahead of our December meeting where this will be voted upon and hopefully ready to be implemented by 2022/23. From January, I will begin the process of redrafting our Rules of Association with fellow trustees, which need to be updated regardless given the minor amendments to Constitution.

To ensure we do not lose our funding/programming cycles in accordance with the Education Act 1994, I propose funding and programming groups for all members to join so they continue to receive support and professional practice. The Student President will chair the 'Funding Group' and report on their activities into the SRC and the Events Convenor will chair and report on the activities of the 'Programming Group.' With the Societies and Communities Student Engagement Coordinator in post along with support from the Sabbatical Officers, societies and sports will have the resources they need to facilitate their own activity and elect a representative to sit on and feed into the SRC. Again, this will be benchmarked against the Education Act.

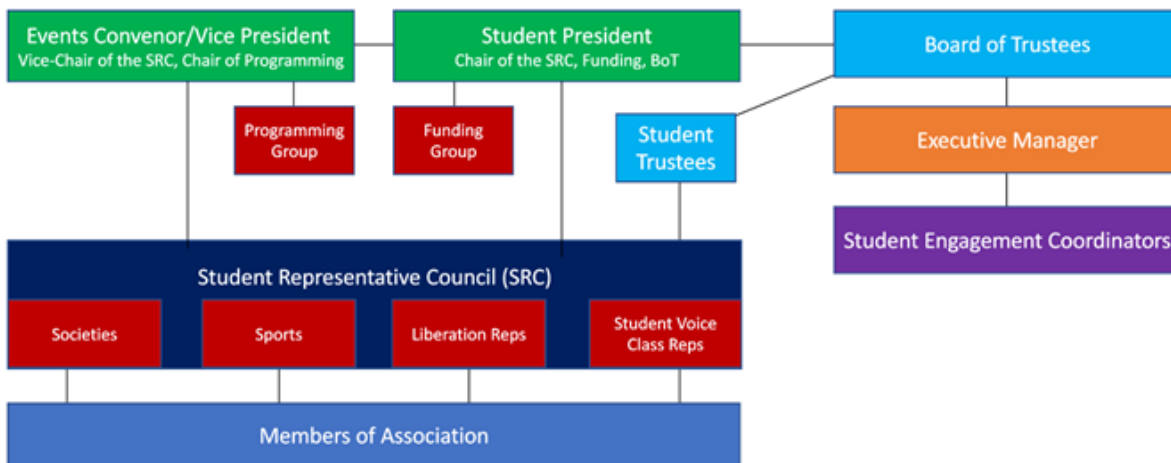
Proposed SRC Structure



As you can see, the structure opens to more of a round table discussion. The Student President and Events-Convenor will report to the SRC made up of Liberation, Academic/Student Voice and Association representatives the workings of the Association in which there will be more opportunity for debate as this would mean they can meet for 9 times a year. I am conscious that this will be an increase in student activity so it would be down to the Sabbaticals in post to curate the business for the meetings thematically i.e., Society and Programming, Commercial Services, International Student Experience.

This model also enables more support and accountability for Sabbatical Officers in creating room for the SRC to review and discuss plans of actions on the Officers’ Manifestos. The Liberation Reps positions are similar, if not slightly reworded, to those of the University of Glasgow’s SRC and countless others throughout the UK.

Proposed GSASA Governance Structure



There is some confusion of the Governance of the GSASA due to terminology - the 'Council', SRC, Trustees, etc. - and this proposal seeks to clarify our governance (via the Trustees) and provide for more robust student input and accountability (through the SRC). The relationship the SRC will have with our Board of Trustees will emulate that of the GSA's Academic Council and its of Board of Governors. This will formalize the reporting nature of the Student Trustees from the Board to the SRC as outlined in our Rules of Association.

All this effort is pulling together the resources we need to reopen the building to its full potential with a professionalisation of our services and structures; sowing the seeds for a focus on wellbeing services, accommodation assistance and a development in casework training to support students in areas of conflict.

BOARD OF GOVERNORS: COVERSHEET	
To, Date:	Board of Governors Meeting: 18 th October 2021
Paper Author (and designation):	Alan Horn, Director of Development
Title of Paper:	GSA/GSASA Relationship Agreement and Associated Annexes
Summary of Paper:	This paper presents the conclusion of the process to agree the GSA/GSASA Relationship Agreement, and an update on the development of the GSASA Constitution.
Recommendations (note/discuss/approve/endorse):	<p>The Board of Governors is invited to:</p> <ul style="list-style-type: none"> • Approve the GSA/GSASA Relationship Agreement and its associated annexes following consideration at the Audit and Risk Committee of 20th September 2021. • Note the update relating to the development of the GSASA Constitution.
Consultation:	This Paper was considered and approved at the Senior Leadership Group meeting of 7 th September 2021. It was subsequently offered to the Audit and Risk Committee for consideration at their meeting of 20 th September 2021, and to the Business and Estates Committee at their meeting of 28 th September 2021.
Risk Management:	GSA's governing instruments contain obligations for the Board regarding the effective functioning of GSASA and these must be delivered. The Relationship Agreement supports this delivery.
Resource Implications:	Resource implications will be dealt with in the GSASA block grant, considered by the Business and Estates Committee on the recommendation of the Director of Finance.
Equality Impact Assessment Implications:	Equality impact assessments will be taken forward as appropriate.
Legal and Regulatory Considerations:	Education Act 1994
Freedom of Information (FOI):	This paper will be not be restricted.
Next Steps:	<p>The Board of Governors is invited to:</p> <ul style="list-style-type: none"> • Approve the GSA/GSASA Relationship Agreement and its associated annexes following consideration at the Audit and Risk Committee of 20th September 2021. • Note the update relating to the development of the GSASA Constitution.

THE GLASGOW SCHOOL OF ART

BOARD OF GOVERNORS

18TH OCTOBER 2021

ACTION SOUGHT

The Board of Governors is invited to:

- **Approve** the GSA/GSASA Relationship Agreement and its associated annexes following consideration at the Audit and Risk Committee of 20th September 2021.
- **Note** the update relating to the development of the GSASA Constitution.

BACKGROUND

The Education Act 1994 places a range of responsibilities on the governing bodies of higher education institutions in respect of the organisation of student associations. In addition, the GSA Statement of Corporate Governance general schedule of reservations notes that the Board of Governors has responsibility for approving the constitution and function of the Students Association.

As has been reported regularly to the Board of Governors through previous Audit and Risk and Business and Estates Committees, the Director of Development has been coordinating a process of consultation and negotiation between GSA and the GSASA to conclude a formal Relationship Agreement to give effect to these responsibilities. This has involved, the Presidents of GSASA, Board Members of GSASA, and more recently the Executive Manager of GSASA, alongside appropriate members of the GSA Senior Leadership Team including the Deputy Director Academic, the Director of Finance and the Director of Estates in respect of the various areas of executive responsibility.

Once formally in place, in terms of executive responsibility the matter will pass to the Deputy Director Academic, the Director of Finance and the Director of Estates for delivery and on-going review, including appropriate reporting to the Business and Estates Committee and the Board of Governors.

It is highlighted that, in due course, proposals from the Director of Finance relating to the GSASA block grant, will be considered by the Business and Estates Committee for recommendation to the Board for approval.

The Board of the GSASA has, in parallel, been reviewing the GSASA Constitution and Rules, in advance of offering them to the GSA Board of Governors for consideration and approval.

RECOMMENDATION:

Following the updates provided at the Audit and Risk Committee of 17th May 2021, the Business and Estates Committee of 24th May 2021 and the Board of Governors of 17th June 2021, further and final negotiations took place, informed by appropriate legal advice, which have concluded the proposed agreement between GSA and GSASA of the term of the main [Relationship Agreement](#); [Annex 1 \(Code of Practice\)](#); [Annex 2 \(Finance\)](#) and [Annex 3 \(Premises\)](#).

The documents referenced above (and hyperlinked for review) were presented to the Audit and Risk Committee of 20th September 2021 for consideration and recommendation to the Board of Governors, and to the Business and Estates Committee of 28th September 2021 for noting.

UPDATE REGARDING GSASA CONSTITUTION AND RULES

In addition, discussions on the GSASA Constitution & Rules have been concluded to the satisfaction of GSA. GSASA now need to put the revised Constitution & Rules to a members vote on the 13th October 2021, after which it will be offered to the GS Board of Governors, via the Audit and Risk Committee for consideration and approval.

Alan Horn
Director of Development
07/10/2021

Hyperlinked Documents:

- [Relationship Agreement between GSA and GSASA](#)
- [Annex 1: Code of Practice](#)
- [Annex 2: Financial Relationship between GSA and GSASA](#)
- [Annex 3: Premises](#)

THE GLASGOW SCHOOL OF ART

AUDIT AND RISK COMMITTEE

Minutes: 20 September 2021

Members: Mr Andrew Sutherland (Convenor), Dr Marty Herbert, Dr Simon Learoyd, Mr Michael McAuley.

Attending: [REDACTED] (Henderson Loggie (Internal Auditor)), Mr Alan Horn (for items 2122.10 and 2122.14), [REDACTED] (Azets Audit Services (External Auditor)), Professor Penny Macbeth, Mr Andrew Menzies.

Governance Office: Dr Craig Williamson, Ms Edna Docherty.

[This meeting was held via video-conference.]

2122.01 WELCOME AND INTRODUCTIONS

The Convenor welcomed members to the first meeting of session 2021/22, and in particular, the Convenor welcomed Dr Simon Learoyd, new Independent Governor, to his first meeting. On behalf of the Committee, the Convenor extended thanks to Ms Ann Faulds for her invaluable input to the work of the Committee in session 2020/21.

There were no apologies for absence.

2122.02 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).

2122.03 MINUTES OF THE MEETING HELD ON 17 May 2021 [Paper 3]

The minutes of the Audit and Risk Committee meeting held on 17 May 2021 were **approved**.



2122.04 MATTERS ARISING

None.

2122.05 ACTION POINTS [Paper 5]

The Committee reviewed its list of Action Points set out in Paper 5 and noted the updates provided for those actions not otherwise addressed by items on the agenda.

2122.06 AUDIT AND RISK COMMITTEE DRAFT REMIT, MEMBERSHIP AND PROCEDURES 2021/22
[Paper 6]

The Committee considered the draft Remit, Membership and Procedures for session 2021/22, as set out in Paper 6, and noted that this would be considered for approval by the Board at its meeting of 18 October 2021.

2122.07 INTERNAL AUDIT

.1 Internal Audit Reviews: Update [Paper 7.1]

The Committee considered the terms of Paper 7.1. and noted that the fieldwork for the Student Recruitment Internal Audit and the Student Fees Internal Audit had been completed. The Internal Auditor confirmed that no significant issues had been identified in either of these internal audits and that the final reports would be submitted, together with the Annual Internal Audit Report for 2020/21, to the November 2021 meeting of the Committee.

.2 Internal Audit Review: Health and Safety [Paper 7.2]

[Redacted]

[Redacted]

[Action: **Convenor of the Health and Safety Committee**]

.3 Internal Audit: Financial Stability [Paper 7.3]

[Redacted]

.4 Internal Audit Follow-Up Report [Paper 7.4]

[Redacted]

.5 Internal Audit Plan 2021/22 [Paper 7.5]

The Committee noted the Internal Audit Plan for session 2021/22 set out in Paper 7.4 which had been updated to reflect the agreed timings of each review and the planned reporting to the Audit and Risk Committee.

In terms of section three of the report, which set out the outline scope and objectives for each audit assignment to be undertaken during 2021/22, clarification was sought with regard to GSA's approach to managing the risks associated with each of the audit assignments, as the focus appeared to be mainly on process. Following discussion, the Internal Auditor **agreed** to amend the relevant scopes to reflect the steps taken to manage risk, particularly in relation to cyber security.

[Action: **Internal Auditor**]

The Director reported that, following discussion at the Senior Leadership Group on 7 September 2021, digital infrastructure and cyber security had been foregrounded as key elements of the Digital Strategy within the emerging Strategic Plan.

.6 Annual Review of Internal Audit Protocol [Paper 7.6]

The Committee considered and **approved** the Annual Review of Internal Audit Protocol as set out in Paper 7.6, subject to the following amendment:

- Paragraph 4.4 should be amended to reflect that the Registrar and Secretary would *liaise* with the Contract Manager.

[Action: **Internal Auditor**]

.7 Internal Audit Charter [Paper 7.7]

The Committee considered and **approved** the Internal Audit Charter as set out in Paper 7.7. and invited the Convenor to sign the Charter on GSA's behalf. The committee secretary would make appropriate arrangements with the Convenor in this regard and ensure that this was returned to the Internal Auditor.

[Action: **Committee Secretary**]

2122.08 FINANCE MATTERS

.1 Management Accounts to 30 June 2021 [Paper 8.1]



.2 Financial Regulations

.2.1 Review of Financial Regulations [Paper 8.2.1]

The Committee considered the Financial Regulations set out in Paper 8.2 and **recommended** them to the Board of Governors for **approval**, subject to the following minor amendment:

- Paragraph 5.3: *Audit Committee* should read *Audit and Risk Committee*.

The Director of Finance reported that he would undertake a sector benchmarking exercise in due course and that any further changes as a result of this exercise would be submitted to the Committee for consideration in February 2022.

In response to a query regarding section 19.3 of the Financial Regulations, it was clarified that the Director of Finance's authority regarding decisions on concerning borrowing, investment or financing were laid out by GSA's Treasury Management Policy, which rested within the remit of the Business and Estates Committee.

The Committee **agreed** that, going forward, the Financial Regulations would be submitted to the Committee on a triennial basis, with an annual update to be provided by the Director of Finance confirming that matters remained appropriate.

[Action: **Director of Finance**]

.2.2 Financial Regulations: Policy Review Schedule [Paper 8.2.2]

The Committee noted the Financial Regulations: Policy Review Schedule set out in Paper 8.2.2. On the basis that the policies referenced within the Financial Regulations had now been updated and implemented, it was **agreed** that the Financial Regulations: Policy Review Schedule would thereafter be submitted to the Committee on an annual basis.

2122.09 PROCUREMENT MATTERS

.1 Annual Procurement Report 2020/21 [Paper 9.1]

The Committee noted the terms of the Annual Procurement Report 2020/21 set out in Paper 9.1 and **approved** its publication on the GSA website, subject to:

- References throughout the report to *EU regulated procurements* should be removed and replaced with *World Trade Organisation (WTO) approved procurement approach*.
- The Director of Finance liaising with the Head of Procurement regarding a previous proposal to appoint a design team to assist with the Estates Strategy and subsequently ensuring that Appendix 6 of the Report was updated accordingly.

[Action: **Director of Finance**]

2. Procurement Policy 2021 [Paper 9.2]

The Committee **approved** the revised Procurement Policy 2021, which had been amended to reflect the UK's exit from the European Union, subject to:

- References throughout the report to *EU regulated procurements* should be removed and replaced with *World Trade Organisation (WTO) approved procurement approach*.
[Action: **Director of Finance**]

3. Modern Slavery and Human Trafficking Statement [Paper 9.3]

The Committee considered the Modern Slavery and Human Trafficking Statement as set out in Paper 9.3 and **recommended** it to the Board of Governors for approval.

2122.10 RISK MANAGEMENT

.1 Progress Report on the Review of the Risk Management Framework [Oral Report]

The Director reported that good progress had been made to review and revise GSA's Risk Management Framework as part of the emerging Strategic Plan and in line with the Operational Plan.

.2 Institutional Risk Register [Paper 10.2]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Set within a context of risk management and Board oversight, and citing GSA's approach to health and safety oversight as a parallel example, Dr Herbert asked whether there was merit in establishing an appropriately defined Board-level committee regarding student experience and related matters. The Director was of the view that current senior management and Academic Council reporting to the Board was sufficient in this regard and that the pending attendance of some Board members at Academic Council would enhance Board oversight. The Committee recognised that should a broader discussion be required on this matter the appropriate forum would be the Board of Governors.

The Committee **approved** the Institutional Risk Register.

2122.11 CORPORATE GOVERNANCE-RELATED DEVELOPMENTS**.1 Director's Duties and Charity Trustees' Duties applicable to Governors** [Paper 11.1]

The Committee noted the guidance provided by GSA's solicitors set out in Paper 11.1 which outlined the Directors' Duties and Charity Trustees' Duties applicable to Governors. It was noted that only minor adjustments and some additional commentary on COVID-19 legislation had been made to the document since it was last presented to the Board. Should any further guidance with regard to COVID-19 be issued by the Scottish Government in advance of the papers going out for the Board meeting scheduled for October 2021, the duties would be updated accordingly.

.2 Statement of Corporate Governance [Paper 11.2]

The Committee considered the proposed revisions to the Statement of Corporate Governance for 2021/22 and **recommended** them to the Board of Governors for **approval**.

The Committee noted that minor adjustments and additional signposting were also proposed to the existing *Schedule of Delegation* and that this would be published together with the Statement of Corporate Governance, once approved by the Board.

Further, the *Board of Governors Description of Role and Responsibilities* document, which provided information about the role of Governors and was closely aligned with the Statement of Corporate Governance, would also be similarly updated once the proposed amendments to the Statement were approved.

The Committee **recommended** the policy to the Board of Governors for **approval**.

.3 Corporate Governance Policies: [Papers 11.3 and 11.4]

The Committee considered the proposed new and revised Corporate Governance policies, as set noted below, and **recommended** them to the Board of Governors for **approval**:

- Rules for the Election of Staff Governors [minor amendments]
- IT Usage Policy for the Board of Governors [minor amendments]
- Board Effectiveness Review and Framework Development Policy [new]

.4 Corporate Governance Office Policy Review Schedule [Paper 11.5]

The Committee noted the Corporate Governance Office Policy Review Schedule as set out in Paper 11.5 and **agreed** that, going forward, this review schedule would be submitted to the Committee on an annual basis.

2122.12 ANNUAL REPORT FROM THE DATA PROTECTION OFFICER [Paper 12]

The Committee noted the Annual Report from the Data Protection Officer, set out in Paper 12.

The Data Protection Officer provided the Committee with an update regarding GSA's compliance with Data Protection Act (DPA) legislation, based on the following evidence:

- Internal Audit Reports, undertaken by Henderson Loggie.

- Work undertaken by the GSA Data Protection Forum.
- Outcomes of the Annual Audit Questionnaire, Gap Analysis and Treatment Plan Exercise (Audit Gap Exercise).

The Data Protection Officer reported that, based on the information available, and subject to the Board's adoption of the recommendation set out in Paper 12 that it seeks assurances that future annual self-audit exercise submissions will be timeous and appropriate, he was content that GSA continued to be prepared in a reasonable way for complying with the relevant legislation and regulations. Further, GSA has also continued to evolve its approach in a sensible and considered manner.

2122.13 ANNUAL REPORT ON FREEDOM OF INFORMATION REQUESTS [Paper 13]

The Committee considered the Annual Report on Freedom of Information Requests set out in Paper 13 and noted that appropriate arrangements were in place to ensure that GSA was compliant with the relevant Freedom of Information (Scotland) Act 2002 and the Environmental Information (Scotland) Regulations 2004 (EIR) legislation.

2122.14 ANNUAL REPORT ON THE SCOTTISH PUBLIC SERVICES OMBUDSMAN (SPSO) COMPLAINTS SCHEME [Paper 14]

The Committee considered the Annual Report on the Scottish Public Services Ombudsman (SPSO) Complaints Scheme set out in Paper 14 and noted that appropriate arrangements were in place to ensure that GSA was compliant with the Scottish Public Services Ombudsman's (SPSO) Model Complaints Handling Procedure.

2122.15 GSA/GSASA RELATIONSHIP AGREEMENT AND ASSOCIATED ANNEXES [Paper 15]

The Committee considered the GSA/GSASA Relationship Agreement and its associated annexes which were set out in Paper 15. The Director of Development confirmed that this would ensure that a formal relationship was now in place between GSA and the GSASA, informed by appropriate legal advice. This had been achieved as a result of the efforts of a variety of people across GSA, in particular, those of the Executive Manager of GSASA.

The Committee noted that the GSASA Constitution and Rules had been concluded to the satisfaction of GSA and that GSASA would put the revised Constitution and Rules to a members' vote in October 2021. Subsequently, the Constitution and Rules would be offered in due course to the Board of Governors, via the Audit and Risk Committee, for consideration and approval.

The Committee thanked the Director of Development for his efforts in coordinating this important exercise and bringing this matter to a successful conclusion.

The Committee **recommended** the GSA/GSASA Relationship Agreement and its associated annexes to the Board of Governors for **approval**.

2122.16 INDIVIDUAL GOVERNOR AND BOARD OF GOVERNORS-RELATED EXPENSES: APRIL – JUNE 2021 [Paper 16]

The Committee noted the report relating to Individual Governor and Board of Governors-related Expenses for 1 April 2021 to 30 June 2021.

The Committee observed that, in accordance with GSA's Expenses Policy for the Board of Governors, the Chair of the Board would be provided with a breakdown of each individual Governor's expenses.

2122.17 SECTORAL DEVELOPMENTS [Oral Report]

The External Auditor drew the Committee's attention to the following developments:

- A public consultation on a new stand-alone standard for audits of less complex entities was open until January 2022;
- The establishment of 'material, not significant' [REDACTED]
- A proposal to reduce the filing deadline for Companies House Reports from nine months to six months;
- HMRC had invested in a Job Retention Taskforce to investigate the increase in COVID-related fraud;
- An Accounting Standards FS12 consultation was open until January 2022.

The Internal Auditor highlighted the increased threat of both fraud and cyber-security and signposted the Committee to [Audit Scotland's Blog in relation to Counter Fraud](#).

2122.18 ANY OTHER BUSINESS

There was no other business.

2122.19 DATES OF NEXT MEETINGS:

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
28 September 2021

THE GLASGOW SCHOOL OF ART

BUSINESS AND ESTATES COMMITTEE

Minutes: 28 September 2021

Members: Mr Habib Motani (Convenor), Ms Ann Faulds, Professor Penny Macbeth, Mr Michael McAuley, Mr Rory O'Neill, Mr James Sanderson and Dr Graham Sharp.

Attendees: Mr Alan Horn (Item 2122.07.2 and Item 2122.10 to 2122.11), Mrs Eleanor Magennis and Mr Andrew Menzies (from Item 2122.06.2).

Governance Office: Dr Craig Williamson, Ms Lisa Davidson.

[This meeting was held via video-conference.]

2122.01 WELCOME AND APOLOGIES FOR ABSENCE

The Convenor welcomed members to the first meeting of session 2021/22 and in particular, Ms Ann Faulds, Mr Rory O'Neill and Dr Graham Sharp to their first meeting of the Committee. There were apologies for absence from Ms Muriel Gray and Mr Harry Rich.

As the Chair would shortly be demitting office, the Convenor noted on the Committee's behalf, its appreciation for her hard work and considerable engagement with the work of the Committee over the past eight years and thanked her for her service in this regard.

2122.02 DECLARATIONS OF INTEREST

The following professional relationships were declared: GSASA (Mr O'Neill); CMS (Mr McAuley); Scottish Futures Trust and Scottish Futures Trust Investments (Ms Faulds).

2122.03 MINUTES OF THE MEETINGS OF 17 AND 24 MAY 2021 [Paper 3.1 and 3.2]

The minutes of the meeting of 17 and 24 May 2021 were **approved**.

[Secretary's Note: Regarding Item 2021.57.2 within the minutes of 24 May 2021, it was subsequently highlighted that the date in paragraph 2 should be February 2022 and this amendment would be made on the file copy.]

2122.04 ACTION POINTS [Paper 5]

The Committee reviewed its list of Action Points set out in Paper 5 and noted the updates provided for those actions not otherwise addressed by items on the agenda.

The Director of Estates had highlighted that a Project Plan timeline had been included in the Strategic Outline Business Case. The Convenor explained that it would be helpful for the Director of Estates to provide a critical path schedule of key decisions that would require consideration in the coming period in order to understand and anticipate timing for matters that would require consideration by the Committee in the future, to plan for these in the context of the Committee's meeting schedule, including identifying points where scheduling single item meetings may potentially assist and planning for them and to facilitate seeking input from the Steering Group (Mackintosh) where appropriate.

[Action: **Director of Estates**]

With regard to the update provided regarding GSA undertaking financial checks on suppliers in the context of a tender process, the Director of Estates confirmed that this applied to all tenders and clarified that where there were concerns about a company's financial standing, advice would be sought from Dun and Bradstreet. This action would, therefore, be removed from the action list.

Regarding the fifth-floor signage on the Stow Building, the Director of Estates clarified that this action related to the desired removal of the *Stow College* imprint and introduction of GSA signage and highlighted this was a complex matter owing to the presence of galbestos. The Director of Estates confirmed that addressing the galbestos issue was part of the planned Stow Building works and as such the signage would be dealt with in parallel.

2122.05 BUSINESS AND ESTATES COMMITTEE DRAFT REMIT, MEMBERSHIP AND PROCEDURES 2021/22 [Paper 6]

The Committee considered the draft Remit, Membership and Procedures for session 2021/22, as set out in Paper 6, and noted that this would be considered for approval by the Board at its meeting of 18 October 2021.

In terms of the *Board of Governors' Statement on Socially Responsible Investment* it was noted that GSA had recently approved a new Endowment Investment Policy, and this was therefore referenced accordingly. It was suggested that the Director of Finance review the *Board of Governors' Statement on Socially Responsible Investment* in light of recent changes to the guidance provided to charities and report back to the Committee.

[Action: **Director of Finance**]

It was suggested that the wording of Item 1.1.c be adjusted as follows:

- ...on matters covered by the remit of the Committee...

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

2122.06 DIRECTOR'S UPDATE

.1 Report from the Director

The Director advised that, with the Convenor's agreement, she would exceptionally be providing an oral report to this meeting of the Committee.

In terms of recruitment, the Director confirmed that the position had much improved from the previous sessions and that, as at 28 September 2021, [REDACTED] students had been invited to enrol, equating to a potential total tuition fee income of [REDACTED]. Within this number, [REDACTED] students, had either fully completed the enrolment process or had completed their initial enrolment.

The UK Government had initiated its comprehensive Spending Review on 7 September 2021 which would conclude on 27 October 2021. The Director highlighted that decisions made by the UK Government relating to the implementation of the 2019 review of post-18 education and funding may impact GSA's RUK students, who currently accounted for [REDACTED] of GSA's student intake. The Director provided an overview of a potential set of measures which may be introduced by the UK Government to relieve pressure on the loan book. These might include the restriction of student numbers on perceived low-quality provision and increasing student numbers for what it considers economically valuable courses. The Director reported that while the options that would be included in the consultation had not been confirmed, it

was broadly anticipated by the sector that the most likely and primary focus would be the package of measures to determine student number controls. It was reported that recognising the different undergraduate funding and loans systems operating in the devolved nations, Universities UK would work with Universities Wales and Universities Scotland to ensure that UUK sector messages were developed with understanding of the devolved nations policy and political context.

In addition, the Director highlighted that Universities UK would launch its *Creative Sparks* campaign in late September 2021 which would celebrate and showcase the contribution of universities to the UK's creative industries.

The Director provided an overview of the safe campus arrangements put in place ahead of session 2021/22 which included the simplification of signage; provision of COVID test kits and signposting to vaccination centres; the installation of screens in studios; and clear guidance regarding the wearing of face coverings in communal areas.

The Director provided an update regarding the specific communication strategy for the launch of the publication of the Strategic Outline Business Case. As matters stood, it was still anticipated that press engagement would take place as planned in October 2021. The Committee also noted that external media consultants had been engaged to provide media training and input to GSA's wider communications strategy.

With regard to the Estates agenda, the Director highlighted the extensive and ongoing work underway and, following recruitment of several senior posts, the Director of Estates was building a strong team to ensure that momentum was maintained on the various, important estates projects in progress.

Following the lessening of the COVID-19 restrictions, the Director highlighted some of the key events that GSA would seek to re-establish its presence at, including a Fulbright reception at the American Embassy in London.

The Committee discussed the financial risks for GSA associated with the Enhancement-led Institutional Review and 2022 National Student Survey results, and the mitigations in place. The Director agreed to give further consideration as to how these matters could most appropriately be reported to the Committee and would engage with the Convenor offline to determine the best way forward.

[Action: **Director of GSA**]

.2 Operational Plan 2021/22 [Paper 7.2]

The Director provided a broad overview of Paper 7.2, which set out the proposed Operational Plan for session 2021/22 and provided the context for the various adjustments made since the draft Plan was considered in May 2021. Following a detailed discussion, the Committee provided the following feedback which the Director would further consider and, as appropriate, incorporate in the final version submitted to the Board for approval in October 2021:

- Regarding the development of a GSA Sustainability Framework and associated Climate Action plan (Item 1.3), it was suggested that this action be re-worded to reflect that the GSA would work towards publishing high level goals and approaches, following its participation at COP-26. It was considered that this participation would act as a mechanism for creating meaningful conversations with staff, students and alumni.

- In terms of Organisational Infrastructure (Item 2.1) and Equality, Diversity and Inclusion (Item 2.8), it was agreed that these should remain on the Operational Plan with reframed reporting timelines where relevant.
- The important linkage between GSA's developing Strategic Plan, the Recruitment Strategy (Item 3.6) and the International Strategy (Item 6.3) was highlighted and members were of the view that these should be considered alongside each other. Therefore, it was recommended that the reporting timeline for Item 6.3 be aligned with that of 3.6.
- Recognising the significance of the Development Strategy (Item 7.3), which would support the priorities identified within the new Strategic Plan and in particular the need in relation to the Mackintosh Building project, it was recommended that an initial draft be provided to the June 2022 Board.
- The Committee discussed the linkage between Student Communications (Item 8.1) and items set out under Education (Section 3) and it was suggested that there should be some indication in the plan that there should be read-across between these sections.
- Regarding the Digital Strategy (Item 10.1) it was highlighted that this would, appropriately, be driven to a great extent by academic developments and that views from the Deputy Director Academic and Deputy Director Research and Innovation had been sought and this informed the timescale offered. The opportunity to develop matters in parallel would be explored.

[Action: **Director of GSA**]

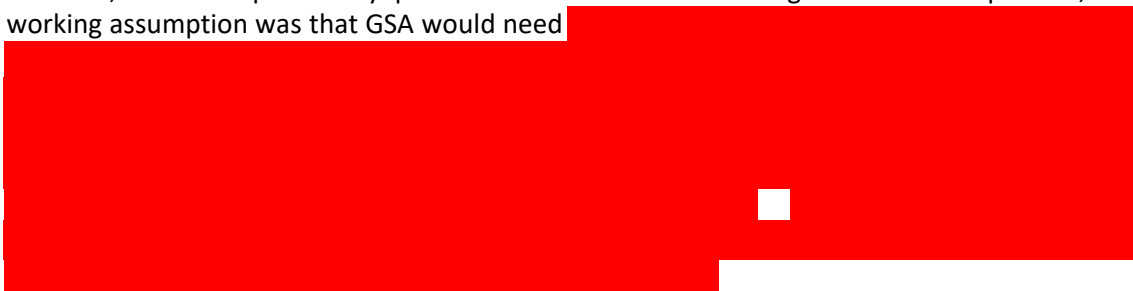
The Committee **recommended** to the Board of Governors the approval of the Operational Plan for session 2021/22.

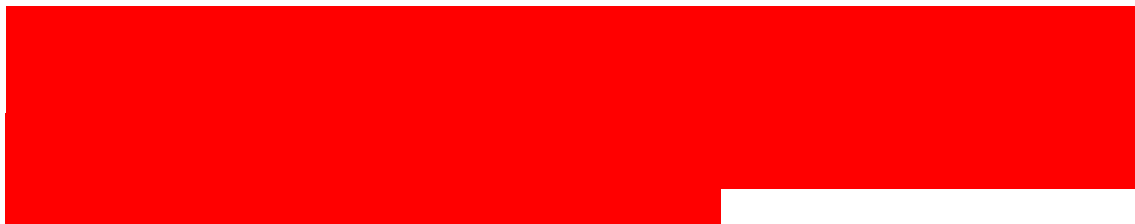
It was acknowledged that the Operational Plan would, in normal circumstances, be in support of an existing Strategic Plan. A conscious effort had been made, where possible, to align the proposed 2021/22 Operational Plan with likely aspects of the emerging Strategic Plan.

.3 Strategic Plan Progress Report [Paper 7.3]

The Committee noted the update provided in Paper 7.3 and the Director highlighted the positive engagement in various forms which had been undertaken with students, staff, Governors and alumni. Further engagement events, including with the Senior Leadership Group, key sector peers and influencers, and a range of GSA's external partners and supporters would take place in the coming weeks.

The Director reported good progress had been made by senior academic colleagues regarding the exploration of opportunities for growth across academic, research and innovation provision which would attract various types of funding from Home, RUK and International students, and also potentially provide access to other funding streams. At present, the working assumption was that GSA would need





The Director was of the view that coherence of provision would be an important driver to identify and maximise opportunities and promote a culture of increased collaboration across GSA's Schools.



The Convenor thanked the Director for her update and the Committee discussed various aspects relating to the proposed direction of travel. The Committee considered that it would be helpful to the Board if the Director's team, sufficiently in advance of the November 2021 meeting, would provide the Board, perhaps through additional Board workshop sessions, with preliminary information regarding the emerging Strategic Plan in order to enable Board members to offer initial reflections and additional input. The Director agreed to further discuss options with the Convenor.

[Action: **Director of GSA**]

2122.07 MACKINTOSH BUILDING

.1 Mackintosh Design Team Procurement Route for RIBA Stages 0-1 and Estates Strategy [Paper 8.1]

The Director of Estates provided an overview of the proposals set out in Paper 8.1 pertaining to the procurement of the following external support to the Estates team for the Mackintosh project RIBA Stages 0-1 and Estates Strategy.



The Committee discussed the reference to *best value* being demonstrated, and considered it important that references to *best value* were used consistently and correctly at all times, recognising too that this was a matter in respect of which there might be future scrutiny.

The Committee was mindful that the Estates Strategy would be informed by the outcomes of the Strategic Plan and was keen to be assured that the relative timelines were appropriately aligned. The Director of Estates was confident that this important work could be undertaken in parallel if the Design team was put in place.

Following discussion, the Committee **recommended** to the Board of Governors progressing with RIBA Stages 0-1 in respect of the Mackintosh project and approval of the procurement of the following external support to the Estates team for the Mackintosh project RIBA Stages 0-1 and Estates Strategy through the following procurement routes:

- a Project Management led integrated team procured through the Scape Procure Scotland framework; and
- a Cost Consultant procured utilising the Crown Commercial Services framework.

The Director of Estates reported that she had prepared a follow-on paper containing proposals for the next step in the process and would be prepared to progress this quickly if the Committee were minded to recommend the proposals relating to the procurement of external support for the Estates Team for the Mackintosh Project RIBA Stages 0-1 and Estates Strategy. If possible, the Director of Estates sought a decision of the Board, following a Business and Estates Committee recommendation, on 18 October 2021. The Committee recognised that the approvals by correspondence were appropriate from time-to-time although in principle these should be exceptional and noted that developing a critical path would assist with planning to for future approvals.

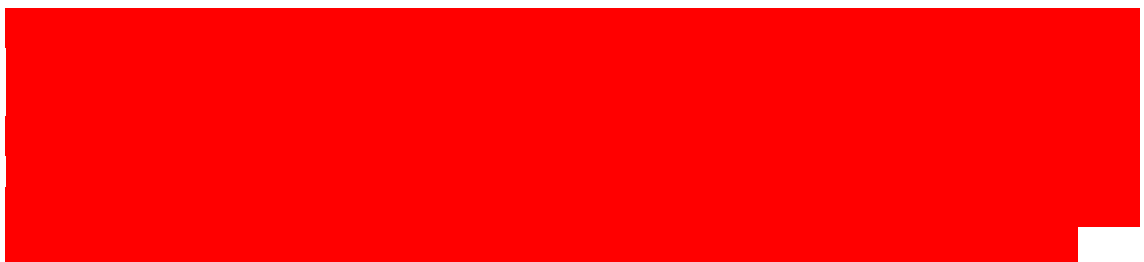
It was agreed that the Director of Estates would circulate the follow-up paper to the Convenor and Vice Convenor for comment and also for consideration of the method and timeline of consideration by the Business and Estates Committee.

[Action: **Director of Estates**]

It was reported that the proposal for the Cost Consultant would be a separate procurement exercise.

.2 Mackintosh Building: Phase 2 Interim Stabilisation Works [Paper 8.2]

The Committee considered the proposals set out in Paper 8.2 regarding a series of mainly permanent works to stabilise and protect the Mackintosh Building.



The Committee noted that the proposals set out in the paper were based upon a Consultant Report prepared by a project team led by Gardiner & Theobald Project Management. The Director of Estates confirmed that this report was not in final form and required adjustment to reflect detailed comments provided by GSA's Estates team. Members were of the view that it was important for the Committee to have the opportunity to review this report prior to making financial decisions relating to the proposals. Members considered that, in order to make an informed decision regarding the proposals, it was important for the Committee to be

fully sighted on the options appraisal, which would include any pertinent risks or detriment owed to not proceeding with the recommendations. The Committee also sought further clarity regarding how it was proposed that these works would be funded.

[Action: **Director of Estates**]

[REDACTED] the Committee agreed to **recommend** to the Board of Governors approval of the extension of three months to the current on-site Phase 1 contract with Reigarts to remove redundant services and steelwork from the building for [REDACTED].

The Committee confirmed that proposals B and C (as set out in Paper 8.2) would not be submitted to the Board at this time and would instead be re-submitted for the Committee's consideration once the additional information the Committee had requested was available.

[Action: **Director of Estates**]

.3 Mackintosh Expenditure, Budgeting and Insurance [Paper 8.3]

[REDACTED]

[REDACTED]

[Action: **Director of Finance**]

[REDACTED]

2122.08 FINANCE MATTERS

.1 Report from the Director of Finance [Paper 9.1]

The Committee noted the report from the Director of Finance set out in Paper 9.1, which provided an update regarding current financial matters.

The Director of Finance reported that the renewal of GSA's primary insurance policies was achieved by 31 July 2021. GSA's insurers had reported that the renewal for this year had been challenging, driven by GSA's recent claims experience and a more up-to-date declaration of its net revenue, as well as by external factors such as the Coronavirus pandemic and the UK's exit from the European Union. The Director of Finance highlighted that GSA's insurer had introduced a Cyber Loss Limited Exclusion Clause cognisant of the increasing risk of cyber events, and GSA had implemented specific insurance cover to mitigate the cost and impact of such risks.

[Redacted]

[Redacted]

.2 Management Accounts to 30 June 2021 [Paper 9.2]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

.3 Programme of Planned Tender Activity [Paper 9.3]

The Committee noted the update provided in Paper 9.3 relating to the programme of tender activity planned for the forthcoming quarter.

In terms of the planned tenders set out in section 3 of the report, the Committee noted that, owing to the level of the anticipated expenditure relating to the Mackintosh Building items, formal proposals in this regard would be submitted to the Committee in due course.

The Committee noted that the current procedure for seeking advance in principle approval of expenditure over £100k set out that, where the outcome of the tender falls out with a reasonable tolerance of the expected value, the tender would be referred to the Committee for consideration.

[Redacted]

[Action: **Director of Finance**]

The Committee granted in principle **approval** for the tenders for the External Audit Services and the Investment Management to proceed.

2122.09 ESTATES MATTERS

.1 Report from the Director of Estates [Paper 10.1]

The Committee noted the update provided in Paper 10.1 and the Director of Estates highlighted the pertinent points therein. The Committee noted the significant work underway on several key estates projects and the good progress reported on matters relating to the Reid Building re-instatement, the Bourdon and Assembly Building works nearing completion; the completion of the internal Stow Building defects works; and enhancements undertaken to GSA's halls of residence in summer 2021. Members highlighted in particular the effectiveness of the dashboard reporting provided as Annex 2 to the report.

With regard to the replacement glass panels for the Reid Building, the Director of Estates reported that the focussed period of development and review of potential samples was approaching its conclusion and the relevant supplier was producing a full-scale panel to display to the Project Development Board, prior to engagement with the Committee for final approval. The Planning Authorities had also been invited to review this proposed sample in order that their endorsement may be sought ahead of its final approval.

The Director of Estates confirmed that a detailed assessment of the existing fire alarm system in the Reid Building had been undertaken in order to ascertain the root cause of the recurring issues with the fire alarm panel and the remedial actions required to ensure that these issues can be addressed. A detailed report would be provided to the Committee in due course which would include clear recommendations and costings to address the issues and, in the meantime, additional monitoring of the Building was being undertaken for fire safety purposes. The Convenor thanked the Director of Estates for this update and highlighted the expectation of the Board that fire safety should be a paramount concern and that the final solution should address the issues in the safest way possible, including during any period of implementation.

The Committee was aware of the risks associated with the galbestos present in the fifth floor Stow Building and members were keen to understand at an early stage the plans being developed to address this issue. The Director of Estates confirmed that she was seeking further advice on this aspect of the Stow Building works and shared some of the factors that would need to be considered and fully explored in the options appraisal.

.2 Report on the GSA Property Title, Leases and Related Matters [Paper 10.2]

The Committee considered the update provided in Paper 10.2 which set out a series of recommendations following the review of GSA's property titles, leases and related matters by GSA's legal advisors. The recommendations had been prioritised and the Director of Estates advised that GSA should proceed with the actions contained within the report.

Members were mindful that, in the development of the new Estates Strategy and the wider Strategic Plan 2022-2027, detailed consideration would be given to GSA's future estate requirements, which would include reflection on the extent to which leased buildings may feature in that regard. The Director of Estates confirmed that the proposed work on GSA's property titles and leases would be phased appropriately to take this into account.

The Committee **approved** the approach set out in Paper 10.2 at a cost of [REDACTED] inclusive of VAT, to progress the recommendations in the report and the Director of Finance was invited to authorise the funding for this work.

.3 Library, Archives and Collections – Estate Storage Review [Paper 10.3]

The Director of Estates provided an overview of Paper 10.3 which summarised the current status of GSA's Archives and Collections and Library Special Collection and requested approval to develop a project plan for the movement and consolidation of the holdings to appropriate locations both in the short and long term.

The Committee **approved** the development of the plans detailed in Paper 10.3.

.4 Project Development Board Remits for Reid and Stow Projects [Paper 10.4]

The Director of Estates presented the proposed remits of the Project Development Boards for the WS2 Reid Reinstatement and Stow Refurbishment Projects which were in line with GSA's Project Management procedures and the Project Development Board already established for the Mackintosh Building project.

The Committee recognised that the reinstatement of the Mackintosh Building was an exceptional project of unique scope and scale and that, correctly, the remit for the Project Development Board (Mackintosh) had been drafted in such a way to ensure that the governance framework for the project was clear. However, the Convenor was of the view that while it was sensible to constitute such Project Development Boards for typical capital projects such as the Reid and Stow Building projects, reporting on the progress of these projects to the Committee should be via the Director and Director of Estates and not from the Project Development Boards. The Committee asked that the remits should be adjusted in line with the discussion and the Director of Estates would take this matter forward with the Director of GSA.

.5 Information Provided to the Committee [Paper 10.4]

Without impacting on the ability of the Committee to make fully informed decisions in line with its remit and authority, it was suggested that the Director of Estates might seek to summarise some matters in her overall Director of Estates report and retain the option of providing a full paper only for matters which required more detail. The paper on the Mackintosh Procurement Route was a good example of the latter, while the paper on GSA Leases might have benefitted from being offered only as part of the aforementioned overall report. The Director of Estates welcome this feedback. The Convenor remained willing to offer a steer on the appropriate format for items if that would be helpful.

[Action: **Director of Estates**]

The Convenor thanked the Director of Estates for the significant work undertaken and progress made by the Estates team across a wide range of projects.

2122.10 INSTITUTIONAL RISK REGISTER [Paper 11]

The Committee noted the Institutional Risk Register as provided in Paper 11, which had been approved by the Audit and Risk Committee at its meeting of 20 September 2021.

2122.11 GSA STUDENTS' ASSOCIATION**.1 Update from GSASA [Paper 12.1]**

The Committee noted the update provided in Paper 12.1 and the President of the Students' Association provided the Committee with an overview of GSASA's recent activities including the successful delivery of a hybrid Fresher's Week (which had both in-person and virtual events); a proposed restructuring of the framework of the Student Representative Council; and GSASA's aspirations for its participation in COP-26 events and becoming a central rallying point for student activism activities.

The President of the Students' Association reported that the Association had been operating within the confines of the block grant and continued to work toward improved financial management. The President of the Students' Association highlighted that GSASA would be seeking additional funding from GSA to support additional student engagement activities for COP-26 and Black History Month.

.2 GSA/GSASA Relationship Agreement: Update [Paper 12.2]

The Committee noted the update provided in Paper 12.2. and the Director of Development confirmed that, following consideration by the Audit and Risk Committee on 20 September 2021, the GSA-GSASA Relationship Agreement and its associated annexes would be considered by the Board at its meeting of 18 October 2021. The Director of Development highlighted the important work and engagement from senior colleagues across GSA, the Sabbatical Officers and in particular the input from GSASA's Executive Manager in bringing these matters to this final stage.

The Committee noted that the GSASA Constitution and Rules had been concluded to the satisfaction of GSA and that GSASA would put the revised Constitution and Rules to a members' vote in October 2021. Subsequently, the Constitution and Rules would be offered in due course to the Board of Governors, via the Audit and Risk Committee, for consideration and approval in December 2021.

The Convenor thanked the Director of Development for his extensive work on this long-standing project and in bringing this important exercise to its successful conclusion.

2122.12 STRATEGIC TOPICS

The Convenor reminded the Committee that it was agreed in May 2020 that a portion of time would be allocated at each meeting to, within the context of the Committee's remit, look ahead and consider longer-term strategic issues. Committee members had considered potential topics some of which were scheduled and delivered during 2020/21.

In terms of topics scheduled to be considered in the remainder of 2021, the Committee recognised that the *Review of GSA's Schools' income generation and the financial cost of School structures* was one of the matters being considered in the preparation of the new Strategic Plan. It was therefore agreed that this item would be removed from the Strategic Topics Schedule and be considered instead as part of the consideration of the Strategic Plan.

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



[Action: **Director of Finance**]

The remaining list of topics would be reviewed at the Committee meeting on 22 November 2021. Thereafter, the Convenor and the Director, in conjunction with the Registrar and Secretary, would agree a schedule for the remainder of session 2021/22 with a view to holding a Strategic Topics discussion at every other meeting of the Committee.

2122.13 ITEMS PROVIDED FOR INFORMATION

The Committee noted the following items provided for information:

- Cazenove Report [Paper 14.1]

2122.14 ANY OTHER BUSINESS

Following a query from the Convenor regarding the date of the next meeting on the agenda, the Assistant Secretary to the Board confirmed that the next standard meeting of the Committee would be held on Monday 22 November 2021.

2122.15 DATES OF FUTURE MEETINGS

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
3 October 2021

THE GLASGOW SCHOOL OF ART

HEALTH AND SAFETY COMMITTEE

Minutes: 22 September 2021

Members: Dr Marty Herbert (Convenor), Professor Penny Macbeth, Ms Kathy Molloy and Professor Sarah Smith.

Attendees: Ms Eleanor Magennis.

Governance Office: Dr Craig Williamson (Item 2122.08.2 onwards), Ms Lisa Davidson.

[This meeting was held via video-conference.]

2122.01 Welcome and Apologies for Absence

The Convenor welcomed members and attendees to the meeting. Apologies were noted from Mr Thomas Greenough, Ms Marianne McInnes and Mr James Sanderson. **[Secretary's note:** The first meeting of the cycle for Ms Josie Kay-Ogunsola and Mr Rory O'Neill would be the meeting of 17 November 2021].

2122.02 Declarations of Interest

The following professional relationship was referenced: Graven (Dr Herbert).

2122.03 Minutes from the Health and Safety Committee, 19 May 2021 [Paper 3]

The minutes from the Health and Safety Committee held on 19 May 2021 were **approved**.

2122.04 Matters Arising

None.

2122.05 Action Points [Paper 5]

The Committee noted the Action Points set out in Paper 5 and the updates provided therein.

2122.06 Draft Remit, Membership and Procedures 2021/22 [Paper 6]

The Committee noted without comment the Health and Safety Committee's draft Remit, Membership and Procedures for session 2021/22 as set out in Paper 6. This would be presented to the Board of Governors for approval at its meeting of 18 October 2021.

2122.07 Report from the Director

The Director provided an overview of key, pertinent health and safety matters and noted the appointment of Mr Ian Hackford as Head of Health and Safety. The Director also summarised the extensive preparations made ahead of the new academic session, in response to the *beyond level-0* COVID-19 guidance and regulations, to ensure the safety of staff and students returning to campus. Finally, the Director reported that the Head of Health and Safety would consider the existing suite of robust Health and Safety policies, to identify where potential enhancements may be made to nuance them further for an art

Confirmed by the Convenor
school context to enable subsequent greater engagement with students and staff.

2122.08 Health and Safety Report [Paper 8]

The Committee noted the terms of the report provided in Paper 8. The Director of Estates highlighted the following:

.1 Overview and Context

The Committee's attention was drawn to the summary table which set out the good progress made against the Occupational Health and Safety Annual Plan 2020/21 for the period 14 April 2021 to 27 August 2021. The Director of Estates highlighted the considerable amount of policy development work undertaken in the period under review and in particular noted the establishment of the Health and Safety Risk Register. This latter development would facilitate disaster response and business continuity planning in addition to enhancing GSA's high-level risk management approach.

The Convenor noted the substantial progress made in session 2020/21, highlighting in particular the progress made with addressing outstanding internal audit actions, and commended the Director, the Director of Estates and the wider Health and Safety team for their extensive work in this regard.

.2 COVID-19-Related Health and Safety Arrangements

The Director of Estates reported that the system of restrictions had generally been lifted by the Scottish Government, however, some baseline measures remained in place as either regulations or guidance, to mitigate ongoing risks of transmission. The Scottish Government had issued guidance to Higher Education institutions in late August 2021 and GSA's Institutional COVID-19 risk assessment had subsequently been reviewed and amended to align with this guidance and subsequently benchmarked against mitigations introduced by other Scottish HEIs. GSA's Schools and departments had been issued with the revised risk assessment and required to carry out a review of their departmental COVID-19 assessments ahead of the new academic session. GSA's Safe Campus Group continued to meet on a fortnightly basis and the Director of Estates continued to link appropriately with the Trade Unions Forum, which had provided helpful feedback relating to the revised Institutional COVID-19 risk assessment.

The Director of Estate provided an overview of the measures put in place for session 2021/22 which included the retention of a recommended social distancing policy, reduced from 2m to 1m indoors, which would be supported by additional measures such as enhanced ventilation, the wearing of face coverings, encouragement of good hand hygiene, cleansing of touch points and enhanced cleaning. Recognising that good ventilation was a fundamental mitigation for this airborne virus, the Director of Estates assured the Committee that the Head of Health and Safety had focussed on this particular aspect. The approach adopted included CO² monitors and mechanical ventilation systems.

The Director of Estates provided an update regarding the recruitment of Studio Managers and Studio Assistants, and confirmed that the intention was that the latter would also have duties as First Aiders and Fire Marshalls. Until such time as these post-holders were in place, and recognising that some staff were still working from home, the Director of Estates assured the Committee that other appropriate measures had been made to ensure sufficient coverage at all times.

The Director of Estates confirmed 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 the regularly scheduled engagement meetings with Heads of Schools and GSASA had taken place on 16 June and 13 September 2021. Key topics for discussion included the development of a risk assessment database, the retention of access-registers for twenty-one days, fire alarm sounders in the Reid Building, and plans in place for the new academic session.

.4 Progress with Scheduled Fire Risk Assessment Programme

The Committee noted the reported continued good progress both in terms of meeting the scheduled Fire Risk Assessment inspection programme and in addressing subsequent actions set as a result of the aforementioned inspections.

The Director of Estates reported that a detailed, independent health check had been undertaken on the existing Reid Building fire alarm system to determine the root cause of the recurring faults on the fire panels. Once the subsequent report had been considered, the Director of Estates would make proposals to the Board, via the Business and Estates Committee, regarding a permanent solution which may include changing to a hard-wired system. In the meantime, additional checks would continue to be made on a regular basis to ensure safe practice at all times.

The Director of Estates confirmed that the regularly scheduled fire evacuation drills continued to take place 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 six Active Monitoring Inspections had been conducted for the period.

The Head of Health and Safety had continued to work closely with the Heads of the Schools to resolve outstanding issues, and the Director of Estates highlighted the substantial progress made by the School of Fine Art in reducing its unresolved actions from ninety-seven in January 2021 to two at the time of reporting.

The Director of Estates reported that there had been a discovery of asbestos in the grounds of the Stow Building and that this had been dealt with appropriately. Further, the Estates Maintenance Manager would attend a *UK Asbestos Training Association Duty to Manage Appointed Persons* course in October 2021.

As previously reported to the Committee, the 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 in 2021 and thereafter completed during summer 2022. At the request of the Committee, the Director of Estates confirmed that future briefing and reporting to the Committee would provide greater detail regarding the plan to address the galbestos issue and progress in that regard.

[Action: **Director of Estates**]

.6 Advice, Support and Projects

As referenced above, the Health and Safety Team continued to monitor and test various aspects of air quality and CO² across GSA. Four RS pro 802D air quality monitors had been procured which had the capacity to data log and monitor temperature, humidity and CO² levels over extended time periods. The monitors would be trialled in critical areas where there existed air ventilation concerns. A report would be provided to the November 2021 meeting of the Occupational Health and Safety Management Committee.

The Director of Estates reported that three quotes to replace 12m² of pre-Grenfell external panelling in the Blythswood Halls of Residence had been requested and that work in this regard would be progressed as soon as the building warrant was received. The Director of Estates confirmed that, owing to the location and construction of the panels, the associated risk was low.

.7 Progress with regard to previous Internal Audit Health and Safety Recommendations

The Director of Estates provided an update regarding progress made in addressing historic Health and Safety internal audit actions during the course of session 2020/21. In terms of Business Continuity, three actions remained outstanding and work was well underway in addressing these early in session 2021/22.

With regard to the 2020/21 Health and Safety internal audit, the report from which would be considered by the Audit and Risk Committee on 20 September 2021, the overall finding was *Satisfactory*, with five actions identified for consideration and implementation, the majority of which were minor. The Director of Estates confirmed that these actions had been included in the Occupational Health and Safety Annual Plan 2021/22, which would be submitted for the Committee's consideration in November 2021.

On a related point, the Director confirmed that, in addition to standard follow-up reporting at the Audit and Risk Committee, senior officers would continue to include internal audit actions in annual plans and reports to Board committees. The Assistant Secretary would highlight this when issuing calls for papers.

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

.8 Summary Position Relating to Accidents, Incidents and Near-Miss Events

The Director of Estates reported that four accidents and incidents had been recorded during the reporting period, none 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 further progress has been made in terms of moving accident and incident reporting on-line via GSA's iTrent system and it was anticipated that this would be implemented by the end of 2021.

.9 Progress relating to Occupational Health and Safety Training

The Director of Estates reported that the Head of Health and Safety, in collaboration with the Human Resources department, had developed a training plan, based on a training needs analysis. This was provided at Annex 1 to the Report.

In addition, GSA's Human Resources department had secured thirty-two funded places on an *Institute of Occupational Safety and Health* (IOSH) course delivered, in partnership with City of Glasgow College. Further, the first two courses of the IOSH *Managing Safely* had been completed with over thirty members of GSA staff being trained.

.10 Progress relating to Occupational Health and Safety and Fire Safety e-Learning Completion Rates

The Director of Estates reported that there had been a significant improvement in the last quarter in terms of the completion of the Occupational Health and Safety and Fire Safety e-learning modules in areas that previously had lower completion rates.

.11 Progress regarding the development of the Policy Review Schedule

The Director of Estates confirmed that a thorough appraisal of GSA's Health and Safety policy provision was undertaken in session 2020/21 and that a three-year rolling schedule was in place. Good progress had been made throughout the year in the review, update and development of key policies and guidance.

A key element of the review of the suite of policies and guidance had been to benchmark against similar art schools and the Director shared insights regarding practices and approaches to presenting Health and Safety information which were in place at her former institution which may also work well in a GSA context. The Committee agreed on the importance of encouraging a positive Health and Safety culture, with senior staff demonstrating leadership in this regard. It was noted that the Head of Health and Safety had plans to visit peer institutions to share good practice and the Convenor welcomed this collaborative approach.

On a related point, the Convenor confirmed that he would welcome a further opportunity to undertake a walk-round of the campus, perhaps focussing on studios and workshops, to provide an external view on the arrangements in place. The Director of Estates agreed to engage with the Convenor and the Vice-Convenor with a view to making appropriate arrangements in this regard.

[Action: **Director of Estates**]

.12 Update on the use of Key Performance Indicators (KPIs) to track specific Health and Safety Objectives.

The Director of Estates confirmed that the Head of Health and Safety has developed a draft Key Performance Indicator Policy and Guidance and provided an overview of the proposed KPI's for session 2021/22. The policy would be submitted to the Committee for approval in November 2021.

.13 Legislative and Sector Developments

The Committee noted the update provided regarding the Scottish Fire and Rescue Service and the options appraisal it was currently conducting regarding models for responding to Automatic Fire Alarm Calls.

.14 Health and Safety Responsibilities and Arrangements regarding GSA Activity in Singapore

The Committee noted the update provided by the Director of Estates regarding the health and safety arrangements at the former GSA Singapore campus. This was set out in the

overall Report provided to the Committee.

2122.09 Minutes from the Occupational Health and Safety Management Committee, 6 September 2021

Members **noted** the minutes from the Occupational Health and Safety Management Committee of 6 September 2021.

2122.10 Any Other Business

.1 Scottish Fire and Rescue Service Report on the Mackintosh Building Fire

Following a query from the Convenor, the Director confirmed that regarding the pending Scottish Fire and Rescue Service Report on the Mackintosh Building Fire, GSA's Fire Officers and key members of Estates staff would review the report in detail. Any lessons that could be learned from a Health and Safety perspective would be reported to and reflected upon in detail by the Occupational Health and Safety Management Committee. The Board-level Health and Safety Committee would, in turn, receive a report from the Director of Estates.

Further, it was confirmed that GSA was preparing a well-thought-out communication strategy to ensure that staff and students were briefed appropriately on the investigation's conclusions and any next steps.

2122.11 Dates of Meetings 2021/22

Wednesday 17 November 2021, 2.00 pm

Wednesday 2 March 2022, 2.00 pm

Wednesday 18 May 2022, 2.00 pm

Lisa Davidson
Assistant Secretary to the Board
4 October 2021

THE GLASGOW SCHOOL OF ART

MUSEUM AND ARCHIVE COMMITTEE

Minutes: 16 September 2021

Board Members: Dr Kate Lampitt Adey (Convenor), Mr Harry Rich, Professor Penny Macbeth, Professor Anne Trefethen.

External Members: Ms Victoria Peters.

Attendees: Professor Irene McAra-McWilliam, Mr Scott Parsons.

Governance Office: Ms Lisa Davidson (until Item 2122.09), Ms Edna Docherty.

[This meeting was held via video-conference.]

2122.01 Welcome and Apologies for Absence

The Convenor welcomed members to the first meeting of session 2021/22. In particular, the Convenor welcomed Professor Anne Trefethen, new Independent Governor, to her first meeting of the Committee.

Apologies for absence were received from Professor Christopher Breward and Mr Rory O'Neill.

2122.02 Declarations of Interest

There were no declarations of interest.

2122.03 Minutes from The Museum and Archive Committee, 13 May 2021 [Paper 3]

The minutes from the Museum and Archive Committee on 13 May 2021 were **approved**.

2122.04 Matters Arising

None.

2122.05 Action Points [Paper 5]

The Committee noted the Action Points set out in Paper 5 and the updates provided therein and concurred that those actions marked as completed would be removed from the action list.

2122.06 Museum and Archive Committee: Draft Remit, Membership and Procedures 2021/22 [Paper 6]

The Committee considered the draft Remit, Membership and Procedures for session 2021/22, as set out in Paper 6, and noted that this would be considered for approval by the Board at its meeting of 18 October 2021.

It was clarified that the Director of Strategy and Marketing would continue to attend by invitation and would normally attend all meetings of the Committee that included a report on GSA Exhibitions.

Members were keen to understand how GSA's Archives and Collections would be positioned within the developing Strategic Plan and noted that this would most likely be reflected as an important element within the Research theme. It was recognised that, in due course, the Board may wish to consider some minor reframing of the Committee remit in this regard.

2122.07 Committee Membership: External Members [Paper 7]

The Committee noted the update regarding the proposed process for the appointment of additional external members to the Committee set out in Paper 7.

With reference to the Committee's Skills and Expertise Matrix, members had a wide ranging discussion which sought to identify which professional skills, expertise and experience would further enhance the Committee's composition and skill set. Members suggested that additional expertise in the areas of art history, Mackintosh, galleries, curation and audience development would be beneficial. In addition, members were mindful of the potential future needs of the Committee as current external members were coming to the end of their tenure.

Members shared insights regarding various professional networks from which potential candidates may be sought and considered that, given meetings were likely to continue to be held via video conference going forward, extending the reach internationally may be a positive step in order to further increase the skill set and diversity of the Committee's membership. Members were also keen to explore ways in which students could become further involved in the work of the Committee. Members agreed to consider these matters further and, if appropriate, submit suggestions regarding potential new external members, including brief biographical information, to the Convenor for her initial consideration, copying to the Registrar and Secretary, by 30 October 2021.

[Action: **Committee Members**]

In response to a query relating to the recent Board recruitment exercise, it was confirmed that this had been advertised in the Museum's Journal and that the Governor Appointment Sub Group had been aware when reviewing Board applications that there were also external member positions available on the Committee. The Committee was of the view that relying on members' personal professional networks to identify suitable external members, might unintentionally limit the opportunity to widen the diversity of the Committee. While the broad consensus was this should not present difficulties, the Committee would keep this matter under consideration and may seek input from the Registrar and Secretary in due course if needed.

2022.08 Archives and Collections Materials held in McLellan Galleries – Water Ingress Update [Paper 8]

The Committee noted the update, set out in Paper 8, on the status of the Archives and Collections holdings in the McLellan Galleries and the Reid Building's Mackintosh Furniture Gallery.

With regard to the holdings in the McLellan Galleries, the Deputy Director Research and Innovation reported that, upon the discovery of the water ingress, an action group, led by

the Director of Estates, had been established and immediate action had been taken to move Archives and Collections materials out of the McLellan store. Advice had been sought from external experts with regard to the conservation of those holdings and a report and quotation for any necessary repair work was expected imminently.

The Deputy Director Research and Innovation also reported that, in August 2021, urgent structural work to the ceiling of the Mackintosh Furniture Gallery in the Reid Building had been identified and appropriate arrangements had been put in place to move and store the contents of the Gallery securely.

The Committee noted that the Archives and Collections department was engaging with the Director of Estates to develop a project plan with regard to the consolidation of all Archives and Collections holdings to appropriate longer-term accommodation, with enhanced environmental conditions. This would be considered as part of the development of the new Estates Strategy. The Deputy Director Research and Innovation agreed to provide a further update on progress at the next meeting of the Committee.

[Action: **Deputy Director Research and Innovation**]

In the course of the discussion, members of the Committee highlighted that the consolidation of the Archives and Collections holdings may afford further opportunities for some materials to be put on permanent display. It was suggested that it may be beneficial for the Archives and Collections Manager to attend a future meeting of the Committee, together with the Director of Estates, in order to brief members with regard to the potential enhancement of the accessibility of GSA's Archives and Collections. The Convenor of the Committee would be invited to determine, in due course, when this briefing should take place.

[Action: **Senior Policy Officer**]

2122.09 Collection Recovery Project Report [Paper 9]

The Committee noted the terms of the report as set out in Paper 9 which provided a summary of all Recovery Project activity undertaken since May 2021.

The Deputy Director Research and Innovation reported that the majority of the work had now been completed. Remaining activity included the installation of thirteen Mackintosh Library lights into the east void of the Reid Building, which was scheduled for completion in September 2021; the installation of plaster-casts in the GSA Library and Stow and a final batch of digitisation, both of which exercises were due for completion by the end of 2021. In addition, the new Archives and Collections website interface would launch at the beginning of session 2021/22. It was anticipated that, on conclusion of all recovery work, a summary paper which reflected on lessons learned from the project and which also incorporated a future focus, would be submitted to the Committee in February 2022.

The Committee further noted that the position of Curator remained vacant and that this vacancy would be considered as part of the longer-term Estates Strategy.

2122.10 Exhibitions and Loans Report [Paper 10]

The Committee noted the list of current and future exhibitions loans, set out in Paper 10.

2122.11 Accessions Report [Paper 11]

The Committee noted the list of accessions, detailed in Paper 11, that had been added to

the Archives and Collections holdings since the last report.

No new material had been identified for deaccession.

The Deputy Director Research and Innovation highlighted that work had previously been undertaken to identify gaps with regard to GSA collections but that this had been paused owing to COVID-19 restrictions. Members were keen to understand more about GSA's strategy to enhance GSA's holdings and shared their insights with regard to potential partnerships.

2122.12 Policy Updates

No new policies were presented for consideration or approval.

2122.13 GSA Exhibitions [Paper 13]

The Committee noted the update report on GSA Exhibitions, set out in Paper 13, which highlighted key aspects of the recent work of GSA's Exhibitions department.

The Director of Strategy and Marketing highlighted that recent activity had focused on supporting the digital showcases of graduating undergraduate and postgraduate students; providing support to 123 Fine Art graduates in the graduate-led 'Alternative Degree Show' and further work on a framework for 2019/20 graduates that would provide support to graduate-led activity. Furthermore, the Exhibitions department had successfully delivered an off-site project as part of the postponed Glasgow International Festival and saw the conclusion of 'A thread is a Journey' in partnership with GSA Community Engagement and Central West Integration Network.

The Committee noted that the Exhibitions Department was working in partnership with the Deputy Director Academic to programme a hybrid model of physical and digital exhibitions, in parallel with preparation and activities for the November 2021 UN Climate Change Conference (COP26). It was reported that the successful delivery of on-line events had enabled GSA to reach a broader digital audience and contribute to GSA's ongoing commitment to community and global engagement.

The Convenor reported that the President of the Students' Association had asked that his thanks be passed to the Director of Strategy and Marketing and his team for the support provided to current graduates regarding the delivery of student-initiated exhibitions and events which had launched in June 2021. It was noted that GSA had received excellent feedback with regard to the students involved in the programme of events.

2122.14 Any Other Business

The Deputy Director Research and Innovation reported that Museum and Galleries Scotland had invited GSA to submit an application for its accreditation scheme and members welcomed this positive development.

Professor Trefethen and the Director of Strategy and Marketing offered to engage with the Deputy Director Research and Innovation with regard to preparing GSA's application.

2122.15 Dates of Meetings 2021/22

Thursday 11 November 2021, 2.00 pm
Thursday 24 February 2022, 2.00 pm
Thursday 12 May 2022, 2.00 pm

**Edna Docherty
Senior Policy Officer
28 September 2021**

THE GLASGOW SCHOOL OF ART

NOMINATIONS COMMITTEE

Minutes: 29 September 2021

Members: Ms Muriel Gray (Chair and Convenor until her departure from the Meeting), Mr Habib Motani (Vice Chair and Convenor following the Chair's departure), Dr Marty Herbert, Dr Kate Lampitt Adey, Professor Penny Macbeth, Mr Rory O'Neill, Professor Sarah Smith, Mr Andrew Sutherland, Ms Lesley Thomson.

Apologies: Ms Kristen Bennie

Governance Office: Dr Craig Williamson, Ms Lisa Davidson.

[This meeting was held via video-conference.]

2122.01 WELCOME AND APOLOGIES FOR ABSENCE

The Chair of the Board welcomed members and thanked them for attending the meeting called at short notice. Thereafter, the Chair submitted her apologies as she would need to leave the meeting to attend to an urgent matter. Mr Motani, Vice Chair of the Board, became the Convenor of the meeting.

2122.02 RECOMMENDATION REGARDING VICE CHAIR APPOINTMENT

The Convenor reminded the Committee that the Board, at its meeting of 24 September 2021, had confirmed its approach to the appointment of a Vice Chair, in line with existing rules, and the transition of that appointed person to the role of interim Chair, in line with existing rules.

The Convenor also highlighted that, in addition to the Chair of the Board liaising individually with Board members, at the meeting on 24 September 2021 an invitation had been extended to any Independent Governors wishing to be considered for appointment as Vice Chair (with the understanding that if appointed they would be willing to take up the post of interim Chair of the Board) to inform the Chair. This invitation was also communicated to those Independent Governors not able to attend the meeting.



The Convenor noted that, in order to allow time for the appropriate arrangements to be put in place and an election held for a permanent Chair, the incoming Vice Chair was likely to be called upon to act as interim Chair for a period of approximately six months. The Committee noted that, in addition to the Chair election process, another key matter likely to fall to be addressed in this period would be the publication of the SFRS Report on the 2018 Mackintosh fire.



[REDACTED]

[REDACTED]

Members of the Committee also acknowledged the appropriateness of offering the Chair the opportunity to express her views regarding the appointment in light of the fact that she had had to leave the meeting unexpectedly.

The Committee **agreed** that the Vice Chairs would engage with the Chair in this regard and report back to the Committee. At that point, members would be invited to either confirm the Governor they preferred to recommend or whether they would prefer that a further meeting be convened.

[Action: **Vice Chairs**]

The Vice Chairs confirmed that, following the Chair demitting from office, in line with GSA's governing instruments, until such time as the new interim Chair was in post, they, as Vice Chairs, would continue with respect to matters that would otherwise have fallen to be dealt with by the Chair.

The meeting was then adjourned.

[Secretary's note: On 30 September 2021, the Vice Chairs reported to the Committee that the Chair had confirmed the potential time requirements with [REDACTED] and that they had provided assurances that they were able to meet this commitment. The Chair also confirmed that she had no additional views that she wished to express.

[REDACTED]

It was, therefore, agreed, that the Nominations Committee would **recommend** Ms Bennie to the Board for appointment as Vice Chair, and therefore interim Chair of the Board, and the Registrar and Secretary was invited to take this matter forward.]

Ms Lisa Davidson
Assistant Secretary to the Board
5 October 2021

BOARD OF GOVERNORS: COVERSHEET	
To, Date:	Board of Governors, 18 October 2021
Paper Author (and designation):	Janet Allison, Academic Registrar
Title of Paper:	Academic Council: Update
Summary of Paper:	The attached paper provides a brief update regarding Academic Council minutes and contains one item for endorsement.
Recommendations (note/discuss/approve/endorse):	The Board of Governors is invited to: <ul style="list-style-type: none"> • note the update regarding Academic Council minutes; • endorse the attached GSA Annual Report to the Scottish Funding Council on Institution-Led Review Activity in 2020-21
Consultation:	The draft Annual Report to the Scottish Funding Council on Institution-Led Review Activity in 2020-21, this report was provided to Academic Council and the Board of Governors for comment in September 2021.
Risk Management:	GSA is required to submit an annual report to the Scottish Funding Council on institution-led review activity with assurance from the governing body.
Resource Implications:	None identified.
Equality Impact Assessment Implications:	This report has no Equality Impact Assessment implications.
Legal and Regulatory Considerations:	All Scottish Higher Education Institutions are invited by the Scottish Funding Council to submit the report on institution-led review activity on an annual basis.
Freedom of Information (FOI):	This paper may be released in full.
Next Steps:	Subsequent to the Board's endorsement of the Annual Report to the Scottish Funding Council on Institution-Led Review Activity in 2020-21, the interim Chair of the Board of Governors will be invited to sign the Governing Body Statement of Assurance.

THE GLASGOW SCHOOL OF ART

BOARD OF GOVERNORS: 18 OCTOBER 2021

ACADEMIC COUNCIL UPDATE

UPDATE

The Board is invited to note that the timing of the most recent meeting of Academic Council, 13 October 2021, has meant that the minutes will be circulated by correspondence to the Board for information once available and will be formally reported to the meeting of 13 December 2021.

ACTION SOUGHT:

The Board is invited to **note** the following update regarding the Academic Council minutes and consider and:

- **Endorse** the Annual Report to the Scottish Funding Council on Institution-Led Review Activity in 2020-21.

ANNUAL REPORT TO THE SCOTTISH FUNDING COUNCIL ON INSTITUTION-LED REVIEW ACTIVITY IN 2020-21

The Scottish Funding Council requires Higher Education Institutions to provide the above annual report. The devolution of subject-level review to institutions is based on a *no surprises* approach.

The draft report was provided to Academic Council and the Board of Governors for comment in September 2021, in advance of the Scottish Funding Council's 30 September 2021 submission date. No substantive changes were made as a result of the feedback provided by members of Academic Council or the Board of Governors. The report was submitted to the Scottish Funding Council on 29 September 2021.

GSA is required to subsequently explicitly confirm to the Scottish Funding Council that the report has been endorsed by a full meeting of the governing body and the Board of Governors is now invited to provide its endorsement. Subsequent to the Board's endorsement of the report, the interim Chair of the Board of Governors will be invited to sign the statement of assurance and indicate when it was endorsed. This is attached for information as Annex 1. The final version of the Annual Report on Institution-Led Review Activity 2020/21 is provided as Annex 2.

The Board is invited to consider and **endorse** the Annual Report on Institution-Led Review Activity 2020/21.

Ms Janet Allison
Academic Registrar
October 2021

Attachments:

Annex 1: Annual Report on Institution-Led Review Activity 2020/21: Governing Body Statement of Assurance

Annex 2: Annual Report on Institution-Led Review Activity 2020/21

ANNEX 1

THE GLASGOW SCHOOL OF ART

Annual Report on Institution-Led Review Activity 2020/21

Governing Body Statement of Assurance

On behalf of the governing body of the Glasgow School of Art, I confirm that we have considered the institution's arrangements for the management of academic standards and the quality of the learning experience for session 2020/21, including the scope and impact of these. I further confirm that we are satisfied that the institution has effective arrangements to maintain standards and to assure and enhance the quality of its provision. We can therefore provide assurance to the Council that the academic standards and the quality of the learning provision at this institution continue to meet the requirements set by the Council.

Ms Kristen Bennie
Interim Chair of the Board of Governors
18 October 2021

THE GLASGOW SCHOOL OF ART

ANNUAL REPORT TO THE SCOTTISH FUNDING COUNCIL ON INSTITUTION-LED REVIEW ACTIVITY IN 2020/21

CONTENTS

1. Introduction
2. Outcomes of Institution-Led Review Processes at GSA for Session 2020/21
3. Key Messages deriving from Monitoring and Analysis of Performance Indicators and other Collected Data
4. Themes arriving from Institution-Led Reviews at GSA for Session 2020/21
5. Reflection on 2019/20 Findings and Progress
6. Governing Body Endorsement and Statement of Assurance

Appendix 1: Timetable of Institution and School-level Reviews

Appendix 2: Governing Body Endorsement and Statement of Assurance

Annual Report to the Scottish Funding Council on Institution-Led Review Activity in 2020/21

1. Introduction

- 1.1 The Glasgow School of Art (GSA) welcomes the opportunity to provide the Scottish Funding Council with this statement on the operation and outcomes of institution-led review activity in the academic year 2020/21. Under the terms of GSA's Accreditation Agreement with the University of Glasgow, all degree programmes are subject to revalidation on a six-year cycle, and the projected schedule is set out in Appendix 1. The revalidation schedule is organised and managed by GSA under procedures approved by the University.
- 1.2 Programme revalidation is incorporated within GSA's Periodic Review process, which adheres to the six-year revalidation cycle. GSA's Periodic Review policy also provides an opportunity for a broader review of the provision and activity of cognate areas.
- 1.3 GSA was subject to QAA Enhancement-led Institutional Review (ELIR) in 2020. The Outcome Report and Technical Report were published on 9 April 2021 where GSA received a summary judgement of Limited Effectiveness, with 16 recommendations and 6 commendations. In addition, GSA received six recommendations as a result of Concern Scheme Reports raised through the QAA Scottish Concerns Scheme. In line with the requirements of the QAA ELIR process and QAA Scottish Concerns Scheme, GSA has developed an action plan to respond to the recommendations of both, which was approved at GSA's Academic Council in May 2021, discussed with the University of Glasgow, and submitted to QAA. Though this report [the Annual Report to the SFC] will focus on GSA's institution-led review activity, where there is overlap with the ELIR and Scottish Concerns Scheme recommendations and commendations, this will be highlighted to show the correlation and confirm how the GSA intends to respond to the outcomes.

Impact on Institution Led-Review as a result of COVID-19

- 1.4 The GSA timetable of Institution-led Review was not significantly impacted as a result of COVID-19. The Mackintosh School of Architecture and the Innovation School Periodic Reviews were undertaken in February 2021, as scheduled (see sections 2.3 - 2.19).
- 1.5 Minor amendments were made to the design of the remote Periodic Review events using feedback received from the review panel of the School of Simulation and Visualisation Periodic Review (conducted remotely in July 2020). This included a recommendation to extend the review event over three days, rather than two, to allow more breaks, and to minimise screen time to reduce the potential of fatigue. Day one was a meeting for the review panel only, to discuss the self-evaluation report and to identify key topics for exploration during the event. This meeting was held one week before the review event, which resulted in an unintended additional positive development, as it afforded time to make adjustments prior to the review event, for example, to extend additional invites to members of staff or students that the review panel thought it would be helpful to meet, and time to consider any additional documentation that the review panel requested. GSA would seek to retain this practice for future Periodic Review events.

- 1.6 As both Periodic Review events were undertaken remotely, this removed the possibility for the review panel to undertake a tour of the School(s), though the internal panel members and University of Glasgow representatives were familiar with the campus and facilities. In lieu of this, the Innovation School provided a short video of the facilities on offer at its Forres Campus and a digital 'tour' of the online platform, and both Schools provided a comprehensive overview of facilities available both before and during the COVID-19 pandemic.

Impact to Annual Monitoring Arrangements as a result of COVID-19

- 1.7 Aside from conducting the meeting remotely, GSA has not made any adjustments to annual monitoring arrangements as a result of COVID-19, and there was no change to the timetable of Programme Monitoring and Annual Reporting for 2020/21.

2. Outcomes of Institution-Led Internal Review Processes at GSA for Session 2020/21

ELIR 2020 and QAA Scottish Concerns Scheme

- 2.1 As reported in section 1.3, GSA received a result of Limited Effectiveness from the QAA ELIR process 2020, following which the GSA Director and Deputy Director Academic engaged in discussions with the QAA Scotland Director and senior staff, the University of Glasgow Principal and his senior colleagues, and the Scottish Funding Council's Chief Executive. Through these engagements, GSA Senior Leadership Group discussion, and consideration through GSA's Undergraduate and Postgraduate Committee, an approach to ELIR recovery was developed, and an action plan of response was approved by GSA's Academic Council in May 2021. The action plan was accompanied by approach principles which included that:

- GSA would prioritise the time to undertake structured reflection and discussion to ensure the right lessons were learned;
- GSA would adopt a whole GSA approach to this work, meaning that everyone would need to be involved at all levels in appropriate ways and committed to the change;
- through this recovery work GSA would develop a 'theory of change' that mainstreams good practice with regards future educational development and enhancement work;
- GSA would work openly and in close partnership with the GSA Students' Association, University of Glasgow, QAA Scotland, Student Partnership in Quality Scotland (SPARQS) and the Scottish Funding Council to ensure that actions are effective and lasting.

- 2.2 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 in 2021/22 and will report frequently on progress to the GSA Board of Governors. Aligned to Academic Council's meeting schedule there will be quarterly liaison meetings with QAA Scotland to discuss progress and plan for an ELIR re-review. In addition, the GSA and the University of Glasgow have established a joint ELIR liaison group to maintain a close working relationship throughout the period of recovery. These liaison groups are scheduled to align with Academic Council dates in 2021/22.

Mackintosh School of Architecture Periodic Review

- 2.3 The Mackintosh School of Architecture was subject to Periodic Review in 2020/21. This included the revalidation of the following programmes:
- Bachelor of Architecture with Honours
 - Diploma in Architecture
 - Master of Architecture by Conversion
 - Master of Architectural Studies
- 2.4 The Mackintosh School of Architecture Periodic Review took place as scheduled in February 2021. Owing to the COVID-19 pandemic and resulting social distancing requirements, the event was held remotely and was conducted via video conference.
- 2.5 The review panel consisted of five GSA representatives, the GSA Students' Association Student President, one representative from the University of Glasgow and an External Subject Specialist. During the course of the event, the panel met with staff and students from the Mackintosh School of Architecture and the Head of School. In lieu of a tour of the facilities, the review panel asked the staff and student groups to provide feedback on their learning environment.
- 2.6 Within the self-evaluation report, the Mackintosh School of Architecture reflected upon the impact of and response to two major events, being the Mackintosh Building fire of June 2018 and the COVID-19 pandemic. Despite the periods of disruption, the focus on studio as the core of the Mackintosh School of Architecture educational experience remained central to the identity of the School.
- 2.7 Since the last Mackintosh School of Architecture Periodic Review in 2014/15, the School has undergone multiple reviews of its learning and teaching approaches with Professional, Statutory and Regulatory Bodies – the Architects Registration Board (ARB) prescription and Royal Institute of British Architects (RIBA) validation – which provide a continuous cycle of review and reflection on the relationship of the School's provision with the future needs of the profession. At the validation visit in November 2018, the RIBA Visiting Board granted the Mackintosh School of Architecture unconditional approval for the relevant programmes, which are reviewed on a five-year cycle.
- 2.8 The review panel made four recommendations for the Mackintosh School of Architecture to reflect upon during 2021/22, which included:
- the collaborative generation and clear articulation of a succinct School strategy;
 - a review of programme documentation, specifications and intended learning outcomes, to ensure that they reflect the full richness of the curriculum being taught, including the articulation of the ways in which ethics, climate and sustainability are approached, and the positive teaching and learning developments made in response to COVID-19;
 - developing the support for preparation and transition into Professional Practice Year Out (PPYO), and review and strengthen the support for students moving into the professional environment;
 - the requirement to articulate and communicate a clear journey for students through study in the Mackintosh School of Architecture, to ensure consistency across all platforms. The review panel further recommended that the School ensure Canvas (the Virtual Learning Environment), programme handbooks, programme specifications, timetables etc. are in alignment and consistently articulate the student journey through each programme.

- 2.9 There were no substantive concerns identified during the Periodic Review either in general or regarding the revalidation of programme provision. Aspects of the Mackintosh School of Architecture's good practice will be shared with the broader GSA community through GSA committees.
- 2.10 The Mackintosh School of Architecture received four commendations, which included:
- the approach, initiative, and ethos to embed equality, diversity, and inclusion in the School, with recommendation that best practices are mainstreamed across the Mackintosh School of Architecture;
 - the response of the Head of School in steering the School through turbulent events, in particular the Mackintosh Building fire and the COVID-19 pandemic;
 - the School response to COVID-19, and the agility and willingness of staff to respond to student feedback during this period;
 - the collegiate culture and strength of the staff and student relationships in creating an engaged student body with a strong affinity to the School.
- 2.11 The Periodic Review report was approved at GSA's Academic Council in May 2021 and was noted at the University of Glasgow's Academic Standards Committee in May 2021. The programmes detailed in section 2.3 of this report were revalidated for a period of six years commencing September 2021. In line with GSA's Periodic Review policy, the Mackintosh School of Architecture would provide an update to each Academic Council meeting in 2021/22 on progress made regarding the satisfaction of the recommendations. In addition to allowing the senior academic committee to monitor progress, this would enable further peer reflection.

Innovation School Periodic Review

- 2.12 The Innovation School was subject to Periodic Review in 2020/21. This included the revalidation of the following programmes:
- BDes (Hons) Product Design
 - MEdes Product Design
 - MDes Design Innovation and Citizenship
 - MDes Design Innovation and Collaborative Creativity
 - MDes Design Innovation and Environmental Design
 - MDes Design Innovation and Interaction Design
 - MDes Design Innovation and Service Design
 - MDes Design Innovation and Transformation Design
 - Master of Research
- 2.13 This was the first Periodic Review process for the Innovation School as a standalone School. All programmes in the School were previously considered under the School of Design Periodic Review process - which was last undertaken in academic session 2015/16 - with the exception of three programmes in the MDes Design Innovation Suite (MDes Design Innovation and Collaborative Creativity, MDes Design Innovation and Transformation Design and MDes Design Innovation and Interaction Design) which were added as new programmes to the Design Innovation suite in Academic Session 2015/16.

- 2.14 The review panel consisted of five GSA representatives, the GSA Students' Association Student President, two representatives from the University of Glasgow and an External Subject Specialist. During the course of the event, the panel met with staff and students from the Innovation School and the Head of School. Owing to the Periodic Review event being held remotely, the review panel were unable to undertake a tour of the facilities, but were provided with a virtual tour of the Forres campus and the online learning environment. Additionally, staff and students were asked for feedback on their learning environment throughout the event.
- 2.15 The self-evaluation report reflected on: the inception of the School since its origin in 2017; the School's philosophy and vision; graduate destinations and the impact of students from the Innovation School (for which the School received a commendation); composition and trends in the undergraduate and postgraduate space; plans for growth; feedback structures and mechanisms; plans to develop the physical space; and the School's broad range of collaborative activity. The self-evaluation report drew upon a Collaborative Curriculum Review, which had been undertaken in 2018/19 and 2019/20, a sustained and in-depth project which was helpful to synthesise with the self-evaluation report as collaborative activity in the generation of the self-evaluation report which had been more challenging as a result of COVID-19.
- 2.16 The review panel made seven recommendations for the Innovation School to reflect upon during 2021/22, which included:
- the development and articulation of a clear vision and strategy, ensuring that it is accessible to multiple audiences - including potential undergraduate students, postgraduate students and external collaborators - and that it supports the School's future ambitions;
 - the articulation of skills and competencies, and the culture and practice of assessment and feedback, to ensure that it is consistent across the School;
 - establish and mainstream consistent use of formal and informal student voice mechanisms across the School;
 - that the Innovation School should move beyond the good equality, diversity and inclusion work being undertaken by individuals, and embed this across the School to create a genuinely inclusive environment for all.
- 2.17 There were no substantive concerns identified during the Periodic Review either in general or regarding the revalidation of programme provision. Aspects of the Innovation School's good practice will be shared with the broader GSA community through the GSA committees.
- 2.18 The Innovation School received four commendations, which included:
- evidence of a clear shared ethic and mission, between staff and students, in the Innovation School;
 - the strong knowledge exchange focus of research, and the extensive network that the School has developed with external partners;
 - the well-established, collegiate and effective informal feedback mechanisms in the School;
 - the Schools approach and development of digital learning techniques, in particular in the Winter School.

2.19 The Periodic Review report would be submitted to GSA's Academic Council in academic session 2021/22 seeking revalidation of the programmes detailed in section 2.12 for a period of six years commencing September 2022. The Periodic Review report would also be submitted to the University of Glasgow's Academic Standards Committee for noting. In line with GSA's Periodic Review policy, the Innovation School would provide an update to each Academic Council meeting in 2021/22 on progress made regarding the satisfaction of the recommendations. In addition to allowing the senior academic committee to monitor progress, this would enable further peer reflection.

Programme Monitoring and Annual Reporting 2020

2.20 GSA's Undergraduate and Postgraduate Committee continued to report to Academic Council and the University of Glasgow on both the detail of the Programme Monitoring and Annual Reporting exercise and the extent to which the mechanism facilitates monitoring and reflection.

2.21 GSA's Programme Monitoring and Annual Reporting meeting on taught provision in session 2020/21 took place remotely on 16 December 2020. In addition to programme monitoring reports and School-level reflective reports, department overview reports were provided by professional support services including the areas of Technical Support, Student Support, Professional and Continuing Education, Information Technology and Library Services, which provided comment on key themes arising from engagement with programmes, schools and Boards of Studies. The Heads of key professional support departments also attended the GSA-level Programme Monitoring and Annual Reporting meeting.

2.22 In addition to actions specific to schools and cognate areas, the Programme Monitoring and Annual Reporting Committee identified themes and actions to be taken forward by the Education Committee, which formally reports to GSA's Academic Council.

2.23 Themes from Programme Monitoring and Annual Reporting reflecting on 2019/20 included:

- the move to working and studying remotely, as a result of the COVID-19 pandemic;
- the student experience of the move to digital provision and the evaluation of digital skills, provision and strategy;
- what it means to be 'on campus' and the future of studio and maker spaces;
- progress on estates concerns raised at PMAR 2019 (see sections 5.14 – 5.15);
- the importance and impact of closing the student feedback loop;
- diversifying the staff and student body and the curriculum;
- recognition of the success of the staff and student community in working together to manage change.

2.24 The themes and resultant actions and outcomes would be addressed and progressed as part of the GSA Educational Enhancement Plan (see section 2.27) and the ELIR Action Plan during 2021/22.

Closure of the Student Experience Action Tracker and introduction of an Educational Enhancement Plan

2.25 As reported in the Annual Report to the Scottish Funding Council on Institution-Led Review Activity¹ in 2018/19, the Student Experience Action Tracker (SEAT) was introduced by the Deputy Director (Academic) in 2018/19 as a mechanism for collating and maintaining oversight of all GSA-wide actions taken to enhance the Student Experience.

¹ Hereafter referred to as the Annual Report to the SFC

- 2.26 Until COVID-19 contingency planning superseded normal business, GSA was utilising the SEAT to: collate cross-GSA PMAR actions; professional support departments' enhancement actions regarding the Student Experience; and relevant actions set by the GSA Planning and Management Group. The SEAT was considered quarterly by the Undergraduate and Postgraduate Committee, following a monthly progress review of actions by the Learning and Teaching Committee.
- 2.27 At the Academic Council meeting of 5 March 2021, it was reported that existing GSA action plans, including the Student Experience Action Tracker (SEAT), would be consolidated into a more manageable format, with the aim to develop an Educational Enhancement Plan as a single place in which all institutional enhancement projects would be collated to allow for effective oversight of progress and impact. For 2021/22 the ELIR Action Plan - agreed with QAA Scotland by the Deputy Director Academic – will act as GSA's Educational Enhancement Plan. Following ELIR re-review the Educational Enhancement Plan will become GSA's business-as-usual mechanism for consolidating all institutional enhancement activity and ensuring that resources are aligned and impact evaluated.

Professional Statutory and Regulatory Body Review

- 2.28 The Institute of Medical Illustrators (IMI) continues to accredit the MSc in Medical Visualisation and Human Anatomy programme. The School of Simulation and Visualisation provides an annual report to the IMI which covers key activities and progress on the programme, themes and issues arising throughout the year and student destinations after study. The annual report is a key requirement for the continued accreditation of the programme, with additional part-year reports provided to IMI on request.
- 2.29 As reported in the Annual Report to the SFC 2019/20, the IMI HEI Re-accreditation Inspection Visit took place on 22 January 2020, at both GSA and University of Glasgow campuses. The full report from the visit was received in July 2020 (postponed owing to COVID-19) confirming that accreditation of the MSc in Medical Visualisation and Human Anatomy programme was awarded for the full five-year period to 2025. The IMI report identified no requirements for continued accreditation, and no issues were identified by the visiting team for recommendations. There were four commendations in the report, and comment that the learning and teaching facilities within the GSA School of Simulation and Visualisation campus were of a 'gold standard', and the visiting team noted that staff were pro-active in 'future proofing' the programme.
- 2.30 As reported in the Annual Report to the SFC 2019/20, the Royal Institute of British Architects (RIBA) Validation Visit to the Mackintosh School of Architecture took place in November 2018. The visiting Board Panel reviewed Mackintosh School of Architecture programmes for the award of RIBA/ARB Examination in Architecture Part One, awarded on successful completion of Stage 3 of the Bachelor of Architecture programme; and the RIBA/ARB Examination in Architecture Part Two, awarded on successful completion of the Diploma in Architecture. The RIBA Visiting Board granted the Mackintosh School of Architecture unconditional approval for the relevant programmes, which are reviewed on a five yearly cycle.
- 2.31 ARB and RIBA were informed of adjustments to the assessment process for session 2020/21 in light of COVID-19. A record of all materials used in the assessment and external examiner visit has been retained for annual prescription and validation. The process of applying for prescription from the ARB is currently underway.

Professional Support Services Review

- 2.32 In academic session 2020/21, GSA developed a Student-Facing Professional Services Review policy, which aligns with the established GSA Periodic Review process for academic provision. The policy was approved at Academic Council in May 2021, for implementation with immediate effect. The first review will be undertaken in academic session 2021/22.
- 2.33 The student-facing professional services which will be reviewed in line with the policy were previously reviewed through internal audit and annual monitoring, both of which will continue in conjunction with the new review process. The aim of the Student-Facing Professional Services review is to: provide staff of the student-facing professional service or thematic area with an opportunity to reflect on its operation, successes and challenges; assess the quality of the provision, and how students are engaged with to monitor the quality of services; evaluate the extent to which the provision meets the needs of students; reflect on the student-facing professional service's approach to the enhancement of provision, including recent developments and future plans; evaluate and enhance links to other services and Schools; identify examples of good practice for commendation and dissemination; and to identify areas for enhancement, and monitor action taken in response.
- 2.34 In addition to the Student-Facing Professional Services Review, GSA will continue to review its professional services based on business need, emerging developments, and also as part of the standard assurance framework. GSA utilises Programme Monitoring and Annual Reporting, Internal Audit, and discussions at the Senior Leadership Group, for example, to provide assurance and facilitate development. (Internal audit is outsourced by GSA.)

3. Key Messages deriving from Monitoring and Analysis of Performance Indicators and other Collected Data

- 3.1 GSA performance indicators are collected and monitored using internal data as well as external sources such as the Higher Education Statistics Agency (HESA) and the National Students Survey (NSS). GSA's internal performance indicators are periodically reviewed to ensure that what is being collected is of value and relevant to informing the future strategy of the institution.
- 3.2 With reference to 2019/20 HESA UK Performance Indicators:
- The percentage of students attending from state schools was 93.7%, which is marginally higher than in 2018/19 (92.2%) and 2017/28 (90.9%);
 - The percentage of students in receipt of the Disabled Students Allowance remains high at 15.2%. Though this is marginally lower than 2018/29 (17.4%) it continues to be considerably higher than the Scottish and UK averages of 5.1% and 6.8% respectively.

Graduate Outcomes

- 3.3 GSA received the second statistical release from the HESA Graduate Outcome (GO) survey on 27 July 2021. This dataset represented the destination results of the 2018/19 GSA graduate cohort 15 months after graduation. 50% of 2018/19 GSA graduates completed or partially completed this survey.
- 3.4 The GSA 2018/19 dataset shows 84% of 2018/19 GSA graduates in work or further study. This result is a decrease of 3 percentage points on last year's outcome and is below the national average and the Scottish average.

- 3.5 Of the GSA graduates in work, 74% of employed or self-employed graduates were in high skilled roles. Reflections on the type of work 2018/19 GSA graduates were undertaking showed that 74% agreed or strongly agreed that their current activity was meaningful, 5 percentage points below last year's result. 70% of 2018/19 GSA graduates agreed or strongly agreed that their current activity fits with their future plans. This is 9 percentage points below last year's result. 65% of 2018/19 GSA graduates agreed or strongly agreed that they are utilising what they learnt during their studies within their current activity. This result is 4 percentage points below last year's results.
- 3.6 The Graduate Outcomes data also shows that 9% of 2018/19 GSA Graduates are unemployed. This result is higher than the national and Scottish averages. All percentages denote the proportion of graduates who completed the relevant section of the Graduate Outcomes study.
- 3.7 Reviewing the UK art and design HEI sector's 2018/19 Graduate Outcomes data shows that 70% of creative art and design HEI's have experienced a decline in the percentage of their graduates in work or further study in comparison to their 2017/18 GO results.
- 3.8 The Glasgow School of Art's 2018/19 Graduate Outcome results suggest that art and design graduates' transitions and destination outcomes have been directly affected by the difficult economic conditions of 2020 specifically within the creative industries. The 2018/19 GSA graduate cohort were in the early stages of their careers at the beginning of the COVID19 pandemic and very vulnerable to withdrawal of entry level creative opportunities. This vulnerability may indicate why the 2018/19 GSA cohort report higher levels of unemployment compared to national and Scottish averages. The difficult economic conditions for creative graduates are also reflected in the decline in the percentage of 2018/19 GSA graduates who are utilising what they learned during their studies within their current activity. This strongly suggests that 2018/19 GSA graduates are sourcing non-creative opportunities during this period. With creative sectors anticipating an uncertain recovery from the impact of the pandemic, we must prepare for the likelihood that future Graduate Outcome surveys will continue to reflect a challenging creative job market for art and design HEI graduates in forthcoming years, and take steps to support leavers to respond to such challenges.

National Student Survey (NSS) 2020

- 3.9 GSA's NSS 2021 results were disappointing with Overall Satisfaction falling from 58% to 53%. A variance of -5% on 2019/20. This negative variance is in line with Scotland (-5%) and lower than UK wide variances (-8%) indicating alignment in GSA's results to a rapid downward negative sentiment in the Scottish and UK sector, assumed to be directly related to the COVID-19 context.
- 3.10 In response to declining performance, GSA has identified, and agreed through its Board of Governors, improvements in NSS scores as a strategic priority. In 2019/20 low performing programmes were identified and required to engage in a series of support and development workshops with the Director, Deputy Director Academic and Head of Learning and Teaching. As a result, Departmental outcomes have been mixed, with significant gains in satisfaction within Product Design and Architecture, as well as some positive increases in satisfaction for programmes engaged in the above support and development measures. Programmes which have significantly higher dependency on physical access to campus, workshops and making resources saw declining performance on the prior year.
- 3.11 Overall 2021 results reinforce many of the themes GSA is progressing across the institution in relation to the ELIR process and QAA Scottish Concerns Scheme outcomes to enhance the student experience, learning, teaching and assessment. For 2021/22 work will continue to identify low performing programmes and provide support and development through Senior Management interventions.

Internal Postgraduate Taught Experience Survey 2020

- 3.12 Results from GSA's internal Postgraduate Taught Experience Survey 2020 saw a [REDACTED] [REDACTED] Survey response rates for internal student surveys has been identified as an area of enhancement for 2021/22. A short life working group was formed in January 2021 to examine GSA's approach to student surveys with proposals to develop a surveys season to focus promotion of surveys and encourage responses for 2021/22. The work of the Surveys Group will feed into the newly establish Student Partnership Group (see section 3.14).
- 3.13 At the time of report, data for the 2020/21 academic session was being collected, with the survey closing late August 2021. Results will be considered through GSA's academic committees in session 2021/22.

Student Engagement

- 3.14 Building on previous developmental work with Student Partnership in Quality Scotland (SPARQS) and in response to recommendations from the ELIR process, GSA established a Student Partnership Group which will launch in academic session 2021/22. The Group will have strategic responsibility and oversight for the development and enhancement of student engagement, representation and partnership across the institution. In direct response to the ELIR outcomes, the group's first priority will be the establishment of GSA's first Student Partnership Agreement (SPA). The Student Partnership Group will report into the Education Committee (formerly Undergraduate and Postgraduate Committee²), which reports into Academic Council, and which will retain oversight for developments of the Student Partnership Agreement and the strategic and operational oversight of GSA's student engagement structures and processes.
- 3.15 Alongside work to establish the Student Partnership Group, the Learning and Teaching Team and Academic Quality Office, in partnership with the Students' Association, have worked to review existing student representation across GSA's committees, to enhance induction and training, as well as reduce the burden on specific student representative roles, in particular that of the Student President. In October 2021, Academic Council will consider proposed amendments to Student Representation on Committees, which includes: the addition of the Vice-President of the GSASA as an *ex-officio* member of the Education Committee; that the GSASA Student Engagement Coordinator (Academic) can attend academic committee meetings in order to provide reports from the GSASA and to better support the Student President and Vice-President; and the addition of two Lead Representatives to the Education Committee.
- 3.16 In addition, work has been undertaken to revise the Class Rep and Lead Rep recruitment processes, as well as develop in house training and support for student reps. It is planned to review this as part of the development of the Student Partnership Agreement and further work to enhance student representative support, training and induction. GSA had already identified this developmental activity, which aligns with the ELIR recommendations on partnership with students, and student representation on committees.

² At Academic Council on 5 May 2021, amendments to GSA's Academic Committee Structure were approved. These amendments were primarily to simplify the naming and alignment of committees and groups to ensure clarity of purpose and to ensure adequate capacity exists to provide oversight and delivery of educational enhancement work. As part of this, the name of Undergraduate and Postgraduate Committee would change to Education Committee from session 2021/22 to clarify that all aspects of the GSAs education activity is overseen by this committee.

4. Themes arising from Institution-Led Reviews at GSA for Session 2019/20

Development of School Strategies and Vision Statements

- 4.1 Common to both the Innovation School and Mackintosh School of Architecture Periodic Reviews in 2020/21, and the Periodic Reviews for the School of Simulation and Visualisation and the School of Fine Art in previous years, was a review panel recommendation for the generation of a succinct School strategy and vision statement. GSA is in the process of developing its new Strategic Plan and, as part of this process, academic schools are developing their own plans for portfolio development and research and knowledge exchange development.

Equality, Diversity and Inclusion – Embedding and Developing Good Practice

- 4.2 Recognition for good practice and areas for improvement with regards equality, diversity and inclusion practices was common to both the Mackintosh School of Architecture and Innovation School Periodic Reviews, correlating with a recommendation from the ELIR process for GSA to: *progress with plans to develop and embed the institutional approach to equality and diversity, introducing an effective mechanism to oversee and monitor GSA-wide action including implementation of recommendations resulting from Equality Impact Assessments.*
- 4.3 GSA has recently established an Equality, Diversity and Inclusion Committee, which will consider GSA's strategic planning, policy development and specific initiatives in matters relating to equality, diversity and inclusion. GSA aim to create an exemplary safe space that champions good practice, and the Equality, Diversity and Inclusion Committee will identify best practice to support GSA when setting targets, developing, implementing and monitoring action plans. The Equality, Diversity and Inclusion Committee will act as a consultative group for policy and strategy with issues discussed and debated as a diverse group to inform decision making, challenging GSA in terms of its practice, approach and development of equality and diversity. The Committee will meet formally for the first time in October 2021.

Assessment and Feedback

- 4.4 The requirement for consistency in practice of assessment and feedback was common to both institution-led reviews, and aligns with both the ELIR recommendations and recommendations arising from the QAA Scottish Cause for Concern Scheme.
- 4.5 An Assessment and Feedback project is included in GSA's ELIR recovery work being undertaken in 2021/22. The outputs from this exercise will include a review of GSA's Code of Assessment - including the development of student and staff guidance - and the development of an Assessment & Feedback Policy, clarifying expectations with regards formative and summative assessment design, feedback turnaround times and the use of assessment criteria across all programmes. Additionally, new platforms for staff sharing of practice will be introduced in 2021/22.

The Student Journey

- 4.6 The articulation of a clear student journey from enrolment to graduation was a recommendation arising from institution-led review in 2020/21, and through the ELIR process. This was recognised as a cross-GSA requirement, and a project to map and review the student journey, with particular focus on courseware and the enhancement of programme and course information, would be undertaken by the recently appointed Head of Programme Development (a new role at GSA) during 2021/22.

- 4.7 In addition to the new post of Head of Programme Development, GSA has appointed three Academic Development Leads within the three largest of GSA's five academic schools. These are School-based roles supporting the development, delivery and full implementation of all ELIR related projects at school level, which will include involvement with the project to map and review the student journey. Beyond ELIR, the role holders will ensure effective implementation of all educational enhancement projects within the schools and ensure that partnership with students is embedded across all academic development work.
- 4.8 The Student Partnership Group (see section 3.14) will have strategic and operational oversight of GSA's student engagement structures and processes, establishing performance indicators for success and monitoring and evaluating their effectiveness annually. The Group will also have oversight of all GSA wide student facing surveys, developing proposals to enhance the use of survey data, student response rates, and communication of outcomes and responses to students and staff.

Collaborative Working

- 4.9 Collaborative working - between staff and students at GSA and with external partners – was evident as an area of good practice through both institution-led reviews in 2021, and through the Annual Monitoring exercise. The collegiate culture and strength of the staff and student relationships was evident in the Mackintosh School of Architecture Periodic Review, and there was evidence of a clear shared ethic and mission between staff and students in the Innovation School, as well as collegiate and effective informal feedback mechanisms.
- 4.10 At the Innovation School Periodic Review event the review panel commended the strong knowledge exchange focus of research, and the extensive network that the School has developed with external partners, with recommendation that this good practice is shared across GSA. This included: the breadth, range and depth of collaborative working; the rich range of curriculum projects; and the School's emergent and developing network.

5. Reflection on 2019/20 Findings and Progress

Emergency Planning and Response to COVID-19

- 5.1 GSA's COVID-19 response is led by the Senior Leadership Group (SLG) who regularly review COVID-19 related risks and mitigations. Responsibility for the ongoing delivery of GSA's academic programmes sits with Academic Council and in 2020/21 a COVID-19 Sub-Group of Academic Council was established to oversee the operation of GSA's Code of Assessment Extraordinary Circumstances Addendum and the associated assessment support measures that were put in place to support students. This Sub-Group is convened by the Deputy Director Academic, has student representation, and includes GSA's chief external examiner to provide externality.
- 5.2 At the outset of the 2020/21 academic session, all of GSA's programmes were designed to be able to be delivered wholly online, with all teaching and assessment taking place via the virtual learning environment. Students had varying levels of access to studios for self-directed learning prior to and after national lockdowns were put in place between December 2020 and April 2021.
- 5.3 At the onset of the full national lockdown in December 2020, GSA put in place additional assessment support measures, including adjustments to the timing of assessment and the relaxation of certain submission requirements, to acknowledge the varying circumstances and levels of access to specialist equipment and resource that students encountered whilst working from home.

Academic Commitment to Remote Learning and Digital Inclusion

- 5.4 As reported in the Annual Report to the SFC 2019/20, GSA increased its academic commitment to remote learning in 2019/20. This brought an IT and financial commitment to mitigate against and remove, where possible, the impact and risk of digital exclusion as a result of COVID-19 in line with GSA's Digital Inclusion Policy and initiative.
- 5.5 The commitment to digital inclusion was recognised at the ELIR Review, where GSA received a commendation for the work in this area: *staff from the Learning Technology and Learning and Teaching teams have worked effectively together to support the upskilling of staff in online curriculum delivery. The Technical Services teams have introduced a variety of initiatives to support students in producing work in an online environment and to enable all students to engage in online study effectively during the pandemic, GSA has made good progress in implementing a digital inclusion strategy to support students with the transition to a blended model of learning.*
- 5.6 This digital inclusion initiative has been extended to cover the 2021/22 academic session and will be fully evaluated in 2021/22 to inform GSA's future approach.
- 5.7 The impact of the academic commitment to remote learning was evident through the Innovation School Periodic Review, where the Innovation School received a commendation for innovative practices in digital learning and digital learning techniques utilised in the Winter School in Forres. The Innovation School was encouraged to reflect on the success in this area, and to mainstream the good practice across the School.

Strength of the Staff and Student Community

- 5.8 The strength and ability of the GSA staff and student community to manage change, both pre and post the emergence of COVID-19, remained evident throughout institution-led review in 2020/21. The review panel for the Mackintosh School of Architecture Periodic Review commended the strong staff and student relationships; successful implementation of the Personal Tutor Scheme; and articulate and engaged student body who have a strong affinity with the School. At the Innovation School Periodic Review, the review panel identified and commended that there was a clear shared ethic and mission, between staff and students. This good practice will be shared across the GSA, through the academic committees and dissemination of the Periodic Review report and follow up action plans.

Equality and Diversity in the Curriculum – decolonising the curriculum

- 5.9 Embedding and developing good practice to support equality, diversity and inclusion continued to be a theme in 2020/21 arising through annual monitoring, Periodic Review and the ELIR recommendations, as reported in sections 4.2 – 4.3. Decolonising the curriculum remains a key part of this strategy and GSA received a commendation from the ELIR 2020 for the work in this area: *to support progress at GSA towards decolonising the curriculum, library staff have worked effectively to ensure library collections and reading lists better reflect GSA's multi-cultural environment.*

Equality and Diversity – Neurodiversity

- 5.10 GSA Library Services continue to enhance the neurodiversity strategy implemented in 2018/19 to support students with learning differences. The silent reading and sensory room remained available to users throughout 2019/20 (excluding the lockdown period) and additional services and support were put in place to ensure students learning needs were met during the pandemic. GSA continues to work with students and staff to ensure the services remain accessible to provide an inclusive learning environment.

This includes: that all print resources in the Library catalogue *Primo* contain a clickable link to colour-coded neurodiverse-friendly floorplans; the purchase of an OCR-compliant scanner and work undertaken by the Library team to scan all non-compliant resources list materials; and E-accessibility scorecards for three of GSA's principal external platforms being published for available e-resources. These have now been integrated into the Library catalogue *Primo* search results, to allow neurodiverse students to more easily source information on how to configure these platforms in a way that works best for them.

Supporting Student Mental Health

- 5.11 GSA's counselling provision has increased from 2 FTE to 3.6 FTE in the past two years with the addition of 1 FTE Mental Health Advisor. The introduction of a Mental Health Advisor has increased capacity allowing more focussed work with individuals; planning and delivery of workshops; and development of external partnerships. Online investment included continued access to SilverCloud and Togetherall mental health platforms for students and staff.
- 5.12 GSA responded to student need and rising concern relating to anxiety and isolation over the Christmas period 2020/21. The mental health team worked additional days and continued to provide support. The GSA Student Association were also funded to deliver a variety of events over the festive period in an attempt to reduce feelings of isolation and promote positive mental health.
- 5.13 The impact of these strategies was evidenced in the ELIR outcomes in which GSA received a commendation for student support services: *GSA provides a range of support services that are successful and responsive in meeting evolving student needs. These services have been particularly effective in supporting students with the move to online provision. It is positive that a number of staff have completed qualifications focused on the provision of counselling services in a digital environment.*

Physical Resource Challenges

- 5.14 All of the estates issues raised through the Programme Monitoring and Annual Reporting (PMAR) activity in 2019/20 were collated into one document which the Estates Department discussed subsequently with each Head of School and Department to produce an action list, which will be addressed as appropriate over the next two to three years as part of the emerging Estates Strategy. This includes issues raised by:
- the School of Fine Art and Technical Support department regarding rectifying defects and further improvements in the Stow building. This will be addressed by the rectification of defects project during summer 2021 and further improvements in summer 2022 supported by a Scottish Funding Council loan;
 - The School of Fine Art and Archives and Collections about the condition of McLellan building. Plans are in progress to move both areas out of the building;
 - The School of Design and Technical Support Department about water ingress and issues with workshops in the Reid building. The former relates to latent defects which the original contractor is resolving in the autumn of 2021 and the latter will be rectified by the fire re-instatement works planned for the 2022 calendar year;
 - A number of Schools with regard to greater workshop and studio access which will be supported by new posts of Studio Managers/ Studio Assistants.
- 5.15 During 2021/22 an Estates Strategy will be finalised of which the above are examples of early year projects. This development and progress will be consulted on and monitored through the Business and Estates Committee.

Parity of Experience for UG and PG Students

- 5.16 As reported in the Annual Report to the SFC in 2019/20, parity of experience for undergraduate and postgraduate students was raised as an ongoing concern. This continued to be a theme emerging from institution-led review and PMAR in 2020/21. As part of the work being taken forward as a result of the ELIR outcome is the development of an institutional Academic Framework, reviewing the use of GSA's academic calendar, defining periods of teaching and assessment and establishing common approaches to the design of GSA's programmes.
- 5.17 Alongside this, GSA are undertaking a benchmarking exercise, looking at the provision of studio and workshop space and levels of access in comparison to other art and design provision both in UK specialist institutions and multi-disciplinary Higher Education Institutions in Scotland.
- 5.18 As with all of the ELIR related work, students are involved at all levels of planning and delivery of projects and will be closely involved in both of the exercises detailed in sections 5.16 and 5.17.

6. Governing Body Endorsement and Statement of Assurance

- 6.1 The Governing Body Endorsement and Statement of Assurance is included as Appendix 2. [to follow]

Appendix 1 - Timetable of GSA Institution-led Reviews

ACADEMIC YEAR	PROGRAMME/PROVISION	SCHOOL	PROPOSED REVIEW
2015-16	All Taught Programmes	School of Design	Periodic Review
2016-17	Singapore Collaboration	School of Design	Collaborative Review
2017-18	All Taught Programmes	School of Fine Art	Periodic Review
2018-19	Bachelor of Architecture Diploma in Architecture	Mackintosh School of Architecture	RIBA Validation
	Research Degrees	GSA	PGR Institutional Review
2019-20	All Taught Programmes	School of Simulation and Visualisation	Periodic Review
	MSc Medical Visualisation and Human Anatomy	School of Simulation and Visualisation	PSRB Review: Institution of Medical Illustrators
	GSA	GSA	ELIR Planning Visit
2020-21	All Taught Programmes	Mackintosh School of Architecture	Periodic Review
		Innovation School	
	GSA	GSA	ELIR Visit
2021-22	All Taught Programmes	School of Design	Periodic Review
	Careers Service	GSA	Student-Facing Professional Services Review
	GSA	GSA	ELIR Revisit
2022-23	Bachelor of Architecture Diploma in Architecture	Mackintosh School of Architecture	RIBA Validation
	GSA	GSA	ELIR Follow-up Report
2023-24	All Taught Programmes	School of Fine Art	Periodic Review
2024-25	MSc Medical Visualisation and Human Anatomy	School of Simulation and Visualisation	PSRB Review: Institution of Medical Illustrators
	Research Degrees	GSA	PGR Institutional Review
2025-26	All Taught Programmes	School of Simulation and Visualisation	Periodic Review
2026-27	All Taught Programmes	Mackintosh School of Architecture	Periodic Review
		Innovation School	

BOARD OF GOVERNORS: COVERSHEET	
To, Date:	Board of Governors, 18 October 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. Board-level Changes 2. Election of the Chair of the Board of Governors 3. Directors' Duties and Charity Trustees' Duties applicable to Governors 4. Statement of Corporate Governance 2021/22 5. Remits, Memberships and Procedures of GSA's Board Committees 2021/22 6. Academic Council Remit and Membership 2021/22 7. Corporate Governance Policies <ol style="list-style-type: none"> i. Rules for the Election of Staff Governors ii. IT Usage Policy for the Board of Governors iii. Board Effectiveness Review and Governance Framework Development Policy 8. Staff Governor (Academic) Elections 9. Scottish Code of Good HE Governance (2017): Review 10. Governor Development 11. Governance Inductions and Briefings 12. Annual Report to the Scottish Funding Council on Institution-led Review Activity in 2020/21 13. Annual Reporting to the Board <ol style="list-style-type: none"> i. Annual Report to the Board from the Data Protection Officer ii. Annual Report on Scottish Public Ombudsman Complaints iii. Annual Report on Freedom of Information Requests 14. Board of Governors: Expenses and Gifts and Hospitality 15. Insurance Requirements: Governor Restrictions 16. Register of Interests and Governor Information Check
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: 18 OCTOBER 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. BOARD-LEVEL CHANGES

As members are aware, Ms Gray informed the Board on 14 September 2021 of her intention to demit office by 30 September 2021. Ms Bennie was appointed Vice Chair and became interim Chair on 4 October 2021. Ms Thomson demitted as Vice Chair on 4 October 2021.

Current committee vacancies are the Convenor of the Human Resources Committee and the Convenor of the Remuneration Committee. In due course, the interim Chair will engage with Board members regarding these matters and proposals will be considered by the Nominations Committee in advance of Board approval being sought.

2. ELECTION OF CHAIR OF THE BOARD OF GOVERNORS

In due course the Board will be invited to consider the appointment of an Independent Governor as the convenor of a committee to oversee the arrangements for the above, in line with GSA's rules (see **Annex 1**) and the requirements of the Higher Education Governance (Scotland) Act 2016. It is suggested that the convenor of the said committee would then propose to the Board a committee membership to further define and take forward the arrangements within a timescale agreed by the Board. It is highlighted that convenor and members of said committee should confirm in advance that they will not seek to be elected as Chair.

3. DIRECTORS' DUTIES AND CHARITY TRUSTEES' DUTIES APPLICABLE TO GOVERNORS

As part of GSA's approach to corporate governance, the Board of Governors receives annual guidance and clarification from GSA's solicitors regarding Directors' Duties and Charity Trustees' Duties applicable to Governors. This guidance contains a broad and general outline of Directors' Duties and Charity Trustees' Duties applicable to Governors and includes brief comments on other areas where there is a risk of personal liability arising. If there are particular areas of concern around personal liability, members are invited to discuss these with the Registrar and Secretary who will engage with GSA's solicitors with a view to them providing further specific advice on these.

The document has been reviewed and updated by GSA's solicitors as at 5 October 2021. The solicitors have confirmed that there have been no changes made to the document since it was last presented to the Board, save for some minor adjustments and some additional commentary on COVID-19 legislation.

The Board of Governors is invited to **note** the guidance provided by GSA's solicitors which sets out the [Directors' Duties and Charity Trustees' Duties applicable to Governors](#) as set out in the hyperlinked document.

4. STATEMENT OF CORPORATE GOVERNANCE 2021/22

GSA's Statement of Corporate Governance seeks to comply with the Scottish Code of Good Higher Education Governance (2017), while also complying with the various legal and regulatory requirements arising from the School's status as an HEI subject to Statute, a Company Limited by Guarantee, a charity, and a body receiving funds from the Scottish Funding Council.

The Statement of Corporate Governance 2021/22 was considered by the Audit and Risk Committee on 20 September 2021 and proposed amendments are set out in **Annex 2** of this report. As the Board is aware, the Statement was comprehensively revised and updated in session 2020/21 following the amendment to GSA's governing instruments. Consequently, the amendments proposed this session are more minor in nature.

Minor adjustments and additional signposting are proposed to the existing [Schedule of Delegation](#), which are highlighted in the hyperlinked document. An updated version of the Schedule will be published on GSA's website together with the Statement of Corporate Governance once approved.

The [Board of Governors Description of Role and Responsibilities](#) document provides information about the role of Governor and is closely aligned with the Statement of Corporate Governance. Upon approval of the proposed amendments to the Statement of Corporate Governance, the Role and Responsibilities document will be similarly updated to ensure alignment with the Statement. Amendments are highlighted in the hyperlinked document.

The Board is invited to consider and **approve** the minor amendments to the *Statement of Corporate Governance 2021/22*, *Schedule of Delegation* and the *Board of Governors Description of Role and Responsibilities*.

5. REMITS, MEMBERSHIPS AND PROCEDURES OF BOARD COMMITTEES 2021/22

The following paper sets out the remits, memberships and procedures of GSA's Board committees for session 2021/22:

- [Remits, Memberships and Procedures of GSA's Board Committees 2021/22](#)

Proposed amendments are highlighted and, in the main, relate to updates to the various memberships.

The Board is invited to consider and **approve** the remits and memberships of GSA's Board committees for session 2021/22.

6. ACADEMIC COUNCIL REMIT AND MEMBERSHIP 2021/22

The following paper sets out the Academic Council Remit and Membership for session 2021/22:

- [Academic Council Remit and Membership for session 2021/22](#)

Proposed amendments are highlighted in the paper and the Board is invited to consider and **approve** the above remit and membership.

7. CORPORATE GOVERNANCE POLICIES

At its meeting of 20 September 2021, the Audit and Risk Committee considered the following Corporate Governance-related matters and recommended them to the Board of Governors for approval.

i. Rules for the Election of Staff Governors

The Board is invited to consider and **approve** the minor amendments proposed to the Rules for the Election of Staff Governors set out in the hyperlinked [paper](#).

ii. IT Usage Policy for the Board of Governors

The IT Usage Policy for the Board of Governors was originally approved by the Board of Governors in March 2020 and was amended in March 2021. Further minor amendments are now proposed to simplify section 2.4 of the policy to reflect and codify current practice particularly with regard to the use of GSA email accounts for Board of Governor-related business.

The Board of Governors is invited to consider and **approve** the amendments proposed as set out in the hyperlinked [policy](#).

iii. Board Effectiveness Review and Governance Framework Development Policy

In line with previous discussion by the Board, this policy codifies existing practice and provides for a summary of governance activities to be offered annually.

The Board of Governors is invited to consider and **approve** the hyperlinked [policy](#).

8. STAFF GOVERNOR (ACADEMIC) ELECTION

As the Board is aware, two Governors are elected to the Board by being elected by the professional support staff and academic staff respectively.

The Board is invited to note that the second period of office for the current Staff Governor (Academic), Professor Sarah Smith, ends on 30 November 2021. Professor Smith will be eligible to stand again for one further period of office. An election for this post will be held in October/November 2021 with the aim of the position being filled ahead of the Board meeting scheduled for 13 December 2021. Upon appointment, the elected Staff Governor (Academic) will also become a member of the Academic Council.

9. SCOTTISH CODE OF GOOD HE GOVERNANCE (2017): REVIEW

As reported to the June 2021 Board meeting, the Committee of Scottish Chairs has confirmed that the Scottish Code of Good HE Governance is scheduled to be reviewed in session 2021/22.

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 SFC Assessment of Procedures (previously reported to the Board in June 2021), the SFC/ REDACTED 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.

10. GOVERNOR DEVELOPMENT

As the Board is aware, at the request of the then Chair, identical workshop sessions for Governors were delivered in July and September 2021 regarding how GSA management approaches equality, diversity and inclusion matters. Three sessions were held in total which were attended by nine Governors.

The Board is invited to note Advance HE's portfolio of governance development services for 2021/22 including the [Governor Development Programme](#). Governors are invited to contact the Corporate Governance Office for further information or to book a place on any of the upcoming events listed.

11. GOVERNANCE INDUCTIONS AND BRIEFINGS

The interim Chair received a full induction upon appointment as an Independent Governor in 2019. Any changes to the key documentation were made during Ms Bennie's tenure. In light of her appointment as Vice Chair and interim Chair, the Registrar and Secretary and the interim Chair met on 5 October 2021 to discuss these roles in the context of GSA governing instruments and the SFC's requirements.

All four new Independent Governors were provided with a full induction by the Registrar and Secretary in line with GSA practices.

All Governors are invited to participate in an annual governance briefing to refresh their knowledge in this area should this be helpful. This session is mandatory for Staff and Trade Union Governors and the most recent session was held in September 2021.

12. ANNUAL REPORT TO THE SCOTTISH FUNDING COUNCIL ON INSTITUTION-LED REVIEW ACTIVITY IN 2020/21

The Board is invited to endorse GSA's Annual Report to the Scottish Funding Council on Institution-Led Review Activity in 2020/21 (see Paper 4.6 on this meeting's agenda). The submission is the work of several staff within GSA and is co-ordinated by the Academic Registrar's office. The purpose of GSA's submission is to assure the SFC that GSA is committed to the Council's Quality Enhancement Framework and its underlying principles of high-quality learning, student engagement and quality culture.

In addition to submitting the report to the Scottish Funding Council, the interim Chair of the Board also provides a written Statement of Assurance, which is also set out in the documentation.

13. ANNUAL REPORTING TO THE BOARD

i. Annual Report to the Board from the Data Protection Officer

The Data Protection Officer's independent annual report to the Board is set out in Paper 5.3 on this meeting's agenda. This was considered by the Audit and Risk Committee at its meeting of 20 September 2021.

ii. Annual Report on Scottish Public Services Ombudsman Complaints

The Board is invited to note the [Annual Report on Scottish Public Services Ombudsman Complaints](#) for the period 1 October 2020 to 30 September 2021. An earlier iteration of this report was considered by the Audit and Risk Committee at its meeting of 20 September 2021.

iii. Annual Report on Freedom of Information Requests

The Board is invited to note the [Annual Report on Freedom of Information Requests](#) for the period 1 October 2020 to 30 September 2021. An earlier iteration of this report was considered by the Audit and Risk Committee at its meeting of 20 September 2021.

The Board is invited to note that in subsequent sessions, the above reporting will be made to the December Board to enable all quarterly reports to be incorporated in the version considered by the Audit and Risk Committee.

14. 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 20 September 2021 is hyperlinked below:

- [Board of Governors and Corporate Governance Expenses: 1 April 2021 – 30 June 2021](#)

Copies of the Expenses Claim form are available from the Assistant Secretary to the Board and members are invited to ensure, as far as possible, the prompt submission of expenses claims which will aid the accuracy of reporting.

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.

15. INSURANCE REQUIREMENTS: GOVERNOR RESTRICTIONS

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 Declaration form will be circulated to all members after the meeting for completion. Information disclosed on the form will be held confidentially by the Director of Finance and shared only with GSA's insurance providers on request.

16. REGISTER OF INTERESTS AND GOVERNOR INFORMATION CHECK

The Corporate Governance Office has engaged with all Governors regarding the Register of Interests return and to check that contact and biographical information held remains correct. The [Register of Interests](#) for session 2021/22 is available on GSA's website.

Dr Craig Williamson
Registrar and Secretary
4 October 2021

Annex 1: Process for Appointment of Chair of the Board of Governors
Annex 2: Statement of Corporate Governance 2021/22

List of Hyperlinked Documents

1. [Directors' Duties and Charity Trustees' Duties applicable to Governors](#)
2. [Schedule of Delegation](#)
3. [Board of Governors Description of Role and Responsibilities](#)
4. [Remits, Memberships and Procedures of GSA's Board Committees 2021/22](#)
5. [Academic Council Remit and Membership 2021/22](#)
6. [Rules for the Election of Staff Governors](#)
7. [IT Usage Policy for the Board of Governors](#)
8. [Board Effectiveness Review and Governance Framework Development Policy](#)
9. [Annual Report on Scottish Public Services Ombudsman Complaints](#)
10. [Annual Report on the Freedom of Information Requests](#)
11. [Individual Governor and Board of Governor-related Expenses: 1 April 2021 – 30 June 2021](#)

Process for Appointment of Chair of the Board of Governors

March 2021

Policy control

Date of approval	29 March 2021
Approving Bodies	Audit and Risk Committee, Board of Governors
Implementation Date	29 March 2021
Supersedes	Not applicable
Date of Impact assessment	March 2021
Review date	See Departmental Review Schedule
Author	Corporate Governance Office
Related policies and documents	Order of Council Articles of Association Statement of Corporate Governance 2020/21
Benchmarking	Not applicable

Process for appointment of Senior Lay Member/ Chair of the Board of Governors

1. Background

- 1.1 The Higher Education Governance (Scotland) Act 2016 (“the Act”) requires that the governing body of a higher education institution must include a senior lay member, who must be appointed in accordance with a process prescribed by the Act. The School has adopted revised Articles of Association and an updated Order of Council (Order) which include provision for the appointment of members of the School’s Board of Governors in accordance with the Act.
- 1.2 Higher education institutions are free to use their own terminology for the role of senior lay member. The School has adopted the term Chair of the Board of Governors or “Chair”. Where the term “Chair” is used in these rules, this means the senior lay member in terms of the Act. This terminology is also reflected in the School’s updated Articles.
- 1.3 The relevant provisions of the Act are reflected in Article 3 of the School’s new Order.
- 1.4 It is noted that the governing body of an institution has the power to develop further rules in relation to the process of appointing a Chair in terms of section 3(5) of the Act, and the rules set out below shall apply in addition to the provisions of the Articles, the Order and the Act.

2. Committee Oversight

- 2.1 Section 3 of the Act requires that whenever a vacancy arises for the position of senior lay member, a committee which includes at least one student and at least one member of staff of the School must be delegated the role of devising the criteria to be met by candidates for the position, and of overseeing the appointment process.
- 2.2 The School will convene a committee of the Board of Governors (“the Committee”) to perform this role on each occasion on which a vacancy in the position of Chair arises. As part of the process of convening the Committee, potential Committee members will be asked to confirm whether they have any intention of applying for the role of Chair, and will be excluded from membership of the Committee if they are a potential applicant.
- 2.3 The Committee will devise a set of criteria for the position in accordance with the minimum requirements set out in section 3(2) of the Act, together with such additional criteria as the Committee may consider appropriate in relation to any vacancy.

3. Application/ Selection Process

- 3.1 Section 4 of the Act requires the vacancy in the role of Chair to be advertised widely. The Committee will oversee and instruct advertisement and publication of the vacancy by the School, which will be undertaken in accordance with the requirements of section 4 of the Act.

- 3.2 The Committee will be responsible for devising an application form for submission to the School by interested applicants, including (without limitation) for the purpose of enabling the Committee to make an initial assessment of whether applicants meet criteria devised by the Committee pursuant to paragraph 2.3 above.
- 3.3 All candidates whose applications appear to the Committee to meet the advertised criteria will be offered an interview to be undertaken by the Committee.
- 3.4 It will be for the Committee to decide whether each interviewee meets the criteria for the role of Chair, taking appropriate cognisance of the entitlement of all interviewees whom the Committee determines fulfil the criteria to stand as candidates in the election of the Chair.
- 3.5 Following completion of both the application/ interview phase of the appointment process, and the election to follow, the Committee will produce a report in accordance with section 3(3) of the Act. It would ordinarily be expected that report will be produced within 3 months of the appointment of any new Chair.

4. Election Process

- 4.1 Following identification of a minimum of two suitable applicants for the role of Chair, the Committee will instruct the organisation by the School of an election to determine which of the suitable applicants is to be appointed.
- 4.2 Section 7 of the Act requires that the electorate for the election of the Chair must include all members of the School's Board of Governors, all members of staff of the School, and all students of the School. Each individual has one vote notwithstanding that they may be eligible to vote in more than one capacity.
- 4.3 For the purposes of paragraph 4.2: -
- a) members of staff shall be determined by reference to the School's employee records at the date on which the election is called, and includes any part-time member of staff; and
 - b) students include all matriculated students of the School at the date on which the election is called (irrespective of their location of study) and includes any sabbatical officer, in accordance with section 22 of the Act.
- 4.4 The Committee will be responsible for overseeing the election process, including but not limited to the following:
- a) fixing a campaigning expenses limit for each election in accordance with section 6(3) of the Act;
 - b) approval of the adoption of any electronic or online based system of voting;
 - c) ensuring suitable publicity of the election among the electorate;
 - d) appointment of any third party (as appropriate) monitor or observer to assist with or facilitate the election process;

e) monitoring turnout figures.

4.5 In the event of an equal number of votes being cast for two or more candidates in any election to the role of Chair, the winner shall be determined by the drawing of lots.

5. Term of Office

5.1 Subject to the provisions of the Articles and the Order, the Chair will hold office for a period of four years, and may be re- appointed for a further consecutive period of up to four years by a resolution of the Board of Governors, following on a recommendation of reappointment by the Nominations Committee (under exclusion of the Chair, who ordinarily sits on the Nominations Committee).

5.2 Where an individual is appointed to role of Chair having previously served as a member of the Board of Governors: -

a) the nine-year aggregate limit on the period of appointment provided for in Article 8(8) of the Order will remain applicable; and

b) any reappointment of the Chair following an initial term of four years shall be limited accordingly.

6. Remuneration & Appointment Conditions

6.1 The Chair shall be appointed according to the standard letter of appointment applicable to Governors as adopted by the School from time to time, subject to paragraph 6.2 below in respect of remuneration.

6.2 The Board of Governors shall be responsible for fixing an appropriate and reasonable rate of remuneration which may be payable to the Chair, only if requested by the Chair from time to time. The applicable rate will be stated in the Chair's letter of appointment.

6.3 As at the adoption of these Rules, the Board of Governors has elected to align with the Tier 1 minimum published annually by the Scottish Government in its technical guide for the remuneration of chairs of Non- Departmental Public Bodies and determined that the Chair shall be remunerated on the basis of an annual payment (pro rated where applicable), calculated on the basis of an expected annual time commitment of at least fifty days. The payment period will run from 1 July in each year to 30 June the following year. Based on the currently applicable day rate, the annual payment for the period 1 July 2020 to 30 June 2021 is £16,750. The Chair shall not be required to record days or time spent on the role. Any payment is only made upon confirmation by the Registrar and Secretary and this remuneration model shall apply until further resolution by the Board of Governors.

THE GLASGOW SCHOOL OF ART

BOARD OF GOVERNORS

STATEMENT OF CORPORATE GOVERNANCE 2021/22

Approved by the Board of Governors, [18 October 2021]

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- 2. Board of Governors: Statement of Primary Responsibilities**
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- 5. Discharge of Functions by the Director**
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1. Introduction

1.1 Status as an HEI

The Glasgow School of Art (GSA or 'the School') is a Higher Education Institution (HEI). It forms part of the Higher Education sector in Scotland as recognised by the Further and Higher Education (Scotland) Act 1992 and, for funding purposes, by the Scottish Funding Council (SFC). While the constitutional arrangements for Scottish and UK HEIs vary according to the age and types of institution, they all share fundamental characteristics, namely that they are:

- legally independent corporate institutions;
- bodies with charitable status;
- accountable through a governing body which carries ultimate responsibility for all aspects of the institution.

1.2 GSA Order of Council

As an HEI, some aspects of the School's governance arrangements are defined by the Privy Council through an Order of Council (a Scottish Statutory Instrument), derived from the Further and Higher Education (Scotland) Act 1992. This Order was last amended in 2020 and specifies, among other things, the composition of the Board of Governors, including the appointment of the Chair and Vice-Chair(s) and periods of office.

1.3 Company Law Compliance

The School is also a Company Limited by Guarantee and is therefore subject to certain provisions of the Companies Act and the filing regime operated by Companies House. The School provides annual returns and accounts to Companies House, and maintains a register of Directors. As a Company, the School's constitutional and governing documents also include Articles of Association. This document was last updated in 2020. The Governors of GSA are also the Directors (and Members) for the purposes of company law.

1.4 Charitable Status

The School has charitable status and therefore has obligations under the Charities and Trustee Investment (Scotland) Act 2005, including responsibility for making annual returns to the Office of the Scottish Charity Regulator (OSCR). The Governors and senior members of the School's Senior Leadership Group are the Charity Trustees, and therefore have duties and responsibilities to act in the best interests of the School and to ensure that its assets are safeguarded and applied to pursue its charitable purposes.

1.5 Scottish Further & Higher Education Funding Council (SFC)

GSA receives a significant proportion of its income in the form of grants from the SFC, and is therefore also bound by the conditions of the SFC Financial Memorandum. The Memorandum sets out a series of conditions which GSA must comply with as conditions of receiving the Scottish Government funding provided by the SFC. In addition to specific financial conditions, notably those relating to audit and risk the Memorandum also requires HEIs to have appropriate and effective governance arrangements in place, and in particular to comply with the Scottish Code of Good HE Governance.

1.6 The Scottish Code of Good Higher Education Governance (the Code)

The Code was updated in 2017 and is a compliance requirement for all Scottish HEIs. The Code sets out a detailed set of fundamental principles, accompanied by more detailed requirements, expectations and standards which HEIs are expected to adhere to. The Code does however recognise that not all HEIs are the same, and adopts a “comply or explain” basis which acknowledges that where an HEI does not comply with a non-mandatory element of the Code, this is acceptable where the HEI can demonstrate how it adheres to the relevant fundamental principle in an alternative way.

1.7 Purpose of the Statement of Corporate Governance

The School’s Statement of Corporate Governance seeks to comply with the Code, while also complying with the various requirements arising from the School’s status (as mentioned above) as an HEI subject to Statute, a Company Limited by Guarantee, a charity, and a body receiving funds from the Scottish Funding Council.

1.8 Commitment to Principles of Public Life in Scotland

As Governors of the School, the Governors must adhere to the Nine Principles of Public Life in Scotland (albeit that the School is not a public body). These are:

Duty

Governors have a duty to uphold the law and act in accordance with the law and the public trust placed in them. They have a duty to act in the interests of the public body of which they are a member and in accordance with the core functions and duties of that body.

Selflessness

Governors should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their families or their friends.

Integrity

Governors should not place themselves under any financial or other obligation to any individuals or organisations that might reasonably be thought to influence them in the performance of their duties.

Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, Governors should make choices solely on merit.

Accountability and Stewardship

Governors are accountable for their decisions and actions to the public. They have a duty to consider issues on their merits, taking account of the views of others and must ensure that the School uses its resources prudently and in accordance with the law.

Openness

Governors should be as open as possible about all their decisions and the actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty

Governors have a duty to act honestly and to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

Governors should promote and support these principles by leadership and example, and to maintain and strengthen the public's trust and confidence in the integrity of the School in conducting public business.

Respect

Governors must respect fellow members of the Board and employees of the School and the role they play, treating them with courtesy at all times. Similarly, they must respect members of the public when performing duties as a member of their public body.

2. Board of Governors: Statement of Primary Responsibilities

The Board of Governors has the following primary responsibilities:

2.1 To ensure the effective management of the School and to play a key role in the development, approval and review of the mission and strategic vision of the School.

The Board's responsibilities include:

- providing input into, approving, and monitoring the School's long-term strategic plans (academic and business);
- approving the ethos, major investment decisions, risk assessment, and academic and financial sustainability;
- oversight of the School's autonomy, academic freedom and the appropriate participation in decision-making of key constituents, including staff and students.

The Board of Governors shall enable the School to achieve and develop its mission and primary objectives of learning and teaching and research and has ultimate responsibility for all the affairs of the School.

2.2 To be the principal financial and business authority of the School.

The Board must ensure that proper books of account are kept; scrutinize and approve of annual budgets, financial statements and accounts; overseeing borrowing; ensuring adherence to the SFC's Financial Memorandum; approving the creation (and monitoring) of subsidiary bodies; and have overall responsibility for safeguarding the School's assets.

The Board shall ensure that there are clear policies in place on a range of systems including treasury management, investment management, risk management, debt management and grants and contracts and shall ensure that such policies are periodically reviewed. The School's Financial Regulations are available on request.

2.3 To safeguard the reputation and values of the School.

The Board must be cognisant of the importance of maintaining and enhancing the School's reputation within the Scottish, UK and international context.

2.4 To ensure the quality of institutional educational provision uphold and to ensure the defence of academic freedom

To appoint, and receive reports from, the Academic Council and adherence to externally- defined academic quality assurance standards and to foster a suitable environment whereby knowledge may be advanced and the potential of learners fulfilled. The Board of Governors has responsibility for the effectiveness of the Academic Council.

2.5 To make such provision as appropriate for the general welfare of students, in consultation with the Academic Council.

2.6 To ensure that systems and policies are in place for meeting all of the School's legal and regulatory obligations.

The Board has ultimate responsibility for ensuring that the School operates in accordance with the law and complies with all relevant regulatory obligations. This includes those relating to health and safety, the observance of good practice in equality and diversity, the requirements of company law, the governing instruments of the School, charity law, GDPR and data protection, Freedom of Information, and Modern Slavery. The Board shall regularly review such systems and policies.

2.7 To oversee and monitor the development and implementation of the School's Strategic Plan.

The Board must have input into the School's strategic planning process, and must review and scrutinize the plan presented by the Director. The Board must be satisfied that the plan sets out appropriate arrangements for engaging with the public and the wider communities served by the School and also to ensure that it approves an annual plan presented by the Director that identifies those aspects of the strategic plan being implemented in the year in question.

2.8 To appoint a Chair of the Board of Governors, one or more Vice Chairs, and Independent Governors.

Detailed provision on this aspect of the Board's role is set out in section 3 below and must be in accordance with its governing instruments and rules.

2.9 To appoint the Director of the School and the Secretary to the Board.

The Director is the Chief Executive of the School (see detailed provision in section 5 overleaf).

A selection committee, which shall be approved by the Board of Governors, shall undertake the appointment. Membership of the selection committee which shall include independent members, at least one elected staff or trade union member, and a student member of the Board and adequate representation from the academic community shall undertake the appointment. The Committee will make a recommendation to all members of the governing body who shall be consulted on the appointment. The appointment process shall be informed by sector best practice guidance, such as from the Committee of University Chairs and Universities UK.

The Board shall ensure that suitable arrangements are put in place for monitoring the performance of the Director (see 4.7).

The role of Secretary is presently undertaken by the Registrar and Secretary. The Board must ensure that, if the person appointed has managerial responsibilities in the School, there is an appropriate separation in the lines of accountability. The removal of the Secretary to the Board shall be a decision of the Board of Governors as a whole.

2.10 To advise on the appointment of the Deputy Directors of the School, and the Director of Finance and Resources.

Given the importance of these roles within the School's management structure, it is appropriate that the Board is involved in the appointment process. The Board should be represented on the appointment panel constituted to make appointments to these roles.

2.11 To ensure the establishment and monitoring of systems of control and accountability, including financial and operating controls and risk management framework.

The School has an agreed Risk Management Framework which sets out how risk is identified, assessed and reported. The School's approach to internal control is through management reports to the Board and its committees, and specifically includes an Audit and Risk Committee which receives reports from appointed, independent, auditors.

Financial regulations, delegations and authorities shall be reviewed annually through assurance provided by the School's Senior Leadership Group to the Audit and Risk Committee, and shall be subject to full review and reporting on effectiveness no less frequently than once every 3 years, commissioned by the Audit and Risk Committee with reporting to the Board.

The Board must ensure that the School puts in place appropriate and effective procedures for handling internal grievances, 'whistleblowing' complaints, conflicts of interest, and any issues relating to inappropriate gifts or hospitality (as outlined in the Bribery Act).

2.12 To ensure that processes are in place to monitor and evaluate the performance and effectiveness of the School.

This should include measurement against the plans and approved Key Performance Indicators, which should be – where possible and appropriate – benchmarked against other comparable institutions. The Board of Governors must satisfy itself that it has discharged its responsibilities through its annual review of the School's overall performance, which forms the core of the Annual Report.

2.13 To establish processes to monitor and evaluate the performance and effectiveness of the Board of Governors.

The Board of Governors must be self-reflective. This is a continuous process but should include a major externally-facilitated review at least every five years of the effectiveness of the Board, its committees and Academic Council. This five-yearly review shall be conducted in accordance with the Scottish Code of Good HE Governance and shall include assessment of the Board's effectiveness in relation to both this Statement of Corporate Governance and to the Scottish Code of Good HE Governance. There will also be interim internal annual reviews of the Board's effectiveness. These reviews shall be reported upon appropriately both within and out with the School. Where a review identifies appropriate revisions and improvements in practice and procedures, these should be documented, actioned, and measured.

2.14 To conduct its business in accordance with best practice in higher education corporate governance and with accepted standards of ethics and behaviour in public life.

Members shall exercise their responsibilities in the interests of the School rather than as representatives of specific constituencies. The Board shall also have due regard to the interests of all stakeholders, including the wider public.

2.15 To determine and review the remuneration of those senior staff members whose salaries are not included within national pay scales.

This function is delegated to the Remuneration Committee, which must operate in accordance with the requirements set out in the Code. The Board of Governors shall discuss and approve the policies and processes used by the Remuneration Committee, which shall report fully to the Board following their meetings to allow the Board to ensure compliance with said policies.

2.16 To form, and receive regular reports from, committees to consider major areas of activity.

The Board shall form such committees as the Board considers appropriate from time to time, but shall have the following permanent committees which will all be chaired by Independent Governors:

- Audit and Risk Committee
- Business and Estates Committee
- Health and Safety Committee
- Human Resources Committee
- Interim and Urgent Business Committee¹
- Museum and Archive Committee
- Nominations Committee
- Remuneration Committee

Committee remits can be found at <http://www.gsa.ac.uk/about-gsa/key-information/governance/>

The Board will also review and approve annually a document detailing the remits and membership of Board committees. Committees must not exceed their terms of reference and shall be so advised by the Secretary to the governing body. Committees must distinguish between issues on which they are empowered to take decisions, and issues that they must refer to the governing body for decision. In the event that there is any doubt as to authority on decision-making, the Chair of the Board or Convenors of any of the Board Committees must consult with the Registrar and Secretary as Secretary to the Board. Where a committee is acting under delegated powers it should submit regular written reports to the governing body on decisions that it has taken on the governing body's behalf.

The Board will review and approve annually a Schedule of Reservations that is annexed to the Statement of Corporate Governance at Schedule 1 detailing a list of matters that are reserved to the Board.

¹ This Committee is currently in abeyance.

2.17 To support and enable the effective functioning of the Students' Association.

The Board of Governors must satisfy itself that the Association is properly resourced and supported to function as an effective and autonomous organisation. The School shall take reasonable steps to ensure that the Students' Association operates in a fair and democratic manner and is accountable for its finances.

2.18 To satisfy itself that the School operates with high levels of social responsibility.

The Board will ensure that the School's policies and actions are ethical and sustainable, taking into consideration their impact on the environment, on the wellbeing of its students and workforce, including health and safety issues and fair working practices, and on other communities, whether local or more distant. Officers presenting papers to the Board of Governors for consideration must ensure that appropriate assurance is provided to the Board in respect of these matters.

2.19 To take all final decisions on matters of major concern to the School.

3. Composition of the Board of Governors and Appointment of Governors and Senior Board Officers

3.1 Composition of the Board of Governors

The Board of Governors consists of a total membership of not less than eighteen and not more than twenty-five members.

(i) Independent Governors

A majority of the Governors must be independent members, i.e. members who are not students of or employed by the School. The Board of Governors shall appoint between ten to seventeen Independent Governors from time to time in accordance with its rules and procedures.

The balance of skills and experience among Independent Governors shall be sufficient to enable the Board to meet its primary responsibilities and to ensure stakeholder confidence. A register showing the balance of skills, attributes and experience required across the Board's membership, including attributes and goals (having due regard to applicable law) relating to equality and diversity, has been prepared and is utilised in the recruitment of Governors and is available at <http://www.gsa.ac.uk/about-gsa/key-information/governance>

The following categories, against which appointments are informed, are included in the register: education, creative economies, estates, business, legal, finance, local/central government or public sector, third sector/charity and community and public engagement.

When an Independent Governor demits office or the School seeks to appoint a new Governor, the Nominations Committee or a sub group thereof shall review the balance of skills in the membership of the Board against the register of the balance of skills, attributes and experience. This shall inform the appointment process.

The Nominations Committee or a sub group thereof shall also recognise the Board's responsibility to demonstrate leadership in promoting and facilitating equality and diversity, and will ensure that where changes occur in the Board's composition, due and proper account is taken of aiming for a balance across all protected characteristics recognised under the Equality Act 2010.

The Board shall also be mindful of the requirements of the Gender Representation on Public Boards (Scotland) Act 2018. The School has committed to achieving and maintaining a minimum of 40 per cent of both men and women as Independent Governors on the Board of Governors.

Upon the appointment of a new Independent Governor the Board shall receive an updated report from the Registrar and Secretary as Secretary to the Board on the balance of equality and diversity within the Board membership.

The School shall as a matter of course enter into a letter of appointment with all new Governors confirming their terms of appointment, subject to variations between Independent Governors and Staff, Student and Trade Union Governors. The standard form letter of appointment issued by the School can be found at <http://www.gsa.ac.uk/about-gsa/key-information/governance/>

(ii) The Chair appointed by the Board of Governors;

(iii) The Director of the School as a governor ex officio;

- (iv) Two Staff Governors appointed by being elected by the staff of the School from among their own number, one of whom shall be elected by the academic staff of the School and the other by the support staff of the School in accordance with rules approved by the Board of Governors. **The Staff Governor elected by the academic staff shall, as a result of the appointment, become a member of the Academic Council;**
- (v) Two Trade Union Governors appointed in accordance with rules approved by the Board of Governors as follows:
 - one by being nominated by a trade union from among the academic staff of the School who are members of a branch of a trade union that has a connection with the School; and
 - one by being nominated by a trade union from among the support staff of the School who are members of a branch of a trade union that has a connection with the School.
- (vi) Two Student Governors appointed by being nominated by the Students' Association of the School from among the students of the School in accordance with rules approved by the Board of Governors.

The School shall make clear in their annual reports how the size, and composition of the governing body (and any change in the size or composition) contributes to maintaining a coherent and effectively functioning governing body, as well as meeting statutory requirements on membership and the need for an appropriate range of skills and experience.

3.2 Appointment and Period of Office of Governors and the Chair of the Board of Governors

- (i) The Chair of the Board of Governors shall hold office for an initial term not exceeding four years and may be reappointed for one further consecutive period of up to four years.
- (ii) Any Governor ex-officio shall hold office as a Governor for the duration of their tenure in the role by virtue of which this person is a Governor, and will automatically cease to hold office as a Governor on leaving such role.
- (iii) Independent Governors shall normally be appointed for an initial period not exceeding three years and any governor appointed (and being eligible) may be further appointed, subject to satisfactory performance, (on the recommendation of the Nominations Committee) on expiry of the term of office for up to two further periods of up to three years.
- (iv) Staff Governors and Trade Union Governors shall hold office for an initial term not exceeding three years and may be reappointed for up to two further periods of up to three years.
- (v) Student Governors shall hold office for an initial term not exceeding one year and may be reappointed for one further period of up to one year.
- (vi) A person shall not be appointed as a governor where the term of office, if aggregated with any previous terms of office, would cause that person to serve for more than nine years as a governor. Any term of office as an ex-officio Governor shall not be included in the aggregate term of office. Such limits on periods of office should also be observed by

those constituencies which appoint or elect members to the governing body.

- (vii) Subject to the six preceding paragraphs, the Governors shall make rules for the duration of the terms of office of governors appointed, which may be revoked and replaced or varied by further rules made by the Governors.
- (viii) When vacancies in the Board's membership arise for Independent Governors, the Nominations Committee or sub- group thereof shall advertise and widely publicise, both internally and externally, written descriptions of the role and the capabilities desirable in a new member, with the subsequent appointments to be managed by the Nominations Committee in accordance with paragraph 3.1(i) above. The Nominations Committee must also give due consideration to the appropriate inclusion in the governing body of relevant stakeholder groups, including involvement of the School's local community.
- (ix) The Board may co-opt promising candidates for Board membership onto committees of the Board of Governors to establish suitability of those concerned for membership of the Board itself in due course.
- (x) A governor shall be deemed to have vacated the office as governor and the Governors shall declare the place vacant in any of the following circumstances:
 - a. where that person intimates in writing to the Governors their resignation as a governor;
 - b. where the estate of the governor is sequestrated or a bankruptcy order is made against the governor or such governor has granted a trust deed for, or entered into an arrangement with their creditors;
 - c. in the case of a Staff or a Trade Union Governor, when such person ceases to be a member of the academic or support staff as the case may be;
 - d. in the case of a Student Governor, where such a person ceases to be a Student;
 - e. in the case of an Independent Governor, where such a person becomes a member of staff or a student;
 - f. where such person is, by law, disqualified or otherwise no longer entitled to serve as a director (including pursuant to the Company Director Disqualification Act 1986) or as a charity trustee.
 - g. where such person's term of office expires or, if earlier, they cease to be eligible to hold that office.
- (xi) Each governor's individual contributions to the work of the Board of Governors shall be reviewed regularly, at a minimum of every two years, through a standardised process with the active involvement of the governor concerned. The School's Governor review process can be requested from the Corporate Governance Office.

3.3 Appointment of Chair and Vice-Chair

- (i) The Governors shall appoint a Chair to the Board of Governors in accordance with sections 3 to 8 of the Higher Education Governance (Scotland) Act 2016 and an appointment process prescribed by the Board of Governors. The appointment process may be found at the following link: <https://www.gsa.ac.uk/media/1892198/Process-for-Appointment-of-Chair-of-the-Board-of-Governors.pdf>.
- (ii) The Governors may appoint one or more Vice-Chairs from among the Independent Governors in accordance with rules made by the Board of Governors. These rules can be found at the following link: <https://www.gsa.ac.uk/media/1892195/Process-for-Appointment-of-Vice-Chair.pdf>.
- (iii) The following provisions shall apply to any Chair or Vice-Chair so appointed:
 - a. such person shall hold office for such period as may be determined by the Governors, subject to appropriate consideration being given to any period of service as a Governor prior to taking up office as Chair;
 - b. the period of office shall not extend beyond that person's period of office as a Governor;
 - c. where a member of the Board of Governors is elected as Chair they shall begin a new term of office linked to the office of Chair;
 - d. such person may resign from office;
 - e. such person may be removed from office as Chair or Vice Chair by a majority resolution of the Board of Governors; and
 - f. such person shall cease to hold office if that person is deemed to have vacated office as Governor as outlined in paragraph 3.2(x) above.

3.4 Appointment of Governor to act as Intermediary

- (i) The Board shall appoint one of the Independent Governors to act as an intermediary for other Governors who might wish to raise any concerns regarding the conduct of the Board of Governors or the Chair.
- (ii) In addition to providing an informal route for Governors to raise any issues or concerns around the operation of the Board and the Chair, the Intermediary will be responsible for leading the appraisal of the Chair's performance. The Intermediary shall hold a meeting, no less frequently than annually, of the Board in the absence of the Chair in order to review and evaluate the Chair's performance and produce a report to the Board. All members of the Board shall be offered the opportunity to provide relevant feedback individually and in private.
- (iii) Where a review identifies professional development needs in relation to governance responsibilities, the Intermediary shall work with the Chair to develop a plan to address those needs.

4. The Role of the Chair of the Board of Governors

- 4.1 In terms of the Higher Education Governance (Scotland) Act 2016, the Chair of the Board of Governors has the duty to preside at meetings of the Board, a deliberative and a casting vote at such meetings and responsibility for both the leadership and effectiveness of the Board of Governors and for ensuring that there is an appropriate balance of authority between the Board of Governors and the Director of the School.
- 4.2 The Chair must accordingly lead the Board of Governors and promote its effective operation, ensuring that its members work together effectively and have confidence in the procedures laid down for the conduct of business. The Chair is ultimately responsible for the conduct and effectiveness of the business of the Board of Governors.
- 4.3 The Chair must be seen as being independent in character and judgment and must act so as to maintain the confidence of the Board of Governors. The Chair must also ensure the School is well connected with its stakeholders, including staff and students.
- 4.4 The Chair shall chair meetings of the Board of Governors and will ensure all Governors are able to participate and effectively contribute to meetings. In particular, the Chair shall ensure that student members of the Board are given the necessary support to participate effectively.
- 4.5 During any period of absence of the Chair, a Vice-Chair may perform the role of the Chair on an interim basis, including presiding at any meetings of the Board. In the absence of both the Chair and any Vice-Chair at any meeting, the Governors present may appoint one of their own number to preside. For the avoidance of doubt, a Vice-Chair shall be empowered to exercise all of the functions and powers of the Chair (including but not limited to those specified in section 1 of HEGA 2016) in the absence of the Chair or during any period when the office of Chair is vacant.
- 4.6 The Chair may attend any meeting and is Convenor of the Nominations Committee (except where election to the office of Chair is being considered) and is a member of the Remuneration Committee and the Business and Estates Committee.
- 4.7 The Chair shall expect the Director to keep them informed at all times regarding the affairs of the School. The Chair must seek to maintain a constructive and challenging working relationship between the Chair and the Director, and between the Director and the wider Board of Governors. Where the Director has been charged with implementing decisions of the Board, the Chair must ensure that the Board appropriately scrutinises the actions of the Director and the wider Senior Leadership Group, and that the Director reports back appropriately to the Board.
- 4.8 To enable 4.7 above, the engagement between the Director and Chair shall, as a minimum include a monthly meeting, and a short note based on this discussion shall be made by the Chair on each meeting and shared with the Director for comment.
- 4.9 Further, the Chair shall report back to each full Board meeting on this matter which would then inform the annual formal performance review. This development will help the Board, Chair, and Director remain aligned on deliverables and timescales at times when there are competing priorities.
- 4.10 The Chair shall make arrangements to review annually the performance of the Director, in consultation with all Governors. In assessing the performance of the Director, account should be taken of the implementation of the strategic plan and the achievement of KPIs agreed by the Board. The process for reviewing the Director's performance can be requested from the

Corporate Governance Office. Any proposed changes to the Director's salary following appraisal must follow the procedures and policies of the Remuneration Committee.

- 4.11 The Chair shall have powers to act on behalf of the Board of Governors in respect of matters that are judged too urgent and important to await the next meeting of the Board of Governors. In such circumstances the Chair has the option of calling a special meeting, consulting the members of the governing body by correspondence, or referring the matter to the Interim and Urgent Business Committee. In such circumstances the Chair should consult with the Director and the Registrar and Secretary as Secretary to the Board of Governors.
- 4.12 The Chair may deal with routine matters on behalf of the Board of Governors in between meetings. This will normally consist of business that would not have merited discussion at a governing body meeting such as the signing of routine documents and detailed implementation of matters already agreed by the governing body.
- 4.13 On occasions that disciplinary matters involving senior staff of the School require independent input, the Chair may be invited to take part in the School's formal processes, or may nominate an appropriate Governor or Committee of Governors to participate in these processes.
- 4.14 The Chair may delegate duties to other members of the Board of Governors, but must do so with the consent of the Board and with due regard to the Chair's statutory responsibilities and the rules of the Board of Governors. Any such delegation should be clearly recorded.

5. Discharge of Functions by the Director

- 5.1 The Director is the Chief Accountable Officer of the School responsible for providing the Governors with advice on the strategic direction of the School and its management.
- 5.2 The Director is accountable to the Board of Governors and is also the designated officer in respect of the use of SFC funds and compliance with the SFC Financial Memorandum. The Director must alert the Board of Governors if any actions or policy under consideration would be incompatible with the terms of the Financial Memorandum. If the Board of Governors nevertheless decides to proceed, then the Director has a duty to inform either the Chief Executive of the Scottish Funding Council, or other appropriate officer.
- 5.3 The Governors shall make arrangements to secure that such of their functions as are specified below shall be discharged on their behalf by the Director of the School:
- the organisation and management of the School and the discipline therein, and
 - with the advice of the Academic Council, the overall planning, co-ordination, development and supervision of the academic work of the School.
- 5.4 In discharging the functions specified above, the Director shall be subject to the general control and direction of the Governors but otherwise the Director shall have all the powers and duties of the Governors in relation to those functions. The Director has responsibility for ensuring the appropriate implementation of the decisions of the Board of Governors. Where the Director is charged with implementing decisions of the Board of Governors, the Director must ensure that this is appropriately reported back to the Board.
- 5.5 The Director shall ensure that procedures are in place and appropriately disseminated regarding risk management. The Director shall report to each Board meeting regarding the current position of the School's risk register and any changes or updates to the register since the previous meeting.

6. The Role of Secretary to the Board

- 6.1 The Registrar and Secretary is the Secretary to the Board of Governors. The Secretary to the Board shall ensure that the Board is appropriately supported such that it is able to discharge its duties and is responsible for ensuring that the business of the Board is conducted smoothly and efficiently, that the Board operates within its powers, and that the Board follows agreed and proper procedures.
- 6.2 The Secretary to the Board is responsible for ensuring the School complies with all key statutory, regulatory and procedural requirements relating to constitutional matters and corporate governance, including the Order of Council, the School's Articles, the Code, the Higher Education Governance (Scotland) Act 2016, and this Statement of Corporate Governance.
- 6.3 The Chair and members of the Board of Governors should look to the Secretary for guidance about their responsibilities under the statutes, articles, ordinances and regulations to which they are subject, including legislation, the Scottish Code of Good HE Governance and the requirements of the Scottish Funding Council, and on how these responsibilities should be discharged.
- 6.4 The Secretary must offer independent and impartial advice to the Board and ensure that the proceedings of the Board and its committees are recorded fully and accurately. The Secretary to the Board should be solely responsible for providing legal advice to or obtaining it for the Board of Governors, and advising it on all matters of procedure.
- 6.5 Irrespective of their other duties within the School, the Secretary to the Board is responsible directly to the Board in their role as secretary to the governing body and therefore has a direct link to the Chair of the Board for the conduct of governing body business. When dealing with the business of the Board of Governors, the Secretary must act on the instructions of the Board of Governors itself.
- 6.6 As specified in the Code, the Secretary to the Board is responsible for alerting the Board if the Secretary considers that any proposed action would exceed the powers of the Board of Governors or be contrary to legislation, the Code or to the SFC's Financial Memorandum (notwithstanding the Director's responsibility as accountable officer in the latter case.)
- 6.7 The Secretary is also responsible for advising the Chair of any matters where conflict, potential or real, may occur between the governing body and the Director. The Secretary must draw to the attention of the Board of Governors any conflict of interest, actual or potential, between the Secretary's administrative or managerial responsibilities within the School and responsibilities as a Secretary to the Board. If the Board of Governors believes that it has identified such a conflict of interest itself, the Chair should seek advice from the Director, but must offer the Secretary an opportunity to respond.
- 6.8 The Secretary to the Board has the right to attend any meeting of the Board, or any meeting of any committee established by the Board, except where any such meeting is deliberating on the remuneration, conditions of appointment, conduct, dismissal or retirement of the appointee.
- 6.9 The Secretary to the Board will be responsible for:
- ensuring that the conduct of the business of the Board accords with the high standards expected of people in public office.

- planning the business of the Board and its Committees. This will include:
 - timetabling of meetings;
 - preparation for meetings, including agendas;
 - facilitating appropriate communication and information flow between the Board and the Senior Leadership Group; and
 - commissioning and distribution of papers in a timely manner.
- ensuring that meetings of the Board and its Committees are properly run, including ensuring that Governors can receive appropriate advice and that the meetings are minuted properly and appropriate records kept.
- ensuring that Governors are appointed and replaced in accordance with the Order of Council and the Scottish Code of Good HE Governance.
- ensuring that the Director is kept fully informed on any matter relating to governing body business (other than in relation to the Director's own performance and reward).

6.10 The Secretary shall ensure that all new Governors receive a full induction on joining the Board and that opportunities for further development for all Governors are provided regularly in accordance with their individual needs and responsibilities. The induction will cover conflicts of interest, questioning skills, relevant financial knowledge and skills, and the nature of higher education institutions, except where the member concerned has sufficient relevant experience to render some part of this unnecessary. The equality and diversity responsibilities of the Board of Governors shall also be included in the induction and the need for additional training in matters of equality and diversity shall be assessed as part of regular reviews of the development needs of governing body members. Special attention shall be paid to induction for members who lack experience of comparable roles and the Board of Governors shall work with student organisations to mitigate the challenges caused by the usually short tenure of student members of the Board of Governors. A list of the documents provided to new Governors on induction is detailed in Schedule 2 to the Statement of Corporate Governance.

6.11 All individual members of the Board shall have access to the advice and services of the Secretary to the Board. All members of the Board of Governors should be proactive in seeking advice from the Secretary when it is required.

6.12 The Board of Governors must safeguard the Secretary's ability to carry out these responsibilities.

7. Academic Council

- 7.1 Subject to paragraph 7.2 below, the Governors shall appoint, and maintain by further appointment, an Academic Council.
- 7.2 The composition and proceedings of the Academic Council shall be regulated in accordance with the Articles of Association of the School **and all relevant legislation**.
- 7.3 The Academic Council shall have the following functions:
- i) advising the Director in relation to the overall planning, co-ordination, development and supervision of the academic work of the institution: and
 - ii) such other functions of the Board of Governors as may be assigned to the Academic Council by the Governors from time to time:
- 7.4 In discharging the functions specified in paragraph 7.3 above, the Academic Council shall be subject to the general control and direction of the Board of Governors and shall have all the powers and duties of the Governors in relation to those functions, and shall also have the power to make any recommendations to the Governors on matters relating to those functions as the Academic Council may think fit.
- 7.5 The Governors shall receive regular reports from the Academic Council and ensure that the Academic Council discharge the functions imposed on them by or under paragraph 7.3 above.

8. Standing Orders for Meetings of the Board of Governors

8.1 Frequency of Board Meetings

The Board shall normally meet a minimum of five times per annum and these meetings shall normally be within academic terms, with the first meeting being held in October and the last meeting in June in the following year.

8.2 Quorum

The quorum for all meetings of the Board of Governors shall be eleven Governors of whom a minimum of six shall be Independent Governors (and for these purposes the Chair of the Board shall be deemed to be an Independent Governor).

8.3 Voting

In the absence of consensus, a simple majority shall apply, with each Governor present and eligible to participate having one vote, and the Chair (or the Governor acting as Chair in the Chair's absence) holding both a deliberative and casting vote.

8.4 Participation/ Attendance at Meetings

Governors are expected and entitled to attend all meetings of the Board and to actively participate in its proceedings (subject to any relevant conflict of interest – see 8.9 below).

Members of the School's Senior Leadership Group may be invited to, and are expected to attend, meetings of the Board to provide reporting, advice and input into items of business or sections of a meeting which relate to their responsibilities. The Board may exclude any member of the School's Senior Leadership Group from any meeting or any item of business to be considered at any meeting if the Board decides it is appropriate to do so. Decisions of the Board must be taken only by members of the Board. At any meeting of the Board, the number of members of the School's Senior Leadership Group should not exceed the number of Independent Governors present.

The Board should only exclude a Governor from any meeting (or item of business to be considered at any meeting) where a conflict of interest is identified.

The Chair shall ensure that the distinct roles for executive officers and members of the Board of Governors are maintained and respected. The Chair and the Director shall discuss and reach a clear understanding of the extent and nature of executive officers' involvement in meetings, including which parts of the meeting each individual should attend. Any member of the Board of Governors must be able to raise issues relating to institutional management, notwithstanding the presence of executive officers. To help ensure this, the Chair should be aware of any professional or personal connections between, or other relevant issues concerning, governing body members and executive officers.

It is competent for Governors to participate in meetings of the Board by way of telephone, videoconference, Zoom or other means of communication which enable all Governors participating in the meeting to hear each other and be heard. Where any meeting takes place via any such means, the meeting will be deemed to take place in the location where the majority of Governors participating in the meeting are located (or, in the absence of such a majority, where the Chair is located).

It is competent for the Board to take decisions by way of written resolution where a resolution is signed by all of the Governors eligible to participate in the decision which is the subject of the resolution.

The Board has also determined that it may approve matters by correspondence via email, where an item of business requires to be considered between meetings. Where decisions are taken by correspondence, this will be reported to the Board at the next following meeting. Committees may also take decisions by correspondence, subject to reporting at the next following meeting.

8.5 Extraordinary Meetings

Extraordinary meetings of the Board may be called by the Chair (or a Vice-Chair or other Governor acting as Chair) and may also be called by a written requisition specifying the purpose of the meeting and signed by at least five members of the Board. Unless there are special circumstances, at least five days' notice shall be given of extraordinary meetings.

8.6 Collective Responsibility

All members of the Board of Governors are collectively responsible and accountable for the decisions of the Board. The Board shall exercise its responsibilities in a corporate manner, i.e. decisions should be taken collectively by all of the members acting as a body.

All members of the Board of Governors assume the same responsibilities as part of the Board (apart from the additional responsibilities that attend particular offices including the role of Chair and Director), and share responsibility for the decisions of the Board. Once appointed, all members, irrespective of the route by which they were appointed, shall be considered full members of the Board and are expected and entitled to participate fully in all of the business of the Board of Governors, unless a clear conflict of interest is identified.

While Board members must provide constructive challenge and robust discussion is encouraged, ultimately all Governors share responsibility for all decisions and actions of the Board. If a Governor fundamentally disagrees with any decision taken of the Board, they may request that their disagreement be minuted, but this does not detract from the principle of collective responsibility. If any Governor considers that they cannot accept and support a decision of the Board, a Governor may choose to resign.

Having delegated authority to other bodies or individuals to act on its behalf, the Board of Governors is nevertheless still ultimately accountable and assumes collective responsibility for the actions taken under such delegation.

8.7 Conduct of Board Members

Members must attend meetings of the Board regularly and actively participate in its proceedings.

Members should not confine their contributions to matters that appear relevant to their background or the particular constituency that appointed or elected them.

Members should not act individually or as representatives of a constituency or in informal groupings. No member may be bound, when speaking or voting, by mandates given to them by others, or drawn from an electoral platform.

Members must uphold the Nine Principles of Public Life in Scotland as set out in section 1.8 above.

Members of the governing body must take care not to become involved in the day-to-day executive management of the School, excepting those who are employed by or are students of the School, and in these cases only to the extent that they have executive responsibilities in the course of their employment or their activities as students or trade union representatives.

8.8 Open Proceedings/Reserved areas of business

The proceedings of the Board of Governors shall be conducted in as open a manner as possible, and information and papers restricted only when the wider interest of the institution or public interest demands, including the observance of contractual obligations or expectations of commercial or personal confidentiality. The Board may consider as a reserved area of business, any matters that it considers to be confidential. The reservation of any business must be raised at the start of meetings of the Board of Governors and Board Committees, following consultation with the Secretary to the Board. In considering whether to reserve an item of business, the Board should be cognisant of the School's [publication scheme](#) for meeting agendas, papers and minutes which is published on GSA's website.

8.9 Conflict of Interest

Governors shall be required to complete a declaration of interests and provide updates as required to the School's Register of Interests (see section 9 below). The Register shall be made available for reference at every meeting of the Board.

A Governor who has a financial, family or other interest in any matter under discussion, at any meeting of the Board or one of its committees at which they are present, must, as soon as such interest (or potential interest) becomes apparent to them, disclose this interest to the meeting. The same requirement applies to the Secretary and any executive officers who are present.

Where it is identified that a member of the Board of Governors has a conflict of interest with respect to a given matter, the Chair may, on the advice of the Secretary, request that the member in question withdraw from participation in the relevant item of business (or from the meeting as a whole, if appropriate). Depending on the nature of the business, this may allow for participation in discussions without taking part in decision-making or may require complete non- participation and/or withdrawal from that part of the meeting.

A member of the Board of Governors is not considered to have a financial interest in matters under discussion merely because they are a member of staff or a student of the Institution. Nor does the restriction of involvement in matters of direct personal or financial interest prevent members of the Board of Governors from remaining at a meeting which is considering, and voting, on proposals to insure the Board of Governors against liabilities which it might incur.

8.10 Attendance at Board and Board Committees

The Chair (or Convenor in the case of committees) is responsible for approving the involvement of non-members of the Board of Governors at Board meetings. Subject to that overriding principle, Senior Leadership Group members invited to the Board are encouraged to speak to their own areas of remit, if invited to attend by the Director, the Chair or the Registrar & Secretary. Only after consultation with the Director, and with the approval of the Chair or the

Registrar & Secretary, should Senior Leadership Group members invite staff or visitors.

Where external presenters are proposed, approval is required from the Chair or the Registrar & Secretary. The number of attendees should be strictly limited. Presentations should have time limits and be introduced and overseen by the relevant Senior Leadership Group member or the Director, as appropriate.

8.11 Validity of proceedings of the Governors

No failure or defect in the appointment of any governor and no vacancy in the office of governor shall prevent the Governors from acting in the execution of their functions, nor shall any act or proceedings of the Governors or any committee appointed by the Governors be invalidated or be illegal by reason of or in consequence of any such vacancy or of any such defect in the appointment of any one or more governors.

8.12 Rescinding decisions

It shall be competent for the Board to reverse, rescind or amend any previous decision of the Board, without limitation. A decision of the Board shall only be reversed, rescinded or amended with the express approval of the Board. Subject to the foregoing principle, there is a presumption that where the Board has taken a decision on any particular item of business, that item of business will not be brought before the Board for that decision to be revisited without the approval of the Chair, the Director, or the Registrar and Secretary.

8.13 Committees

The Chair and the Secretary shall together make proposals to the Nominations Committee of Governors to sit on the various Committees of the Board. Subject to the rules on conflict of interest, the primary determinant of committee membership is that its members have the required skills and time to contribute effectively to the committee. Rules set by the School in respect of membership of any Board Committee, with the exception of the Audit and Risk Committee, shall not preclude membership purely on the basis of the category of Board of Governor member (in the sense of who appointed or elected that member).

The Standing Orders and governance principles applicable to the Board set out in this section 8 (with the exception of the frequency of meetings, which shall be specified in each committee's remit or otherwise determined by the relevant committee) shall apply equally to every committee of the Board, subject to any variations specified in the remit of any committee.

Committee remits can be found at <http://www.gsa.ac.uk/about-gsa/key-information/governance/>

8.14 Board Conventions/ Board Papers

Agendas for Board meetings and accompanying papers will be produced, circulated, and published according to the Board conventions adopted by the Board from time to time. The current [Board Conventions](#) are available on GSA's website.

8.15 Publication/ Confidentiality

There is an expectation that the Board's business is conducted in a transparent and open manner, and that Board agendas, papers and minutes are made publicly available. The

School's [publication scheme](#) for meeting agendas, papers and minutes is also available on the website.

Notwithstanding that Board documents are made publicly available by the School in line with the publication scheme, Governors are expected to observe a high standard of discretion and confidentiality in relation to Board business and discussions.

9. Register of Interests

- 9.1 The School shall maintain and publicly disclose a current register of interests of members of the Board of Governors. The Secretary, the Director of Finance and any other senior officer closely associated with the work of the Board of Governors shall also submit details of any interests to be included in the register.
- 9.2 The Secretary to the Board should be notified of all membership, directorships and paid employment held by them in public bodies, companies or firms together with any other interests which might influence their judgment. The Register of Interests is available for public inspection and is published on the School's website. If a Governor or senior member of staff has interest in any proposed contract or other matter that is to be considered by the Board, the Governor or senior member of staff should disclose the interest as soon as possible and before the matter is discussed.
- 9.3 Each Governor will require to complete, sign and return a declaration of interests, and to provide an annual confirmation that the information contained in the School's Register of Interests remains correct. Governors are responsible for ensuring that their declaration of interest remains accurate and up to date. Irrespective of the annual confirmation required, where there is any change to the interests of any Governor or any additional interest arises or is acquired, Governors must notify the Secretary of this as soon as possible.
- 9.4 The declaration and Register can be found at <http://www.gsa.ac.uk/about-gsa/key-information/governance/register-of-interests-and-gifts-and-hospitality/>

10. External Meetings Held by Members of the Board

- 10.1 To enable the Board to remain fully sighted, all members are encouraged to update the Board or the Secretary to the Board on any substantive and consequential meetings or engagements they have had pertaining to Board related business.
- 10.2 Given the nature of the role and the extent of external engagement, the Director shall highlight key meetings in the Director's report.

11. Annual Public Stakeholder Meeting

11.1 The Board will ensure that the School holds an annual stakeholder meeting in public, at which representatives of the Board of Governors, including the Director, shall give an account of the School's performance and be available to answer questions. This meeting may or may not also include regular Board of Governor business.

11.2 The School will ordinarily aim to hold its annual stakeholder meeting in conjunction with either the undergraduate or postgraduate degree show.

11.3 The invitees to the School's annual stakeholder meeting will include:

- Students
- Staff
- Members of the local community within which the School is located
- Representatives of Scottish creative industries
- Such other stakeholder groups, bodies or individuals as may be identified as having an interest in the work of the School.

12. Related Companies

- 12.1 The Board will ensure that appropriate lines of communication and monitoring are put in place to enable the Board to supervise any related companies or other business entities owned or controlled by the School.
- 12.2 In this context, the Board will expect that the School should be represented on the board of directors of any related companies by Independent Governor(s) or by individual(s) nominated by the Governors.

(Ends)

Attached: Schedules to the Corporate Governance Statement

GLASGOW SCHOOL OF ART: STATEMENT OF CORPORATE GOVERNANCE 2021/22

SCHEDULE 1 TO THE STATEMENT OF CORPORATE GOVERNANCE

GENERAL SCHEDULE OF RESERVATIONS

The Board of Governors has responsibility for approving the following:

1. The Statement of Primary Responsibilities of the Board of Governors.
2. The purpose, values, overall strategy, and strategic objectives of the School.
3. The School's Strategic Plans (academic and business).
4. The Annual Report.
5. The Financial Statements.
6. The Annual Budget.
7. The Capital Budget.
8. The Financial Forecasts.
9. The Outcome Agreement with the Scottish Funding Council.
10. Loans.
11. The Financial Regulations.
12. Any School wide strategies, appropriate policies and formal reports including those relating to:
 - a. Risk assessment/management
 - b. Major investment decisions
 - c. Academic sustainability
 - d. Financial sustainability
 - e. Human Resources
 - f. Estate Strategy
 - g. Legislative Compliance
13. Major statements complying with statutory or other legal requirements including those relating to the governing instruments of the School and its charitable status.
14. The Remuneration Policy for those senior staff members whose salaries are not included within national pay scales.
15. The constitution and function of the Students' Association.
16. Changes (variation, amendment or revocation) to the School's governing order (subject to Privy Council approval).

17. Standing Orders of the Board of Governors.

The Board of Governors is also responsible for:

18. The creation and monitoring of subsidiary bodies.
19. The approval and monitoring of the key performance indicators of the School.
20. The establishment and monitoring of systems of control and accountability.
21. The appointment of the Chair of the Board of Governors, any Vice-Chairs, Independent Governors, the Director, Deputy Director(s) and the Secretary to the Board.
22. The dismissal of the Chair of the Board of Governors, any Vice-Chairs, Independent Governors, the Director and the Secretary to the Board.
23. The monitoring and evaluation of the effectiveness of the Board of Governors itself.
24. The appointment of, and receipt of reports from, the Academic Council.
25. The formation of, and receipt of regular reports from, Committees to consider major areas of activities.
26. The appointment and removal of the School's internal and external auditors.
27. The consideration and approval of the Audit and Risk Committee Annual Report.
28. The consideration and approval of the Internal Audit Plan.
29. Any other matters which may be identified by the Scottish Funding Council for Further and Higher Education as requiring the approval of the full Board of Governors.
30. Any matter which might have a significant bearing on the reputation of the School.

SCHEDULE 2 TO THE STATEMENT OF CORPORATE GOVERNANCE MATERIALS


PROVIDED ON THE INDUCTION OF NEW GOVERNORS:

- GSA Articles of Association and GSA Order of Council 2020
- GSA Statement of Corporate Governance (updated annually)
- Schedule of Delegation
- Scottish Code of Good HE Governance
- GSA Strategic Plan and strategy documents covering areas such as learning and teaching, research, widening participation and estates.
- Current Operational Plan(s)
- List of GSA Committee Remits and Memberships
- Board of Governors' Committee Structure
- **Governor Biographies**
- Recent Board Minutes (*and appropriate Board committee minutes*)
- List of Board and committee meeting dates
- Other rules and procedures of the governing body
- Register of Interest Policy and Declaration Form
- Gifts and Hospitality Policy for Members of the Board of Governors
- Expenses Policy for the Board of Governors
- **IT Usage Policy for the Board of Governors**
- **Guidelines on the Criteria for the Appointment and Renewal of Independent Governors**
- GSA Annual Report and Accounts
- GSA Management Accounts (most recent) and Financial Forecasts
- Scottish Funding Council Outcome Agreement
- Scottish Funding Council Financial Memorandum
- Board of Governors Equality and Diversity Statement
- Annual Equality Report and Equality Plan and biennial Equality Mainstreaming Report and Equal Pay Review.

- Advance HE Courses brochure and Guidance to Support the Induction of New Governors

- Legal Advice on Governors' Responsibilities and Liabilities

(Ends)

BOARD OF GOVERNORS: COVERSHEET	
To, Date:	Board of Governors, 18 Oct 2021
Paper Author (and designation):	Tom McDonnell, Data Protection Officer
Title of Paper:	Report to the Board from the Data Protection Officer
Summary of Paper:	<p>Report on GSA's compliance with the provisions of the UK General Data Protection Regulation and the Data Protection Act 2018.</p> <p>Based on the information available, and subject to the adoption of a recommendation, the Board is advised that the Data Protection Officer is content that GSA continues to be prepared in a reasonable way for complying with the relevant legislation and regulations and has continued to evolve its approach in a sensible and considered way.</p>
Recommendations (note/discuss/approve/endorse):	<p>The Board of Governors is invited to note the Report.</p> 
Consultation:	None required.
Risk Management:	It is essential that GSA has processes in place to meet the legal requirements and that this is supported by active monitoring and reporting.
Resource Implications:	None identified.
Equality Impact Assessment Implications:	None identified.
Legal and Regulatory Considerations:	The UK General Data Protection Regulation and the Data Protection Act 2018 and compliance guidelines issued by the Information Commissioner's Office.
Freedom of Information (FOI):	This Report is restricted in part under part 2 of the Freedom of Information (Scotland) Act 2002 – Commercial Interests and Economy (as adjusted 23 February 2022).
Next Steps:	If adopted, the recommendation made to the Board should be addressed by the GSA Director and the senior officers.

THE GLASGOW SCHOOL OF ART

BOARD OF GOVERNORS: 18 OCTOBER 2021

REPORT TO THE BOARD OF GOVERNORS FROM THE DATA PROTECTION OFFICER

1. INTRODUCTION

Based on the Data Protection Act 2018 (DPA), the UK General Data Protection Regulation (UK GDPR) came into effect, post-Brexit, on 01 January 2021. These UK statutory provisions replaced the EU GDPR which had come into force on 25 May 2018. The main purpose of this Report is to outline progress in GSA's compliance with the provisions of the EU GDPR, the UK GDPR and the DPA. It is also designed to inform the understanding of the key duties, responsibilities and obligations necessary for the performance of the role of the Data Protection Officer in GSA.

2. CONTEXT

The Board of Governors must receive an assurance from the Director that GSA is meeting its data protection obligations under current data protection legislation and regulations. The Director of GSA is responsible for ensuring that GSA complies with its data protection obligations and is supported in this by her senior direct reports namely: Deputy Director Academic, Deputy Director Research and Innovation, Registrar and Secretary, Director of Human Resources, Director of Development, Director of Finance, Director of Estates, and the Director of Strategy and Marketing, who ensure compliance with the UK GDPR within their respective areas of responsibility.

GSA's Data Protection Officer has been in post since 05 April 2018. The role of Data Protection Officer is to offer advice and guidance on data protection matters and to report directly and independently to the Board of Governors on GSA's data protection compliance status.

Part of GSA's approach is for the Data Protection Officer to provide an annual Report to the Board on data protection compliance. This Report is informed mainly by:

- Internal Audit Reports,
- The GSA Data Protection Forum, and
- The outcomes of the Audit Questionnaire, Gap Analysis and Treatment Plan Exercises, (Audit-Gap Exercise).

This Report is also provided to the Senior Leadership Group, for information, so that it can take, plan and manage approaches for the coming year.

This Report includes statistical data on Subject Access Requests received, Data Breaches reported, and any complaints received from the Office of the Information Commissioner (ICO) in the period from 01 October 2020 to 30 September 2021.

3. COMPLIANCE WITH UK GDPR AND DPA: SUMMARY POSITION

Based on the information available, and subject to the adoption of a recommendation, the Board is advised that the Data Protection Officer is content that GSA continues to be prepared in a reasonable way for complying with the relevant legislation and regulations and has continued to evolve its approach in a sensible and considered way.

This conclusion is based on the following:

a) Internal Audit Report 28 April 2021:

[REDACTED]

b) Data Protection Forum:

GSA's Data Protection Forum is a working group whose remit is to facilitate the continuing mainstreaming of compliance with current data protection legislation and regulations.

The main aims of the Data Protection Forum, as set out in GSA's Data Protection Policy at section 11e, are to cultivate local delivery and accountability, and also to promote effective communication on data protection issues.

By default, membership of the Data Protection Forum takes the form of the Director, each of the responsible officers i.e. those senior staff who are line managed by the Director, and the Data Protection Officer. However, the standard operation is that delegates are nominated as this enables a practical-level discussion.

The Data Protection Forum has met on four occasions since 20 October 2020, and the relevant Agenda, Papers and Notes of Meetings are available for consideration.

All four meetings have been conducted remotely.

The next meeting of the Data Protection Forum is scheduled for 12 October 2021.

The Data Protection Forum is considered in more detail in Annex B.

c) **Audit-Gap Exercises:**

A core aspect of GSA's GDPR Project Plan was that the Director's senior officers ensured that their areas completed an *Audit Questionnaire, Gap Analysis and Treatment Plan* exercise (Audit-Gap Exercise) and, in parallel, that they defined and set out their respective Records of Processing Activities.

The 2020/21 Audit-Gap Exercise

On 01 March 2021, the Data Protection Officer contacted the Director and her senior officers in the following terms:

"I am contacting you regarding the annual Audit, Gap Analysis and Treatment Plan Exercise for the period from 01 April 2020 until 31 March 2021.

*I have to ask the Senior Officer for each School or Professional Support Area to submit to me, in my capacity as Data Protection Officer, **on or before Friday 30 April 2021:***

- 1. A brief formal statement that the 2020/2021 Audit, Gap Analysis and Treatment Plan Exercise has taken place;*
- 2. A (brief) commentary and/or justification for any changes, proposed or implemented;*
- 3. A Record of Processing Activities from each School/Professional Support Area with confirmation from the Senior Officer that it has been reviewed and it is accurate;*
- 4. A record of any Privacy Notices that have been submitted and approved between 01 April 2020 and 31 March 2021;*
- 5. A statement of any Privacy Notices that are currently being developed or are under review; and*
- 6. A statement of training and/or guidance needs (if any) identified in the course of the Audit-Gap Exercise."*

The responses to the above requests are designed to allow the Data Protection Officer to report to the Director positive responses from each of the senior officers.

[REDACTED]

[REDACTED]

[REDACTED]

The Data Protection Officer is arranging for a training event on the Audit-Gap Exercise to be conducted by GSA's solicitors, Thorntons. The target audience is the Director and her senior colleagues - members of the Data Protection Forum will also be invited to attend. The training event is provisionally scheduled to take place in January 2022. It is highlighted that GSA's solicitors are of the view that the rigour of the current exercise should not be reduced by GSA. This view is shared by the Data Protection Officer.

The Audit-Gap Exercise is considered in more detail in Annex C.

d) Policy Provision

With considerable input from the Registrar and Secretary, and colleagues in Academic Registry and Human Resources, the Data Protection Officer undertook the task of drafting a new Data Protection Policy for GSA to take account of the EU GDPR 2016 requirements.

This draft was reviewed by GSA's solicitors and this first version of the Data Protection Policy was submitted to the (then) Executive Group for formal approval at its meeting on 05 June 2018.

The Data Protection Policy has been updated and upgraded on several occasions in the meantime, and a major review of the Policy is planned to take account of the new data protection legislation and regulations post-Brexit.

It is anticipated that GSA's solicitors, Thorntons, will be commissioned to provide a training event for key GSA staff which will explore and advise on key issues which GSA will require to address following the replacement of the (EU) GDPR 2016 with the UK GDPR and the Data Protection Act 2018, particularly in relation to international relationships between GSA and organisations/institutions in Europe and further abroad.

The target audience will be members of the Data Protection Forum and other GSA staff who deal with internal policies and procedures, relationships and document exchanges (such as Data Sharing Agreements) with organisations/institutions in Europe and further abroad.

The Data Protection Officer, in conjunction with the members of the Data Protection Forum, will undertake a full review of all aspects of the Data Protection Policy following the "post-Brexit" training event referred to above.

Policy Provision is considered in more detail in Annex D.

e. Privacy Notice Provision:

The provision of clear Privacy Notices is core to data protection compliance. Following initial drafting by the relevant departments, the Academic Registry and Human Resources Privacy Notices were considered by the Data Protection Officer, then reviewed by GSA's solicitors, and subsequently submitted by the Data Protection Officer to the (then) Executive Group for approval.

As matters stand, 26 Privacy Notices have been approved by the Senior Leadership Group or its predecessor executive Groups.

It is acknowledged that the current suite of Privacy Notices should be reviewed in conjunction with the planned review of the Data Protection Policy, post-Brexit, with the additional aim of achieving rationalisation, wherever possible. The Data Protection Officer, supported by members of the Data Protection Forum, will conduct this review following the post-Brexit training event referred to in the fourth paragraph of section d above.

Privacy Notice Provision is considered in more detail in Annex E.

f. Enhancement and Developments:

GSA's responsibilities for sustained and enhanced compliance with the GDPR and the DPA can be identified in the specific priorities for the Data Protection Officer for 2021/22:

- Support the completion of 2021/22 Audit-Gap Exercise.
- Support HR colleagues in GSA staff engagement with the online data protection training module.

- Extend GSA staff participation in Data Protection briefing sessions.
- Collaborate with the Data Protection Forum in identifying and addressing GSA data protection and training priorities.
- Collaborate with the Data Protection Forum in the development and delivery of distinctive and specific data protection training programmes deemed to be necessary and/or beneficial.
- Review the Data Protection Policy.
- Review of and rationalisation of Privacy Notices.
- Review and development of data protection-related policies.
- Monitor the continuing implementation of any issues raised in the MHA Report dated 28 April 2021.
- Support the 2022 Internal Audit review process.
- Address any outstanding issues raised in the course of the 2020/21 Audit-Gap Exercise.
- Liaise with GSA colleagues and Palea Systems Ltd in securing the continuing and extended deployment of the “Palea” data protection application.
- Submission of 2021/22 Report for the Board of Governors.

Enhancement and Developments are considered in more detail in Annex F.

4. KEY DATA PROTECTION STATISTICAL INFORMATION

The Glasgow School of Art is subject to the General Data Protection Regulation (GDPR) and the Data Protection Act 2018. Under the terms of the Data Protection Act 2018 individuals have the right to make a Subject Access Request to request a copy of all the personal data GSA holds about them.

GSA must respond to Subject Access Requests within one calendar month.

The Academic Quality Office co-ordinates Subject Access Requests at GSA, linking closely with Schools and Professional Support areas. This includes logging and distributing incoming requests and applying appropriate redactions to outgoing data under the terms of the Data Protection Act 2018.

All data breaches at GSA must be reported to the Data Protection Officer, and serious breaches must be reported by the Data Protection Officer to the Information Commissioner’s Office (ICO).

The Data Protection Officer is responsible for the coordination of GSA’s formal response to any complaints raised through the ICO.

The key data protection statistical information is considered in more detail in Annex G.

Tom McDonnell
Data Protection Officer
The Glasgow School of Art

30 September 2021

ANNEX A

INTERNAL AUDIT REPORTS

MHA internal audit gradings are defined as follows:

Good

System meets control objectives.

Satisfactory

System meets control objectives with some weaknesses present.

Requires improvement

System has weaknesses that could prevent it achieving control objectives.

Unacceptable

System cannot meet control objectives.

The specific objectives of the MHA Henderson Loggie internal audit were to obtain reasonable assurances that:

1. Appropriate action had been taken by the DPO in line with the GDPR remit, and
2. Adequate procedures are in place for the ongoing monitoring of compliance with data protection legislation.

[Redacted]

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2021.58 INTERNAL AUDIT

.2 Internal Audit: Data Protection [Paper 6.2]



ANNEX B

DATA PROTECTION FORUM

GSA's Data Protection Forum is a working group whose remit is to facilitate the continuing mainstreaming of data protection legislation and regulations.

The main aims of the Data Protection Forum, as set out in GSA's Data Protection Policy at section 11e, are to cultivate local delivery and accountability, and also to promote effective communication on data protection issues.

By default, membership of the Data Protection Forum takes the form of each of the responsible officers (i.e. the Director and those senior staff who are line managed by the Director, and the Data Protection Officer).

Each responsible officer is entitled to nominate, normally, up to two Data Protection Co-ordinators for their overall area of responsibility to attend meetings of the Data Protection Forum on their behalf.

Local members of the Data Protection Forum are expected to meet regularly with their respective responsible officer to ensure senior ownership, engagement and accountability in all aspects of GSA's compliance with current data protection legislation and regulations.

Each Data Protection Co-ordinator is expected to support their responsible officer by undertaking the following duties:

- Be the first point of contact on data protection issues within the respective officer's area of responsibility,
- Liaise with, collaborate with and consult the Data Protection Officer on all necessary data protection issues, including training, guidance and assistance on data protection issues (including potential data protection breaches),
- Assist staff and students in the completion and delivery of necessary data protection-related forms, requests etc.,
- Attend regular meetings of the Data Protection Forum to receive and consider in the first instance all Privacy Notices, before submitting them to the Planning and Management Group for approval, and, to consider any other relevant data protection issues.
- Key standing items on the Data Protection Forum Meetings are:

Apologies, The Note of the Previous Meeting, Matters Arising, Data Protection Policy, GDPR Privacy Notices, GSA Policies impacted by GDPR, Data Protection Training, Data Protection Forum Priorities.

The Data Protection Forum initially met on a monthly basis since its first meeting on 28 June 2018. Since September 2019, the Data Protection Forum has met quarterly with the proviso that additional *ad hoc* meetings can be arranged if it is deemed appropriate to do so.

The Data Protection Forum has met on four occasions since 20 October 2020, and the relevant Agenda Papers and Notes of Meetings are available for consideration.

All four meetings have been conducted remotely.

The next meeting of the Data Protection Forum is scheduled for 12 October 2021.

ANNEX C

AUDIT-GAP EXERCISES

A core aspect of GSA's initial GDPR Project Plan was that the Director's senior officers ensured that their areas completed an *Audit Questionnaire, Gap Analysis and Treatment Plan* exercise (Audit-Gap exercise) and, in parallel, that they defined and set out their respective Processing Activities.

The first Audit-Gap exercise was completed as of 25 May 2018, and subsequent exercises have taken place annually since then.

The 2020/21 Audit-Gap Exercise

On 01 March 2021, the Data Protection Officer contacted the Director and her senior officers in the following terms:

"I am contacting you regarding the annual Audit, Gap Analysis and Treatment Plan Exercise for the period from 01 April 2020 until 31 March 2021.

I have to ask the Senior Officer for each School or Professional Support Area to submit to me, in my capacity as Data Protection Officer, on or before Friday 30 April 2021:

- 1. A brief formal statement that the 2020/2021 Audit, Gap Analysis and Treatment Plan Exercise has taken place;*
- 2. A (brief) commentary and/or justification for any changes, proposed or implemented;*
- 3. A Record of Processing Activities from each School/Professional Support Area with confirmation from the Senior Officer that it has been reviewed and it is accurate;*
- 4. A record of any Privacy Notices that have been submitted and approved between 01 April 2020 and 31 March 2021;*
- 5. A statement of any Privacy Notices that are currently being developed or are under review; and*
- 6. A statement of training and/or guidance needs (if any) identified in the course of the Audit-Gap Exercise.*

I would alert colleagues at this stage to the possibility of additional issues being raised, depending on the outcomes of any relevant internal audits, and other significant events, emerging in the meantime.

The completion of the Audit Gap Analysis and Treatment Plan exercise and the submission of Records of Processing Activities are two of the key processes by which GSA measures its legal obligations to comply with all aspects of current data protection legislation and regulations.

In addition, GSA requires to retain relevant evidence of the measures taken to ensure such compliance, and completion of the annual Audit-Gap exercise, and submission of the Records of Processing Activities are essential contributions to this body of evidence.

These two processes should build on, exploit and update/upgrade the information gathered and reported on as part of previous Audit-Gap exercises, dating back to the inaugural exercise in 2017/2018.

It is important that the Audit-Gap exercise returns are submitted to me on or before Friday 30 April 2021. I would confirm that I require to incorporate and report on key issues which emerge from the Audit-Gap exercise to the Board of Governors in my annual DPO Report to the Board for 2020/2021. This report requires to be considered by the SLG before it is submitted to the Board of Governors.

I am attaching updated and upgraded copies of the relevant documents you will require to consult and

use in the completion of the Audit-Gap Exercise and the preparation and submission of the Records of Processing Activities.

These are:

- 1. GSA – Audit Gap Exercise Guidance Document – February 2021,*
- 2. Audit-Gap Analysis Treatment Plan Template – February 2021, and*
- 3. Record of Processing Activities Template – February 2021.*

The first attachment is based on the “old” Thornton’s guidance but it has been updated extensively to eliminate material which was out of date, and to introduce upgraded guidance based on the experiences of previous Audit-Gap processes.

The other two operational documents have not been subjected to major surgery. They have simply been “tweaked” for what I would call housekeeping purposes – changing staff names, job titles etc.

The Audit-Gap exercise remains the same process as it has been over the past couple of years.

Please ensure that you use this fresh documentation in the completion of the current Audit-Gap Exercise and the submission of the Records of Processing Activities for each School or Professional Support Area.

I confirm that I will be happy to assist colleagues in the completion of this exercise in any way I can, and I would be obliged if you would encourage colleagues to contact me directly if they encounter any issues on which I can provide guidance or support.”

The responses to the above requests are designed to allow the Data Protection Officer to report to the Director positive responses from each of the senior officers.



As indicated earlier in this report, it is anticipated that the Data Protection Officer will arrange a training event on the Audit-Gap Exercise to be conducted by GSA’s solicitors, Thorntons. The target audience is the Director and her senior colleagues – members of the Data Protection Forum will also be invited to attend. The training event is provisionally scheduled to take place in January 2022.

ANNEX D

POLICY PROVISION

With considerable input from the Registrar and Secretary, and colleagues in Academic Registry and Human Resources, the Data Protection Officer undertook the task of drafting a new Data Protection Policy for GSA to take account of the EU GDPR 2016 requirements.

This draft was reviewed by GSA's solicitors and this first version of the Data Protection Policy was submitted to the (then) Executive Group for formal approval at its meeting on 05 June 2018.

The Data Protection Policy has been updated and upgraded on several occasions in the meantime, and a major review of the Policy is planned to take account of the new data protection legislation and regulations post-Brexit.

It is anticipated that GSA's solicitors, Thorntons, will be commissioned to provide a training event for key GSA staff which will explore and advise on key issues which GSA will require to address following the replacement of the (EU) GDPR 2016 with the UK GDPR and the Data Protection Act 2018, particularly in relation to international relationships between GSA and organisations/institutions in Europe and further abroad.

The target audience will be members of the Data Protection Forum and other GSA staff who deal with internal policies and procedures, relationships and document exchanges (such as Data Sharing Agreements) with organisations/institutions in Europe and further abroad.

The Data Protection Officer, in conjunction with the members of the Data Protection Forum, will undertake a full review of all aspects of the Data Protection Policy following the "post-Brexit" training event referred to above.

ANNEX E

PRIVACY NOTICE PROVISION

The provision of clear Privacy Notices is core to data protection compliance. Following initial drafting by the relevant departments, the Academic Registry and Human Resources Privacy Notices were considered by the DPO, then reviewed by GSA's solicitors, then submitted by the Data Protection Officer to the (then) Executive Group for approval.

As matters stand, the following 26 Privacy Notices have been approved by the Senior Leadership Group or its predecessor executive Groups:

- Academic Registry
- Human Resources
- Student Support & Development
- Library Services - Donors
- Library Services - External members
- Library Services - Walk-in Users
- Learning Resources - Archives & Collections
- Learning Resources - Archives & Collections Blog
- Corporate Governance - Board of Governors
- Academic Quality Office - Complaints
- Development Department and Alumni Relations
- Strategy and Marketing
- Communications Office
- Exhibitions Office
- Open Studio
- Recruitment and Internal Office, including Student Exchange Applications (Outgoing) and (Incoming)
- Research & Enterprise
- Procurement
- Estates (CCTV)
- GSA Halls of Residence
- GSA Halls - Summer Guest
- Centre for Advanced Textiles (CAT Digital)
- Centre for Advanced Textiles (Classic Textiles)
- REF 2021 - Privacy Notice for GSA Staff
- REF 2021 - Privacy Notice for External Staff
- Privacy Notice for Digital Inclusion Policy.

As reported earlier, it is acknowledged that the current suite of Privacy Notices should be reviewed in conjunction with the planned review of the Data Protection Policy, post-Brexit, with the additional aim of achieving rationalisation, wherever possible. The Data Protection Officer, supported by members of the Data Protection Forum, will conduct this review following the post Brexit training event, also reported earlier.

ANNEX F

ENHANCEMENT AND DEVELOPMENTS

The Data Protection Officer is conscious of the necessity to keep abreast of any regulatory or other changes relating to data protection that may affect GSA.

In this connection the Data Protection Officer has attended regularly a number of Webinars organised and delivered by Thorntons, GSA's solicitors, on a variety of data protection-related topics. Recordings of these Webinars have been retained by the Data Protection Officer which are routinely copied to all members of the Data Protection Forum for further distribution as they see fit.

In addition, GSA supported the Data Protection Officer in his attendance at a data protection Webinar organised by the Law Society of Scotland as part of its Continuing Professional Development programme for Law Society members.

The Data Protection Officer continues to subscribe to two mailing lists, one from the Scottish Higher Education Practitioners Group (SHEIP), and the other from the HEFE DPO Network.

The Data Protection Officer also regularly monitors ICO guidance, enforcement action and policies.

GSA continues to benefit from a software licensing agreement with an external provider, Palea Systems Ltd, who have created, in conjunction with GSA's solicitors, Thorntons, a DPO "vault or application" whereby GSA as a data controller can manage and demonstrate data protection compliance in digital format. It also provides support for other areas across GSA.

The agreement with Palea Systems Ltd currently provides the following members of staff access to the "Palea package":

- The Academic Registrar
- The Director of IT
- The Head of Academic Registry
- The HR Manager, and
- The Data Protection Officer.

It is acknowledged that GSA's use of the Palea vault requires review, following the period of lockdown, and action is planned to extend/change staff access to the system with a view to increasing the beneficial impact of the package throughout GSA.

GSA's responsibilities for sustained and enhanced compliance with the UK GDPR and the DPA can be identified in the specific priorities for the Data Protection Officer for 2021/22:

- Support the completion of 2021/22 Audit-Gap Exercise.
- Support HR colleagues in GSA staff engagement with the online data protection training module.
- Extend GSA staff participation in Data Protection Briefing sessions.
- Collaborate with the Data Protection Forum in identifying and addressing GSA data protection and training priorities.
- Collaborate with the Data Protection Forum in the development and delivery of distinctive and specific data protection training programmes deemed to be necessary and/or beneficial.
- Review the Data Protection Policy.
- Review of and rationalisation of Privacy Notices.
- Review and development of data protection-related policies.

- Monitor the continuing implementation of any issues raised in the MHA Report dated 28 April 2021.
- Support the 2022 Internal Audit review process.
- Address any outstanding issues raised in the course of the 2020/21 Audit-Gap Exercise.
- Liaise with GSA colleagues and Palea Systems Ltd in securing the continuing and extended deployment of the “Palea” data protection application.
- Submission of 2021/22 Report for the Board of Governors.

ANNEX G

KEY STATISTICAL INFORMATION

SUBJECT ACCESS REQUESTS RECEIVED

Compared with the previous year, there has been a small increase in the number of requests across the year to-date.

Table 1: Subject Access Requests: Total of Quarter 1, Quarter 2, Quarter 3 and Quarter 4 (Oct – Sept)	
Q1-Q4 2019/20	Q1-Q4 2020/21
06	08

Table 2: Subject Access Request Response times: Total of Quarter 1, Quarter 2, Quarter 3 and Quarter 4 (Oct – Sept)		
	2019/20	2020/21
On Time	05	04
Late	01	04

DATA BREACHES

Compared with the previous year, there has been a small increase in the number of minor data breaches. These typically involve unintentionally sharing basic personal data by using an incorrect email address.

There have been no major breaches or breaches that have been required to be reported to the Information Commissioner's Office.

Table 3: Data Breaches – Total of Quarter 1, Quarter 2, Quarter 3 and Quarter 4 (Oct – Sept)		
	2019/20	2020/21
Minor Breaches	04	14
Major Breaches	0	0
Breaches Reported to ICO	0	0
Total	04	14

COMPLAINTS FROM THE INFORMATION COMMISSIONER'S OFFICE

One complaint, which was instigated by a former student, was received from the ICO on 07 May 2021. GSA's formal response to this complaint was sent to the ICO on 24 May 2021. The ICO acknowledged receipt of GSA's formal response on 24 May 2021.

No further correspondence has been received from the ICO following the submission of GSA's formal response on 24 May 2021.

End of Report

THE GLASGOW SCHOOL OF ART

BOARD OF GOVERNORS: COVERSHEET	
To, Date:	Board of Governors. 6 July 2021
Paper Author (and designation):	Dr Craig Williamson, Registrar and Secretary
Title of Paper:	Proposals Regarding Board Appointments and Committee Membership
Summary of Paper:	This paper includes Nominations Committee recommendations building on the work of its Governor Appointment Sub Group.
Recommendations (note/discuss/approve/endorse):	Members are invited to consider the report and approve the recommendations.
Consultation:	Previous engagement with the Board.
Risk Management:	It is essential the Board is properly constituted.
Resource Implications:	There are no resource implications.
Equality Impact Assessment Implications:	Equality considerations are set out in the paper and in the briefing documents shared with the Nominations Committee's Sub-Group.
Legal and Regulatory Considerations:	GSA Order of Council 2020, Scottish Code of Good HE Governance 2017, Gender Representation on Public Boards (Scotland) Act 2018, Equality Act 2010.
Freedom of Information (FOI):	This paper can be released in its entirety, save for the removal of references to other HEIs.
Next Steps:	Completion of recommendations, likely within July 2021

THE GLASGOW SCHOOL OF ART

BOARD OF GOVERNORS, 6 JULY 2021

PROPOSALS REGARDING BOARD APPOINTMENTS AND COMMITTEE MEMBERSHIP

ACTION SOUGHT

The Board of Governors is invited to **approve** the following recommendations made by the Nominations Committee:

- Appoint Professor Graham Caie to the Board of Governors from 13 July 2021 for an initial period of three years. Professor Caie would also become a member of the Human Resources Committee and of the Remuneration Committee.
- Appoint Dr Graham Sharp to the Board of Governors from 13 July 2021 for an initial period of three years. Dr Sharp would also become a member of the Business and Estates Committee.
- Appoint Dr Simon Learoyd to the Board of Governors from 26 July 2021 for an initial period of three years. Dr Learoyd would also become a member of the Audit and Risk Committee.
- Appoint Professor Anne Trefethen to the Board of Governors from 26 July 2021 for an initial period of three years. Professor Trefethen would also become a member of the Museum and Archive Committee and of the Remuneration Committee.
- That the Registrar and Secretary shall retain applications so that applicants may, with their consent, potentially be considered in a future Board recruitment exercise without reapplying.

Additionally, the Board is invited to **approve** the following Nominations Committee recommendation:

- From 13 July 2021, Ms Ann Faulds would become a member of the Business and Estates Committee. In parallel, Ms Faulds would demit from the Human Resources Committee and from the Audit and Risk Committee.

BACKGROUND

The Nominations Committee received the undernoted report on 2 July 2021 and, following due consideration, agreed to make the above recommendations to the Board of Governors.

The Nominations Committee had formed a Governor Appointment Sub Group to oversee the recruitment of new Independent Governors. This process was approved by the Board. The membership of the Sub-Group was:

- Chair of the Board
- Both Vice-Chairs
- Director
- President of the Students' Association

The Registrar and Secretary was in attendance.

This process was thorough and aligns with the Scottish Code of Good HE Governance (2017). At each stage of the process, the Sub Group was provided with a detailed briefing note (4 February 2021, 1 April 2021, 2 June 2021, 22 June 2021) which clearly set out the rules and legal obligations in relation to this exercise. On 4 February 2021 the full Board received a copy of the first of those briefing notes, so as to ensure that all members were fully sighted. The Sub-Group reviewed and approved the recruitment documentation and advertising routes. All members recorded at both the shortlisting and interview phases whether they had engaged with any of the applicants regarding the vacancies and also whether they had any potential conflict of interest.

In considering the applications, both at shortlisting and interview stage, the Sub-Group were invited to consider the Guidelines on the Criteria for Appointment and Renewal of Independent Governors. The Sub-Group were also invited to be mindful of the Register of the Balance of Skills, Attributes and Experience (provided as part of the aforementioned Guidelines), GSA's current and emerging needs, GSA's gender balance commitment, and the opportunity to increase the diversity of the Board's membership. The current Board of Governors Equality Monitoring Report, considered by the Board at its meeting of 29 March 2021, was also provided.

Having received thirty-one applications, the Governor Appointment Sub Group interviewed nine candidates across 28 June and 2 July 2021. As previously agreed by the Board and in line with the Board's Register of the Balance of Skills, Attributes and Experience, additional expertise had been sought regarding higher education, finance, heritage management, and public engagement

POINTS TO CONSIDER

- Having received relevant anonymised data, the Sub-Group was of the view that the equality make-up of the interview pool was broadly consistent with that of the applicant pool.
- If the proposed four appointments (see below) are made, this would mean that the Board would have twenty-four members out of a capacity of twenty-five. This would afford a degree of leeway regarding future Board recruitment.
- In terms of the Gender Representation on Public Boards (Scotland) Act 2018, this sets an objective for the Board to have 50% of Independent Governors who are women (as defined in the Act). As is normal, the balance moves as Independent Governors join and demit from the Board. Accordingly, over the previous five years GSA has, at various times, had a majority of women, a majority of men, and also a balanced-Board. The current composition is five women and eight men.
- Regarding the Act, the Board must take such steps as it considers appropriate to encourage applications from women. The appointment of Independent Governors must be made on merit and the ablest candidate should always be appointed. However, in circumstances where there are two or more equally qualified candidates, at least one of whom is a woman, then the appointing person must give preference to a woman if doing so will result in the Board achieving (or making progress towards achieving) the gender representation objective. This is subject to a further provision which requires consideration of whether the appointment of an equally qualified candidate who is not a woman would be justified on the basis of a *characteristic or situation* particular to that candidate and allows appointment of that candidate.
- If the four appointments are made, the gender balance of Independent Governors will be 35.3% women and 64.7% men. This will present a decrease of 3.2% regarding women from the current position.

- In making decisions on merit, the Sub-Group was mindful of the current equality balance within the Board, including gender. In deciding to make proposals to the Nominations Committee, the Sub-Group was of the informed, unanimous, and clear view that those new members proposed to Nominations Committee were essential appointments and of exceptional calibre. The Sub-Group was of the view that one vacancy should be retained and that in the next recruitment exercise GSA should re-double its efforts to attract an applicant pool that would lead to appointments which would improve the diversity of the Board, including in terms of gender balance.

BIOGRAPHIES OF PROPOSED APPOINTEES

- Professor Graham Caie CBE, PhD, FRSE, FEA, FRSA: Emeritus Professor and Honorary Professorial Research Fellow at the University of Glasgow, where he previously served until 2012 as Vice Principal and Clerk of Senate. Professor Caie has had wide experience of leadership, management and governance at a senior level on the boards of a number of public organisations and two other Scottish HEIs. In addition, he has been a member of the British Council's Scottish Advisory Board (since 2014); Deputy (and Acting Chair) of the National Library of Scotland (until 2014); Vice-President (Arts and Social Science) of the Royal Society of Edinburgh (2012-2015); and Vice-President of the European Federation of Academies of Science and Humanities (2014-2020). Professor Caie has served on the UK's RAE/REF English panels twice and recently has been the external adviser to three UK universities on their 2021 REF submissions. Professor Caie has also been a QAA Institutional Reviewer in England and Scotland (ELIR) and has significant experience in reviewing the learning and teaching quality of HEIs.
- Dr Graham Sharp BSc, LLB, MSc, DPhil, CA: has wide ranging executive and non-executive experience at Board level including chairing audit and remuneration committees. Dr Sharp has particular strengths in the areas of finance, strategy, governance and regulation. Within the private sector, Dr Sharp had a comprehensive City of London career, including as a main board director of a leading merchant bank, and wide experience at board level including chairing various Board committees. In the public sector, Dr Sharp was the Chair of the Accounts Commission of Scotland (Chair between 2017-2020 and member from 2009-2017); Non-executive Director of Audit Scotland (2017-2020); Reporting Panel Member of the Competition and Markets Authority (2013-2018); Commissioner and Non-Executive Director of the Gambling Commission (2012-2017); and Chair of the National Lottery Committee (2013-2016).
- Dr Simon Learoyd BA (Hons), PG Cert, MSc, PhD: has significant financial expertise following a 35-year career in financial services, most recently at CYBG, and has wide-ranging experience of all aspects of business strategy and financial management. He completed a PhD at the University of Edinburgh in 2020. Dr Learoyd is currently Interim Chair of the Board of Trustees of the National Library of Scotland; Trustee of the National Library of Scotland Foundation; Trustee and Chair of the Audit and Risk Committee for Community Integrated Care (since 2017); and Trustee of the Royal Burgh of Pittenweem Arts Festival (also since 2017).
- Professor Anne Trefethen FEng: Pro-Vice-Chancellor and Professor of Scientific Computing at the University of Oxford where she is also a trustee and Vice-Chair of the University Council. In January 2015, Professor Trefethen took on responsibility for Academic Services and University Collections (Bodleian Libraries, Ashmolean Museum, Museum of the History of Science, Natural History Museum, Pitt Rivers Museum, Botanic Garden and Arboretum and the Language Centre)

– later to be rebranded Gardens, Libraries and Museums (GLAM). Professor Trefethen serves on a number of boards in a non-executive capacity, including the UK Statistics Authority, where she is also the Chair of the Regulation Committee overseeing the Office of Statistics Regulation; JISC, the higher and further education technology and infrastructure provider, where she also chairs the Remuneration Committee; and is a member of the STFC Technology and Accelerator Advisory Board (TAAB).

Dr Craig Williamson
Registrar and Secretary
6 July 2021

THE GLASGOW SCHOOL OF ART

BOARD OF GOVERNORS: COVERSHEET	
To, Date:	Board of Governors, 30 September 2021
Paper Author (and designation):	Dr Craig Williamson, Registrar and Secretary
Title of Paper:	Recommendation Regarding Vice Chair Appointment
Summary of Paper:	As above.
Recommendations (note/discuss/approve/endorse):	Members are invited to consider the recommendation of the Nomination Committee and approve the appointment.
Consultation:	Board of Governors and Nominations Committee
Risk Management:	The Vice Chair role is a defined role.
Resource Implications:	None.
Equality Impact Assessment Implications:	None.
Legal and Regulatory Considerations:	GSA's governing instruments.
Freedom of Information (FOI):	Please refer any request to the Registrar and Secretary.
Next Steps:	See paper.

THE GLASGOW SCHOOL OF ART

BOARD OF GOVERNORS: 30 SEPTEMBER 2021

RECOMMENDATION REGARDING VICE CHAIR APPOINTMENT

BACKGROUND

At an additional meeting on 24 September 2021, the Board confirmed its approach to the appointment of a Vice Chair, in line with existing rules, and the transition of that appointed person to the role of interim Chair, in line with existing rules.

Following her message to the Board informing the Board of her intention to demit, the Chair liaised individually with Board members. In addition, at the meeting on 24 September 2021, Independent Governors wishing to be considered for appointment as Vice Chair (with the understanding that if appointed they would be willing to take up the post of interim Chair of the Board) were invited to inform the Chair. That invitation was communicated also to those Independent Governors not able to attend the meeting.

RECOMMENDATION

Vice Chair

The Nominations Committee discussed the indications received and **recommends to the Board** that Ms Bennie:

- upon approval, be appointed as Vice Chair for the period to 30 September 2024.

The Board is invited to note that in parallel Ms Thomson will demit from the office of Vice Chair.

ACTION SOUGHT

The Board is invited to **approve** the aforementioned appointment.

Dr Craig Williamson
Registrar and Secretary
30 September 2021