THE GLASGOW SCHOOL OF ART

Lessons Learnt from the

2014 and 2018 Fires

Ian Caldwell, May 2023

Background

This commission is an independent review by Ian Caldwell, former Director of Estates at Sheffield Hallam University, Imperial College and King's College London and a Founding Member of the University Design Forum (formerly the Higher Education Design Quality Forum).

The review has been carried out by interviewing a wide range of individuals inside and outside The Glasgow School of Art (Appendix A), and by reviewing existing reports and documentation. It would be inappropriate to go back into matters which have already been examined by the Scottish Parliament Culture, Tourism, Europe and External Affairs Committee and outlined in the report of 8 March 2019 (Ref 1), or the Scottish Fire and Recovery Service (SFRS) in their reports from 26 November 2014 and 20 January 2022 (Refs 2 and 3). The aim of this report is to review what actions have been taken following the fires and to look forward with recommendations for future consideration. This report does not look at technical issues, which will be the subject of a second study.

The report has been prepared solely for the use of The Glasgow School of Art for the purpose for which it is provided and based on the information available. No information has been sought from professional organisations associated with the Mackintosh Campus Projects. No liability can be accepted if this report is used for an alternative purpose from which it is intended, nor to any third party in respect of this report.

Interviews were carried out from July 2022 to February 2023. It is therefore inevitable that the School is already considering or has implemented several of the recommendations made in this report.

Contents

Executive Summary

This report details lessons which have been learnt from the 2014 and 2018 fires in the Mackintosh Building at The Glasgow School of Art and, where appropriate, makes recommendations for further improvement and progression.

A key achievement by the School was managing the impact of the fires to minimise disruption to students and staff and enabling academic work to continue in difficult circumstances. Lessons have been incorporated in Incident Response and Business Continuity Plans with regular mock exercises and testing to evolve and improve them. Meanwhile, while managing business continuity after the fires, along with major capital projects, the School has maintained its normal business with oversight of academic, health and safety, financial and other areas required in a higher education institution, a considerable achievement given the circumstances at the time.

It is hard to appreciate the trauma and shock experienced after the 2018 fire by local businesses and residents and by students and staff of The Glasgow School of Art, many of whom had also experienced the impact of the 2014 fire. The School was slow to provide a public response after the 2018 fire which caused considerable harm to its relationship with the local community, particularly in the absence of any information from other agencies, albeit the School quickly provided support afterwards.

The School carried out an external review after the 2014 fire and now has a process of continual review and improvement of Health and Safety and Risk Assessment, with systematic reporting to Board and other Committees together with comprehensive policies and guidance which are reviewed on regular cycles and are benchmarked to other higher education institutions, and regular inspections and induction training for students and staff (Appendix B). The introduction of Studio Assistants in autumn 2021 strengthened Health and Safety support to students working in the School's buildings.

There has been a steady programme of development within the School's Archives and Collections including moving to a new location and developing an on-line catalogue on the School's website.

The expertise in the School's Estate team has been strengthened in anticipation of the Mackintosh Reinstatement Project and a risk-management philosophy has been implemented with elimination of as much risk as possible as early as possible in order to de-risk construction work as far as practicable. Similarly, the expertise in the membership of the Governing Body and in the Steering Group Mackintosh has been strengthened.

There is a diverse range of stakeholders in terms of the future of the Mackintosh Building. The Strategic Outline Business Case (Ref 9) proposes 'faithful reinstatement' of the Mackintosh Building, a preferred option developed in consultation with internal and external stakeholders including members of the local community. It determines a strategy for the restoration of Mackintosh's masterpiece to meet The Glasgow School of Art's academic ambitions as a forward-thinking higher education institution with local, national and international strengths, and how the building can support community activities and cultural and economic strength in Glasgow and Scotland.

After both fires, the School commissioned estates strategy reviews that place the future of the Mackintosh Building in context of the School's overall estate in Garnethill and potential future estate consolidation to meet the School's academic plans.

The School has made considerable efforts to restore its relationship with the local community after the significant disruption of the 2018 fire with the appointment of a Community Engagement Officer in 2019, but formal links do not always reach all members of the community.

Many staff have experienced almost a decade of change with two fires followed by CoVID restrictions and there are now students who have not experienced, nor will experience, being in the Mackintosh Building. Similarly, the local community has had a decade of building disruption, including of the Reid building, and work at the adjacent St Aloysius College. There needs to be something positive for the community as the project develops, building on the ongoing community engagement initiatives.

There are good aspects of the Mackintosh Restoration Project (2014-2018) that can inform the future project, including stakeholder engagement, an innovative and award-winning fundraising campaign for the overall campus project, sustainability, and involvement of craftspeople and artists. The designs and specifications for the previous Mackintosh Restoration Project, in particular the Library, represent a substantial investment and should be incorporated into the future project, while being sensitively reviewed as required for building legislation, accessibility, sustainability and digital ambitions.

Given the scale and anticipated cost of the Mackintosh Reinstatement Project, ongoing areas under review by the School include funding of the project linked to the insurance settlement, governance, internal professional resources and the stakeholder engagement/communication strategy.

The Mackintosh Reinstatement Project has the potential to support the development and growth of Garnethill. There is scope for the School to be active with partners such as Glasgow City Council and other cultural and education institutions to assist in the future development of this area of Glasgow as a cultural and educational hub.

Introduction

On 23rd May 2014, there was a major fire in the Mackintosh Building at The Glasgow School of Art. Swift action by the Fire Brigade contained the fire to the western part of the building, but the Mackintosh Library was destroyed, as was a substantial amount of the historic art and furniture collections. (Ref 7). Two years later, the construction contract was awarded for the Mackintosh Building element of The Mackintosh Campus Project. On 15 June 2018, when construction work was in progress, there was a second fire which destroyed the interiors and roof of the entire building, leaving only the exterior walls and elements of internal structure, which have since been supported by scaffolding while the Scottish Fire and Rescue Service (SFRS) investigation was undertaken, during which time the preferred option for the future of the building was developed.

Both fires were investigated by the SFRS (Refs 2 and 3). The cause of the first fire was quickly identified; the cause for the second fire was the subject of an extensive, but inconclusive investigation by SFRS. The fires and the loss of one of Scotland's most important category A listed buildings were the subject of a review by the Scottish Parliament's Culture, Tourism, Europe and External Affairs Committee which made recommendations for the future. These included: improving information on the School's website on items from the Collections lost in the fire and on decision- making for the Mackintosh Building Project; improving the expertise at Board level to reflect the importance of the Mackintosh Building in the School's estate; repairing the relationship with the local community and consulting with them on the proposals for the Mackintosh Building; undertaking a wide consultation on whether to rebuild or not and to consider the option of placing the building in a Trust (Ref 1).

Originally it was proposed to review the lessons learnt from each fire separately, but at the suggestion of GSA Board of Governors Business and Estates Committee members and because of the continual improvement process of Health and Safety at the School, the two are included together.

This review has been carried out primarily by interviews with a wide range of people inside and outside The Glasgow School of Art (Appendix A) and by reviewing existing reports and documentation.

Thanks are due to all those who have contributed to this review. It was obvious throughout the interviews that, for many people, both inside and outside the School, the fires had a very real impact on them and, although the School may have come under heavy criticism related to the 2018 fire, there is a great deal of appreciation of the valuable role of the School in the community and in the cultural life of Glasgow and of Scotland, perhaps all the more so in the current economic situation, and, not surprisingly, a great deal of pride in the architectural achievements of Charles Rennie Mackintosh in the building which carries his name.

Key Dates

There are several intertwined aspects which run through this report including the response to the fires, health and safety/business continuity management, the Mackintosh Campus Project which included the Mackintosh Restoration Project, the future Mackintosh Reinstatement Project and the interlinked Estates development Strategy. The key dates below therefore cover more than the two fires alone.

2014 Fire

23rd May 2014: Fire destroys part of the west wing of the Mackintosh Building including the world-renowned Mackintosh Library, a masterpiece of modern Scottish design:

- Implementation of the School's business recovery strategy, starting with the establishment of the Incident Response Centre in Rose Street, to enable planning for minimum disruption to staff and students.

- Initiation of a substantial salvage operation is implemented to remove items damaged by fire and/or water that could be conserved and stored off site, including remnants of Mackintosh's unique lights and joinery from the Library.

- May-September 2014 onwards: A focus on business continuity for students and staff, including the Phoenix bursaries for graduates who had lost their work in the fire, a rearranged Degree Show, short term accommodation, delivery of postgraduate programmes from May to August 2014, and identification of the Tontine Building as an interim home for the School of Fine Art, which was fitted out and occupied in September 2014 for the start of the 2014/15 academic year.

- Appointment of a dedicated Fire Safety Officer to strengthen the Health and Safety team.

- Review of the School's policies and procedures for health and safety, including reducing opening hours and access to buildings, and the start of a continual review and improvement process.

November 2014: The Scottish Fire & Rescue Service publishes its report into the fire (Ref 2).

Mackintosh Campus Project

June 2014 onwards: The Glasgow School of Art Development Trust launches its £20m fundraising campaign to enable the School to recover from the consequences of the Mackintosh Fire.

- Appointment of the Senior Project Manager and internal team for the Mackintosh Restoration Project.

- Architects commissioned to develop the Estates Masterplan in the context of the restoration of the Mackintosh Building.

March 2015: Appointment of architects for the Mackintosh Restoration Project, comprising restoration of the damaged West Wing including the Mackintosh Library, and updating services and fire precautions of the East Wing, including re-installation of the mist suppression fire system.

June 2016: Main Contractor appointed for the Mackintosh Restoration Project.

September 2017: Completion of a full-size prototype of a bay of the Mackintosh Library at the workshops of the carpentry company.

2018 Fire

15 June 2018:

- Fire destroys most of the Mackintosh Building. At the time, construction completion was reported as planned for April 2019 with project completion September/October 2019.

- Residents are evacuated from the adjacent Dalhousie Street properties and The Glasgow School of Art's Reid and Bourdon Buildings are closed by Glasgow City Council Building Control. A cordon is placed around the buildings and part of Sauchiehall Street is closed.

June 2018 onwards:

- The School closes on 15 June 2018 and re-opens on 7 July 2018.

- The School successfully implements business continuity plans for students and staff, including relocation of over 400 Postgraduate Taught and Research students, an alternative location for their Degree Show and completion of the School's summer academic programme. Occupation of the Tontine Building at Glasgow Cross continues for the School of Fine Art until the Stow Building is ready for occupation at the start of the 2018/19 academic year. The School prepares recovery options dependent on when it would be allowed to reoccupy the Reid and Bourdon Buildings for academic delivery for the Schools of Architecture and Design.

- The School supports the Scottish Fire and Rescue Service with requests for debris removal to assist the fire enquiry.

- The University of Glasgow's Resilience and Business Continuity Manager is seconded to the School from 2 July 2018.

- The School arranges for down taking of dangerous masonry and installation of shoring and scaffolding to support the external walls of the building which are in danger of collapse.

- Residents in Dalhousie Street are not allowed to return to their homes to retrieve possessions until 25 August 2018, and are unable to occupy their homes until October 2018 due to building work required to the front door areas of their properties. In addition, safety work to the gas supplies, unrelated to the fire, is found to be necessary before the buildings could be reoccupied.

- Limited access to the Reid Building is allowed for inspection of fire damage to the facade in August 2018, with access for cleaning and recommissioning from 8 September 2018 and reoccupation by students from the School of Design and some students from the Mackintosh School of Architecture from w/c 8 October 2018. The School opens fully from 22 October 2018 and relaunches on 31 October 2018. The Library in the Bourdon Building (North) reopens on Friday 21 September, while the School is able to access the Bourdon Building

(South) from 19 October with the Mackintosh School of Architecture reoccupying the Bourdon Building (South) in November 2018. (Ref 4).

8 March 2019: The Scottish Parliament published its report by the Culture, Tourism, Europe and External Affairs Committee, following Meetings held from 20 September 2018 to 17 January 2019 and submission of written evidence (Ref 1)

21 January 2022: The SFRS publishes its report into the fire, which is inconclusive regarding the cause of the fire (Ref 3)

Mackintosh Reinstatement Project

1 October 2019: The Glasgow School of Art Board approves the terms of reference, remit and membership for the Steering Group Mackintosh.

30 September 2020: Work on the Strategic Outline Business Case by Avison Young commences and is approved by the Board of Governors in June 2021.

July 2021: SFRS officially hands back the Mackintosh building site to the GSA.

October 2021: The School announces completion of its Strategic Outline Business Case for the Mackintosh Reinstatement Project, set in the context of the School's vision for the future, its estate at Garnethill and its zero-carbon strategy (Ref 9).

Following completion of the Scottish Fire and Rescue Service's investigations, The Glasgow School of Art initiates investigation of the building fabric and fallen material to evaluate what can be salvaged for reuse or restoration.

June 2022: Completion of the RIBA Stage 0-1 Initial Project Brief for the Mackintosh Reinstatement Project and approval by the Board of Governors.

24 January 2023: The Glasgow School of Art announces completion of the first phase of the Mackintosh Reinstatement Project, comprising careful removal of the debris from inside the building, to be followed by construction of the internal structure and temporary roof to allow the building to become self-supporting (Ref 6).

Estate Development

January 2014: Occupation of the Reid Building, the first phase of the School's Garnethill campus development.

June 2016: The Glasgow School of Art announces its Garnethill campus development strategy comprising restoration of the Mackintosh Building as a home for 1st year students, and acquisition and refurbishment of the former Stow College as the new home for the School of Fine Art. Funding for this £80 million strategy is supported by the £32 million Mackintosh Campus Appeal.

21 January 2017: The Glasgow School of Art opens its new Highlands and Islands Creative Campus in Moray.

31 March 2019: Phase 1 of the Stow College building is handed over to the School following fitting-out.

June 2022: Completion of the new Estates Strategy framework to support the Project Brief for the Mackintosh Reinstatement Project.

Response to the fires

<u>Business Continuity</u>

The nature of the 2014 and the 2018 fires was different. The 2014 fire was quickly contained within the west wing of the Mackintosh Building by the Scottish Fire and Rescue Service (SFRS) creating a 'wall of water', it affected the interior of the building and had lesser impact on adjacent properties and the local community. The cause of the fire was identified by the SFRS. There was a great deal of sympathy at the loss of Mackintosh's interiors, furniture, art and items from the School's Archives and Collections and of the work of graduating students in the Degree Show. The 2018 fire was disastrous for the Mackintosh Building, had a devastating impact on adjacent residents and businesses and a serious impact on the School's reputation.

There was an external review of the incident response to the 2014 Fire (Ref 5) which was generally positive in terms of incident response and communications. Many of the recommendations have been incorporated in the School's process of continuous improvement of Health and Safety management, Incident Response and Business Continuity planning.

What went well after the fires:

- Operationally, the School immediately established incident control centres, in Rose Street after the 2014 fire and in Blythswood House after the 2018 fire. The School supported staff and students affected by the fire as necessary, including, for example, obtaining the services of a locksmith for students who had lost their home keys in the 2014 fire. Support came from across the School including the janitors who assisted with removal and setting up of new offices and the IT team which arranged for IT installations to be up and running quickly in new premises. The offer of space in McLellan Galleries by Glasgow City Council after the 2014 fire was key to the salvage and storage operation for Archives and Collections. After the 2018 fire, the School quickly created temporary facilities such as workshops to enable Postgraduate Taught and Research students to continue to work over the summer months while the buildings around the Mackintosh Building were closed.

- The School aimed to minimise the impact of the fires on students and staff and academic work including, after the 2014 fire:
    - Facilitating the replacement Degree Show with students from the School of Fine Art creating photographic displays and books of their work.
    - Leasing and fitting out the Tontine Building for the School of Fine Art for the start of the 2014/15 Academic Year.
    - The establishment of the Phoenix Bursary programme after the 2014 fire with the support of the Scottish Government, a major charitable Trust, and academic institutions around the world. This offered graduates affected by the fire up to 15 weeks' studio time, a bursary and materials budget in order to develop their practice and create a new body of work.

- After the 2018 fire, the School had to plan in the context of the same uncertainty experienced by the residents in the adjacent Dalhousie Street properties as regards when re-occupation of the Reid and Bourdon Buildings would be permitted, which was on 22nd October 2018, while the new Stow Building remained unavailable until April 2019. A key priority was optimising the experience for students at the start of the 2018/19 Academic Year. Scenario planning was

carried out over the summer and activities moved off site, including the Graduate Degree Show, which in September 2018 was held in the Tontine Building and the Garment Factory in the Merchant City, and the Freshers' Fair.

- IT services were successfully maintained after the two fires. At the time of the 2014 fire, the School's data centres were in the Bourdon Building. The completion of the Stow Building has enabled a more resilient system with two data centres a distance away from each other in the Stow and Reid Buildings which are a mirror image of each other. There is one final piece of the infrastructure which it would be beneficial to install. The strategic GSA real estate buildings are, in the main, connected by a 'mesh' design for the provision of IT infrastructure. However, the installation of a more resilient fibre connection between the Stow and Barnes or Haldane buildings will complete the mesh design and provide protection to the Barnes, Haldane and Bourdon buildings from the risk of the existing single fibre connection being damaged. Many staff and students however did not have access to computers for a period when buildings were closed. Following the fire in 2018 and the COVID-19 outbreak in March 2020, the School has developed a number of remote working, learning and teaching solutions. IT principles such as 'cloud-first' and 'Wi-Fi-first' have been adopted, that have allowed GSA to continue to provide high quality IT services to students and staff when the Garnethill campus was inaccessible during lockdown.

- The Board of Governors, the Senior Management Group and the School's staff continued to maintain the regular business of running an academic institution, including the refurbishment of the Stow Building and the opening of the new campus in Moray, while also dealing with the impact of the fires. This was in part achieved after the 2018 Fire by the creation of focused Board Committees, the Short Term Strategy Group and the Interim and Urgent Business Committee to enable fast decision-making and a Recovery Coordination Group This aimed to leave staff free to plan for the new academic year, together with the related temporary appointment of a Fire Recovery Student Engagement Lead to link with this group (Appendix B). The 2019 Undergraduate Degree Show received positive feedback and publicity. The substantial resource implications of the recovery in terms of the time of Board Members and staff was highlighted in a report to the Board (Ref 33 – 30 July 2018).

- The Presidents of the GSA Student Association rose to the challenge of supporting students after both fires and linking into the School's management of the situations.

Recommendation:

- The School should implement the final piece of the IT resilience strategy which is a fibre connection to Haldane and maintain IT resilience into the future.

- With the experience of the fires and CoVID restrictions, the School should further develop it's HR hybrid working policies and IT strategies.

What could have been improved?

- There were offers of help in the form of temporary premises, but not all were suitable or in adequate condition. After the 2014 fire, the School leased space in the Tontine Building in Trongate. After the 2018 fire, the School was unsuccessful in leasing a suitable building in reasonable condition for which the level of investment was good value for money for a

relatively short period. One lesson for any future contingency planning is that many people will make offers of help of temporary premises but translating these into reality can be difficult, particularly when the buildings have been vacant for some time and do not meet the needs of art, design and architecture.

- One of the aspects that did not go well immediately after the 2018 fire, was the relationship with the local community affected by the fire. Communications were a key part of the Incident Response and Business Continuity plans approved in June 2022 and a mock test exercise was executed in November 2022. This should be included in future exercises, as should the resources needed to support both business continuity while maintaining the normal operations of the School. There is an ongoing cost and impact on the community of the scaffolding holding up the external walls of the Mackintosh Building and of the support on site. With the benefit of hindsight, the scaffolding should have been purchased, but urgency was key as Building Control was considering demolition of the building and it was not anticipated that the scaffolding would be needed for such a long time. Subsequent negotiations by the School to acquire it were unsuccessful. As announced by the School in January 2023, the first phase of work which comprises appraisal of what can be reused in the future construction is complete. Also, work to demolish part of the Library Tower has been completed and this has enabled a reduction of the scaffolding at the southwest corner. The next phase of the project will include replacement structure and floors to enable the remaining building structure to be self-supporting and, by implication, reduce the need for such an intrusive scaffold.

- Following the 2018 fire, the School focused on stabilising the remaining building structure to enable local residents to return to their homes, whilst working to save the remaining fabric of the Mackintosh Building, and on supporting its students and staff. At this point there was a strong possibility of demolition of the building. As noted below, while the School was concerned about the impact of the fire on local residences and businesses, its immediate public response in terms of interviews/comment was considered too slow.

Recommendations:

- With the recent work on preparation of the Estates Strategy and the experience of hybrid working over the last few years, a clear set of criteria should be developed for contingency planning in terms of key buildings being unavailable for whatever reason, with anticipation of which academic activities would need replacement space and what could be achieved by a different approach.

- Future Business Continuity exercises should include draft communications responses to the local community and key individuals and organisations such as local MSP's, councillors, Glasgow City Council and the CRM Society and consider the resource implications of achieving recovery while also maintaining normal operations. The School should also initiate discussions with Glasgow City Council about carrying out a joint exercise.

- In due course, the School and the appointed contractor should produce a joint Incident Response/Business Continuity Plan and test it as an exercise at the start of the Mackintosh Building Project, to be included the building contract. This would apply to other major Estates projects.

- The responsibilities for incident response among technical services managers, studio assistants, janitors and receptionists should be tested to reflect recent changes such as the

introduction of studio assistants in autumn 2022 and the change in SFRS policy regarding response to fire alarms as set out in the March 2023 GSA Fire Policy and Arrangements.

- Progress should continue on contingency planning for student residences and, in due course, the School should consider a separate or combined exercise for the student residences in Margaret Macdonald and Blythswood House.

Archives and Collections

The 2014 fire caused considerable damage to the School's Archives and Collections housed in the Mackintosh Building (Ref 5). 65% of the Mackintosh Furniture Collection and 166 artworks were lost, some of the School's plaster casts and objects suffered significant fire damage, and items from the textiles and paper collections suffered water damage. Virtually the entire collection of books in the Library was destroyed, many of them historic. The fact that the archaeological exercise could only salvage 81 books of which 13 could be conserved illustrates the scale of the loss.

What went well?

- Once key staff were allowed into the building, the Archives and Collections Disaster Plan was implemented. This contained key contacts to provide expert conservation advice and assist with the immediate recovery, movement and storage of items out of the building. Glasgow City Council provided space in the MacLellan Galleries and staff, students and volunteers assisted in moving items from the Mackintosh Building into the Reid Building to dry out, or into the McLellan Galleries. Much of the material was then sent to specialist storage facilities.

- In March 2015 a Recovery Project Lead was appointed, alongside a Collections Development Officer, to oversee the Archive and Collection's Recovery. In August 2015, the Glasgow School of Art took out a lease for three spaces in The Whisky Bond at Speirs Lock, on Glasgow Canal, which was fitted out as the new Archive and Collections centre for the purpose of storage, research and study. In 2021, additional space was leased to bring together other collections which had been temporarily housed in specialist storage elsewhere.

- A successfully targeted campaign for donations to replace historic and important books destroyed in the fire resulted in almost a quarter of the books identified for priority replacement being donated by individuals and institutions in three months.

Archives and Collections has itself published a Lessons Learnt report on its achievements since the 2014 fire (Ref 8). All Archives and Collections had been moved out of the Mackintosh Building in advance of the Mackintosh Restoration Project, apart from 29 standing plaster casts which were too large or fragile to be removed. Thesehad been crated up for protection and were unfortunately destroyed in the 2018 fire.

The archaeological salvage operation within the Mackintosh library also recovered over 630 pieces of Mackintosh Library lights, from which it has been possible to recreate all 53 of the lights using the salvaged pieces alongside newly fabricated elements, and Victorian glass donated to the School. Further historical lights, from the Mackintosh Room and the foyer, are currently being restored.

What could have been improved?

A key criticism made was that there was a lack of information available on what artefacts had been lost. In part this was due to the systems of Archives and Collections records management at the time; but it was also due to the priority being salvage, conservation and safe storage of the Archives and Collections from the Mackintosh Building.

Since the 2014 fire, Archives and Collections has catalogued the Archive, created an online catalogue, and continued with its digitisation project, with around 30,000 images uploaded or ready to be uploaded in the summer of 2022.

Recommendations:

- Further development of the Estates Strategy should include consideration of the future location of the Archives and Collections.

- The exercise of archaeologically reviewing the salvaged building material from the Mackintosh Building, stored in the McLellan Galleries and in temporary containers, should be initiated to determine which Mackintosh details and elements can be restored or copied.

Academic Initiatives

The necessity of adjusting to the loss of the facilities in the Mackintosh Building after the 2014 fire enabled positive re-planning of the academic portfolios of courses. The completion of the Strategic Outline Business Case (Ref 9) is a major milestone in developing the strategic vision for the Mackintosh Building Project. The reputation of Mackintosh is suffering with the loss of the Mackintosh Building, Hill House being covered in scaffolding, the Lighthouse being closed except for temporary exhibitions and the Scotland Street School being closed for refurbishment. The ongoing work of the CRM Society, now in its 50th year, is critical to promoting Mackintosh's achievements. During this study the opportunity was taken to revisit the House For An Art Lover, the Mackintosh House at the Hunterian Art Gallery, the Willow Tea Rooms and Hill House, which reinforce how innovative a designer Mackintosh was. The Mackintosh Reinstatement Project provides an opportunity for the School, the City of Glasgow, the CRM Society and others to consider future opportunities to jointly promote and support Mackintosh's heritage and influence.

Recommendation:

- The School works with partners to review how the Mackintosh Reinstatement Project might provide opportunities to promote Mackintosh's Glasgow as an international city of art and design and promote innovative design in Scotland

The 2014 Mackintosh Restoration project

If completed, the Restoration Project would have been a success, albeit the restoration of Mackintosh's original colour scheme would have been controversial, however, an interpretation strategy was being planned to anticipate this. As noted below, stakeholder engagement with the local community through established channels and with the relevant authorities was good. The project has also been described as an exemplar in terms of a conservation project.

Key successes included:

- A successful international fundraising campaign which raised £27 million of a £32 million target and engaged and mobilised support from the Royal Patron, Scottish and UK Governments, national and international philanthropists and alumni networks in the UK and US. This included a successful fundraising event in New York and an 'Ashes to Art' auction at Christie's in London which raised £0.5 million. Involvement in high-profile events in the UK and internationally, showcased the restoration project and the conservation work of the Archives and Collections.

- The sustainability strategy which included heat exchangers and underfloor heating. Other elements should be investigated in the future project, potentially including double-glazed windows and solar panels/photovoltaic panels which would have then not been acceptable on the original building.

- The programme of crafts trades for furniture, lighting etc, involving the best craftsmen in Scotland and the UK, nominated through the Furniture Advisory Committee.

- The establishment of a policy for community/social benefits, which including targets for new jobs created, apprenticeships, work placements, completion of NVQ's, apprenticeships and community events. In terms of apprenticeships, for example, in February 2018 there were 8 new starts, 22 existing, and 4 completed, while there were also 5 work-experience placements. (Refs 10 and 11).

- The arts programme, for example, sculpted figures in the library niches and photographs embedded in the pillars of the library.

- The involvement of students in recovery/restoration/research, for example, the restoration of the Venus di Milo plaster cast.

- Materials such as videos made in anticipation of completion of the project, but never used could be reviewed and potentially reused in the future, as can the digital model of the building created by the School of Simulation and Visualisation.

- On the academic side, the 2014 Restoration Project supported research into the Mackintosh Building and academic initiatives while it was being rebuilt, and supported a range of artistic and media partnerships, although the implications on access to the building were not coordinated within an overall strategy.

Recommendations:

- It is recommended that the positive elements of the previous project continue into the Mackintosh Reinstatement Project.

- Given the substantial loss of historic furniture and art in the fires, the School should consider establishing an art programme to commission and acquire contemporary art, design and architectural work for the building, potentially with external partners and funding.

- The School should establish a structured approach to academic projects related to the Mackintosh Building. These should be built into the curriculum, with approvals for student access linked to educational outcomes and formal research plans, within a strict overall protocol for visitor and academic access to the Mackintosh Building.

Health and Safety and Business Continuity

Key successes:

A review of Health and Safety policies, procedures and guidelines was initiated after the 2014 fire, the Operational Health and Safety Committee became a committee of the Board of Governors, and there has been a process of regular review and updating since then, including benchmarking to other institutions. The Glasgow School of Art now has a comprehensive set of Health and Safety documents including policies for Health & Safety and Fire Safety, risk assessments requirements for events including examples for guidance, and induction information for students and staff benchmarked against other higher education institutions (Appendix C). Responses at interviews indicated how much progress has been made, including:

- Increased resources for the Health and Safety Team with the recruitment of a Fire Safety Officer after the 2014 fire.

- Risk assessments are now part of life in academic and professional service departments, as are monthly inspections. These are included on the agendas of departmental, management and board meetings and there is a positive relationship between Health and Safety staff and academic and other departments – the recent Degree Shows are cited as a good example.

- A culture which places creativity within the context of safe practice. Health and Safety is considered an integral part of the curriculum and of the communal responsibility for students and staff.

- Improved reporting at departmental and management committees up to Board level, including an Occupational Health and Safety Management Committee and a Health and Safety Committee that meet quarterly, whose reports are seen by the Senior Leadership Group.

- A more robust approach to Risk assessments for events such as exhibitions and degree shows, both on and off campus.

- A positive change in the relationship with Fire and Safety staff which are today seen as supporting students and staff rather than being heavy-handed 'policemen' (unless they need to be) and are therefore consulted more, for example on risk assessments.

- The appointment of Studio Assistants, in academic buildings was initiated in November 2021 and is a very positive initiative. It also has the potential for the role to be extended beyond risk/fire/health and safety to student support, and thus contribute to improving the student experience.

- In the School of Fine Art, identification of clutter and materials has been noted as an issue, given there is never enough space and there was an impact from COVID lockdowns. An improved regime of materials clearance has been introduced cross-school, along with a change in culture towards studios being communal spaces and a communal responsibility and not subdivided into individual territories.

A number of recommendations made in interviews for further improvement to Health and Safety have been passed onto the relevant managers and addressed. The development of Policy and Guidance is an on-going process and continues to respond to changes in circumstances and legislation. Communication and awareness of these Policies and Guidance is also an on-going commitment.

Recommendation:

- The current review of fire marshal provision in the light of changes within the School and in external policy by SFRS should be concluded.

The Mackintosh Reinstatement Project

The Mackintosh Building Project is ambitious and complex. It has a number of objectives:

- To house the Graduate School bringing together researchers and students from across all the academic disciplines for creative enquiry and innovation to enhance even further an already compelling international offer in a unique, purpose-built space.

- To allow the drawing studios, the engine of an art school, to be returned to their original use and accessible to all our students through timetabled use, recognising that drawing is already a distinctive and defining attribute of the Glasgow School of Art graduate.

- To achieve faithful reinstatement of Charles Rennie Mackintosh's masterpiece, within a 21st century building regulatory framework, an exemplar for a Zero Carbon historic building, looking to the future incorporating infrastructure for digital enhancements.

- To providing curated access for the School's alumni, local community and visitors.

- To optimise the potential, as a major investment into Garnethill, of a catalyst for the regeneration of this area of Glasgow, and to more widely enhance Glasgow's position as a leading and internationally significant creative and cultural city.

- To be financially sustainable.

- To empower change, so that through the School's people, education and research it will create an impact that is both collaborative and transformative..

What has gone well?

The Glasgow School of Art has taken a measured approach to the Mackintosh Reinstatement Project, the timetable influenced by the SFRS investigation, the need to consider and consult on different options, funding and the agreement of the insurance settlement.

A major milestone was completion of the Strategic Outline Business Case (Ref 9) between September 2020 and June 2021 (Published in October 2021) in accordance with the HM Treasury Green Book, which looked at four strategic options:

- Do Minimum: the stabilisation of the existing structure and façade (included for comparison purposes).
- Faithful Reinstatement: the reinstatement of the original building, while being compliant with all relevant legislation and digitally enabled.
- Hybrid: the reinstatement of the original design ethos and the recreation of certain iconic rooms and finishes, digitally enabled with flexible space.
- Modern equivalent: the demolition of the fire-damaged building and the construction of an entirely new building.

Of these, the recommendation was Faithful Reinstatement: '*A powerful case is created for a project that will enable the GSA to continue to grow its special contribution to the cultural, creative and economic prosperity of Glasgow and thereby wider Scotland. In doing so, it will protect the GSA's heritage, create a landmark sustainable, fit for purpose building, catalyse local regeneration and add*

to the student experience and world-class reputation of the GSA in a global competitive market.' (Extract from the SOBC).

Development of the SOBC involved a programme of stakeholder engagement inside and outside the School and established a close strategic fit between the future ambitions of the GSA, the vision for the Mackintosh Building linked to the reinstatement of Mackintosh's masterpiece and the Building in the context of the GSA's wider estates strategy. It is proposed that the future project be focused around four themes:

- The Building: creating a building that reflects the significance and values of The Glasgow School of Art, creates a sense of place in Garnethill and is sustainable and digitally enabled.
- Convening Power: providing a space where a wide-ranging network of organisations and individuals can engage with the School.
- Economic Impact: supporting long-lasting economic activity in Glasgow and beyond.
- Income Generation: enabling student growth and new future academic initiatives.

The strategic direction of the SOBC has fed into two further studies: the Estates Strategy for the School's estate in Garnethill, which outlines options for further investigation, and the RIBA Stage 0-1 Mackintosh Building Project Brief. The latter developing the strategic vision in more detail with stakeholders and including the philosophy and challenges for fire strategy and statutory compliance for new construction within a listed building.

On 24 January 2023, the School shared the strategic vision for the future of the Mackintosh Building as a Graduate School including the current progress and proposals to consolidate and reinstate building structure enabling the external walls to be self-supporting.

Recommendations:

- The School should continue to de-risk the project, stabilise the building structure and reduce the building propping as soon as is safely feasible within its current strategy. This has already achieved a positive result in reducing the scale of scaffolding around the Mackintosh Building and hence the adverse impact on the local community.

- The RIBA Stage 0-1 Outline Brief contains the strategic vision for the project: *'The Mackintosh Building Project will deliver a range of critical outcomes for the GSA - enhancing its civic role locally and nationally, improving the student experience, supporting sustainability and digital infrastructure, underpinning further diversification of income streams, and engaging the local community and economy'.* It is recommended that the School establishes a number of different groups for key areas including:

  o The brief for the Graduate School.
  o Public vs private spaces and access (The Strategic Outline Business Case indicates that the building will contain space for community and external activities. Higher Education and public buildings have different attitudes to public access; some such at the Oodi Helsinki Central Library (Ref 12) are almost totally porous; others manage the different groups with security and access strategies).
  o The digital brief for the building, thinking into future technologies that may be available beyond 2030, in what is a fast-changing digital world.
  o The implications of the building's use for events.

Risk Management

What has gone well:

The Estates team is taking a risk-management approach to the Mackintosh Building Project which will continue into the building contract, including close consultation with the Audit and Risk Committee and the Occupational Health and Safety Committee and development and management of extensive risk registers for the different RIBA stages of the project. There are, however, changes recommended for consideration in the future construction contract.

What could have been improved?

- The SFRS investigation into the 2018 fire was unable to clarify issues that have been commented on, for example false alarms or detectors switched off on the construction site. Revised guidance from the Health and Safety Executive published in July 2022 (Ref 13) updates previous guidance by placing more preconstruction obligations on clients and design teams and, as in its 2010 edition, guidance on additional precautions for high risk sites, which the Mackintosh Building can be considered to be, for several reasons: it will incorporate a large amount of timber in its restoration, the building is in close proximity to others including the School's own buildings and the Dalhousie residential building and the cause of the 2018 fire being undetermined. Historic Environment Scotland is currently out to consultation with a revised edition of its guide to fire safety management when managing change in the historic environment (Ref 14).

- The way that the contractor and the design team stepped back from communications after the 2018 fire, leaving the School isolated, was not optimal and created a great deal of public misunderstanding about the School's responsibilities in terms of the construction contract

- There was inevitably great interest in the restoration of the Mackintosh Building, in particular relative to the Library, and the ability to arrange visits by interested groups was built into the construction contract. Those organised through the project team were well-managed with limited numbers, induction and PPE, and requests that couldn't be accommodated were turned down. The future project is of a different nature and such visits should be constrained and linked to strategic objectives. Visits can take up client and contractor resource and, as the contractor may have to reschedule works, may incur costs and delay to the project.

Recommendations:

- The School should continue to adopt a risk-management approach, with elimination of as much risk as possible, as early as possible, in particular with regard to structure and services, to allow the main project to continue as risk-free as possible. As noted, the project is already phased in this way, the next phase being work to reconstruct floors and walls enabling the existing structure to be self-standing and also to facilitate dimensional survey work.

- The Project Team should include an item in the construction Risk Register of 'unexpected fire'. Construction Risk Registers, including the 2014 Mackintosh Restoration Project, generally have an item for hot works but not for unexpected fires. This should be added to the future Risk Register, along with mitigation factors.

- The design team has a responsibility at the design stage to minimise risks such as hot works during construction. This may conflict with the aims for restoration and there therefore needs to be an early dialogue at the design stage, and guidelines agreed, on the balance between risk and restoration in terms of construction, materials and finishes. In this context, it may be useful to discuss any lessons to be learnt from such projects as the House of An Art Lover or the Mackintosh House in the Hunterian Art Gallery.

- The guidance for high risk buildings in the Health and Safety Executive Guidance should be reviewed to consider appropriate measures. While perhaps slightly negative, health and safety management in the contract should assume the likelihood of an unexpected fire and risk plans prepared for this to minimise the impact.

- The professional team in the School (the Project Development Board) should maintain a strong oversight of the management of the project and fire risks on site in terms of the building, without taking away the responsibility of the contractor and professional team. This includes having the School's Fire and Health and Safety staff involved, which will be needed in terms of fire evacuation plans, given the proximity of the Reid and other buildings. The contractor's evening site closure procedures should be reviewed to ensure that any end-of-day risks are identified and closed down.

- The boundaries of the future construction contract and the site compound, which should not be in an occupied School building, should be defined explicitly, and a joint Incident Response Plan drawn up. The site boundary and fire response regime need to be carefully reviewed regarding the risk to adjacent School buildings and the Dalhousie Street residential building. It may be appropriate for the contract to have an obligation to carry out an Incident Response exercise early in the contract, similar to the ones the School carries out.

- There is an understandable desire for access during the contract for prospective donors, students, researchers and other interested groups. As already recommended, a clear policy to restrict, prioritise and manage site visits should be agreed at a senior level within the School and built into the contract. Typically, these could be carried out on a Saturday subject to a 24/7 robust on-site security and management.

- The contract should specify that all site documents, inspections, visitor sign-ins, security checks and other records will be electronic, with data stored off-site or in the Cloud.

- As regards security, the contractor should be obliged to adopt best practice with security checkpoint records stored off site. Security is a fast-changing industry in terms of the technology available. Physical checkpoints can be confirmed using mobile phones and security patrols should have the additional responsibility to report faults, safety, security or other issues that are identified on the patrol.

- The construction site is very constrained. To avoid risk of a large amount of construction materials or flammable liquids being stored on site, a just-in-time approach should be adopted with, if necessary, a secondary location where materials can be safely stored until delivered on site.

- The contractor should have contract obligations for communications with neighbouring residents and businesses, in collaboration with the School, one example being the Considerate Constructor's Scheme.

- The contracts for the leading project consultants and the contractor should include an obligation to liaise and work closely with the School to achieve coordinated and effective communications during and after any major incidents or other relevant events, without impacting on the contractual position of the parties.

- Project and contract meetings should have a report on fire precautions, hot works permits, fire alarms and other incidents and the results of health and safety audits should be reported.

Resources:

The Glasgow School of Art has made appointments which strengthen its Estate team, including the new Director of Estates in September 2020, the Interim Deputy Director of Estates in May 2021 and the new Head of Capital projects in August 2021. The Director of Estates has created a team that integrates Health and Safety and Major Projects such as the Mackintosh Reinstatement Project, which previously reported elsewhere, with the estates and facilities teams, which today is the more normal arrangement in university estates organisations given the long-term maintenance implications of major projects. The post of Head of Health and Safety Manager has been created and the team has been strengthened with new expertise including the Space and Data Manager, the Energy and Sustainability Manager and additional administrative resource. Given the scale and long-term engineering implications of the Mackintosh Reinstatement Project and the Estates Strategy, an area of internal expertise that deserves future consideration is that of services engineering.

The Mackintosh Restoration project had four staff with a strong conservation focus, a Senior Project Manager, Project Manager, a Conservation Skills Officer and an Administrative and Finance Officer. The team reported to the Director of Finance and Resources. Given the scale of the Mackintosh Building Project, the targets for the School to become Zero Carbon and the implications of the Estate Strategy, the resources and expertise of the Estates team should be reviewed at the appropriate stages of the project, as should the support for Communications and Fundraising.

Recommendation:

- The Senior Leadership Group should review the resources within Estates, Marketing and Communications and Fundraising teams to identify appropriate expertise and resources needed to support the Mackintosh Reinstatement Project, aspirations to be Zero-Carbon and the Estates Strategy implementation.

Governance:

The Governance structure for the Mackintosh Restoration Project appears to have worked well, though it has been noted that there was some duplication of discussion at the different committees, with slow decision-making and lengthy discussions on some matters, for example the design of the chairs for the Library. This was perhaps understandable given the artistic importance of these, but which perhaps could have been addressed in a different way. Along with a lack of management information systems, this potentially reinforced the perception of the School's lack of transparency, which is a major criticism that many of those interviewed have raised.

The Board and the School's Senior Leadership Group have both seen substantial positive changes to broaden the areas of expertise in the Board and the Steering Group Mackintosh and this was further reviewed in the Strategic Outline Business Case. It is noted that recent changes in lay members of the Board has reduced the expertise related to major projects and sustainability, which the Board is

addressing. The lack of such expertise at this point in the Mackintosh Reinstatement Project is worrying and the Board is urged to resolve this as quickly as possible.

The Committees, and the expertise within them, were reviewed during the development of the Strategic Outline Business Case. Given the School has a strong Committee structure in place, it may be possible to streamline the administration and decision-making for the Mackintosh Reinstatement Project in order to focus on key decisions and risks at the appropriate level of governance. There is a concern that the impact of the two fires, the Mackintosh Campus Project and the Scottish Parliament Committee report, have, by necessity, involved substantial time by Board Members and Senior Management time and resources, with less time for the core activities of the School.

Governance for the Mackintosh Project is outlined in the RIBA Stage 0-1 Brief for the Mackintosh Reinstatement Project. The GSA should be clear what decisions are to be made at what level to avoid repetitive discussions and make good use of the work already done in the Mackintosh Campus Project in particular as the Business and Estates Committee has a very large area of responsibility. The membership of the Steering Group Mackintosh is very strong, with expertise and knowledge that the School can use to its advantage and the Chair of this Group should sit on the committee to which it reports. The remit of the Group needs to be clearly defined to ensure clarity.

The Board has been flexible in adapting its committees to suit changing situations in terms of whether the Business and Estates Committees are separate or combined. There are advantages to both and universities adopt both models. The Board should however review this to see whether there would be advantages to having a focused Estates Committee, given the scale of the Mackintosh Reinstatement and the development of the Estates Strategy.

Following the 2014 fire, the School was ready to appoint the contractor for the Mackintosh Campus Project two years later. It is now over four years after the second fire and the School has not yet appointed the design team for the future Mackintosh Reinstatement Project. While it is understandable that the School wishes to be cautious with its timetable, in particular while the SFRS investigation was in progress, this also having enabled positive work to be carried out on the Strategic Outline Business Case and the Estate Strategy, there is the ongoing cost of the temporary scaffolding and site management for the Mackintosh Building, deterioration of the building fabric, and the negative impact on the community and the attractiveness of the School's estate to prospective students, staff and funders to consider. Meanwhile, the School is exercising caution until it knows the funding result from the insurance settlement in terms of its anticipated expenditure.

The School's presentation of Board minutes changed in 2019 from a format which explained why information was excluded to deletions in blocks of red, sometimes lasting for several pages, which is an unusual way of presenting this. Also, there is management information which could have been published, such as the reports, during the Mackintosh Restoration Project, on Community Benefits.

Recommendations:

- The Governance for the Mackintosh Reinstatement Project and for the Estates Strategy should reflect the strong expertise now existing in the Board, the Steering Group Mackintosh and the Senior Leadership Group, with clear reporting lines that are simple and clearly understood.

- A high-level project strategic programme with decision dates should be developed to interlink the physical project with the timetable and milestones for Board and funding approvals, and related academic, fundraising and communication strategies.

- The Institutional Risk Register should continue to be reviewed annually at Board level, including the risks related to the Mackintosh Reinstatement Project, both around the physical project itself and around achieving the academic and economic goals of the project while maintaining and enhancing academic achievements. The Audit and Risk Committee should carry out a focused review of the project at appropriate stages.

- Current discussions about the delivery options, including placing the Mackintosh Reinstatement Project, and presumably the building itself, into a Trust in order to provide focus to the project and also relieve the School of the ongoing focus on the project when it has an art school to run, should be brought to a speedy conclusion, including the timescale and costs of achieving the different options.

- The RIBA Stage 0-1 Strategic Brief outlines the vision for the Mackintosh building as a Graduate School for the GSA, bringing together post-graduate research and taught students from across all academic disciplines. The Mackintosh Building Project will also deliver a range of critical outcomes for the GSA - enhancing its civic role locally and nationally, improving the student experience with an emphasis for example on drawing and creative making skills, bringing back such spaces to their original use with supporting sustainability and digital infrastructure, underpinning further diversification of income streams, and engaging the local community and economy. The governance structure needs to reflect on how, for example, through working groups, the different aspects of the brief for the Mackintosh Building Project can be progressed.

- The Board should progress strengthening the expertise of its lay members, given recent changes, in terms of major projects/developments and potentially also Zero Carbon.

- The Board should review whether the scale of the Mackintosh Reinstatement Project, along with the Estates Strategy, merits separating the Business and Estates Committee into two Committees, as has been the case in the past.

- The School should review its publication of management information strategy with the aim of achieving transparency while maintaining commercial confidentiality, as part of its communication strategy. An example of this would be regular reporting during the project against targets for social, economic and community benefits and for sustainability.

Finance and Insurance:

One of the major successes of the Mackintosh Campus Project was external fundraising with £27 million of a target of £32 million pledged at the time of the 2018 fire.

The future Mackintosh Reinstatement Project is a substantial financial commitment for The Glasgow School of Art and relies primarily on funding from the insurance settlement, potentially supplemented by fundraising, cash reserves and, if necessary, borrowing, for new aspects not part of the original

building. The business case for the building includes new income from additional students, research and partnership income and also visitor income. Additional resources will be needed for Estates to manage the building, once completed, and for the School to manage the public-facing activities in the building.

Given the importance of the insurance settlement, the School is naturally cautious about progressing forward too quickly on matters to do with funding, including fundraising, until the claim is settled. While the School is keeping previous potential donors informed as regards the Mackintosh Building Project, it is not actively progressing its fundraising plan. The Strategic Outline Business Case for the Mackintosh Reinstatement Project has the potential to attract donors who do not necessarily have any funding interest in buildings or in Charles Rennie Mackintosh, but will support innovative creative education programmes and research which contribute to the future economy and are transformative to people and society. In this context the funding strategy has another leg on which to stand alongside the reinstatement of Charles Rennie Mackintosh's masterpiece.

Slow progress carries risks, not least of the cost of construction which is made worse by the current situation in the industry comprising shortage of skilled labour, supply chain complications and inflationary price escalation. To mitigate such risks, there may be advantages in pre-ordering and storing items such as bespoke carpentry at the appropriate time.

The nature of the 2014 fire, being contained within one building with the cause identified, enabled the insurance settlement to be agreed relatively quickly. The insurance settlement for the 2018 has been much more complicated, given the number of parties involved, the wider impact of the fire, for example on the Reid Building as well as the Mackintosh Building, and the fact that the SFRS did not publish its report until January 2022, a report which outlined several possible causes of the fire, but remains undetermined.

Recommendations:

- The fundraising strategy should reflect the new vision for the School and the Mackintosh Building and continue the successful post-2014 strategy of careful and timely relationship management, and engagement with, prospective supporters, including those who might be interested in the innovative creative education programmes which support the future economy and are transformative to people and society. Landscaping interventions suggested in the Estates Strategy are ambitious. Options for external funding should be examined, perhaps including being incorporated within UK Government funding rounds in partnership with the City Council.

- Early engagement should be initiated with potential contractors in a market which suffers from skills and materials shortages after events of the past few years. De-risking the construction contract will assist in attracting contractors and obtaining good value. The School should develop funding scenarios which include for pricing and inflation risks in the construction industry.

- In moving forward, the School should review its future insurance arrangements in the light of the experience of the two fires. The School is currently negotiating its building/contract insurance, not easy given the fires. A lesson which has been put into practice is the need for briefings with surveyors from the potential companies in order to reinforce the changes in risk management that will be incorporated in the future Mackintosh Reinstatement Project.

Community engagement

Background

The Glasgow School of Art estate is embedded in the Garnethill community. Such a relationship is not unusual for Higher Education Institutions and provides an opportunity for positive relationships and economic benefit, but also inevitably creates tensions which must be managed. It should also be recognised that Garnethill itself is a diverse community, with different groups wishing different levels of engagement with the School and not necessarily all connected to the formal channels such as the Community Councils.

What went well?

- The 2014 Restoration Project had strong engagement with community organisations as the project was planned, designed and taken into construction, building on an existing relationship with the community, which included student involvement before the 2014 fire.
- Community projects such as Glasgow School of Art graduate Eleanora Jaroszynska's bread oven in Garnethill Park (Ref 15) created from stone and wood from the Mackintosh Building which was unsuitable for reuse and, more recently, the Glasgow School of Art graduate Ida Henrich's mural in Reid Lane (Ref 16). Community activities have included playing football with a Turner prize-winner and art classes for schools, and there has been regular attendance at Community Council meetings.
- Increased liaison after the 2018 fire, with the Director of Development taking responsibility for community liaison including arranging for the Glasgow Chamber of Commerce to engage with businesses who had to vacate their premises and attending meetings of the displaced residents' group and Sauchiehall Street businesses. The School also provided rooms for community meetings.
- The appointment by The Glasgow School of Art of a Community Engagement Officer in November 2019 who led on community engagement and initiatives beyond the Mackintosh Building including students working on community projects. The Glasgow School of Art invited the community to view the Degree Show 2022 and engage in the life of the School more broadly. For the past three years the GSA has funded a creative in residence in Garnetbank Primary and Community Engagement have worked on a range of environmental projects.

What could have been improved?

- The response to the public about the fire and the impact on adjacent residences and businesses was slow. The School itself was shocked by the fire and was impacted by the lack of information from the different authorities, but as the long-term responsible owner of the Mackintosh Building, the community expected it to do more. The School's primary initial response was focused on business continuity, but the few days it took for The Glasgow School of Art to set up a liaison with the local community had an adverse implication on its reputation and indeed, regrettably, the situation was such that representatives of the School received personal threats. Several of those interviewed have also commented that there appeared to be political tensions between different organisations that impacted on effective working together.

- There are a number of lessons from the 2018 fire. One is that there needs to be an immediate public response to any disaster, albeit a brief holding one until information

becomes available. A second is that there were no protocols between the different organisations including the contractor on responding to a disaster. A third is that, in the absence of information by the School, outsiders will contact related third parties such as the Charles Rennie Mackintosh Society, which had no information on what was happening. The Society is overall a supporter of the School, albeit critical of its transparency, and should be included in appropriate briefings in the future. In the case of the 2018 fire, the community looked to the School as its neighbour for information which it did not have. Decisions which affected both the School and the adjacent residents such as building closures were made by others.

- There needs to be clear communication channels between the School, the leadership of Glasgow City Council and senior Council Officers with responsibility for building control, planning and public safety, other relevant City organisations, the School's contractors and the emergency services, to ensure that information is available, especially involving matters outside the School's control, such as decanting of the adjacent residents and closure of streets and buildings.

- The Community Councils do not necessarily connect with all members of the community, which means that some neighbours have felt that they are not being kept informed. Also, it should not be assumed that everyone has access to technology such as computers and the internet. As an example, when The Glasgow School of Art invited consultation on its Stow Building proposals, it invited attendees to use Eventbrite – not everyone would have access to this.

- A large part of the local community has links with the School and therefore are supportive of it. Residents in the immediate vicinity to the Mackintosh and Reid Buildings have suffered from more than a decade of building works (and not wholly by the GSA) and need to be engaged with positively in particular about disruption, logistics and impact on them of any building projects.

Recommendations:

- With the current projected completion date for the project of 2030, the community will have experienced many years of disruption relative to the construction of the Reid Building, the Mackintosh Campus Project, the scaffolding to support the Mackintosh Building after the 2018 fire and the Mackintosh Reinstatement Project itself. It is important to create something positive for the community along the way, for example landscaping improvements and student projects in local schools, building on current initiatives. Also, the workshop carried out in early 2020 with the local community and internal and external stakeholders about using the Mackintosh Reinstatement Project as an exemplar for place-based community development. This can include continued regular updates on the Community Engagement Blog (Ref 17).

- During lockdown for CoVID, the Degree Show became an online show. Some students arranged their own physical shows in venues across the city and the GSA has taken part in New Designers in London. These shows were financially supported by the GSA. It has been suggested that the GSA could consider doing even more to expand its reach outside its core locations and thus expand its 'community', albeit there are resource implications. The CRM Society has offered Queen's Cross Church if the GSA wishes to use it and it has done on a couple of occasions.

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- Residents in the Dalhousie properties and other neighbours should receive regular updates and practical efforts must be made to reduce the impact of the current situation and the ongoing Mackintosh Reinstatement Project on their lives. They, quite naturally, will be very concerned about the length of the project programme.

- The School should consider requiring the contractor to adopt the Considerate Constructor's Scheme or similar initiative. This gives the contractor responsibilities to provide a contact for enquiries/concerns from neighbours and to maintain regular contact with them, typically by newsletter to which the School will wish to contribute. It also has the advantage that it is audited by the CCS organisation.

- The School should establish targets for community and social benefits and require the future contractor to be transparent in reporting on these and the direct benefit to the Garnethill community.

Communications

The Glasgow School of Art has a wide and diverse range of stakeholders including staff, students, alumni, the Garnethill Community, politicians and other across Glasgow, Scotland and indeed internationally, not least to the wide community of scholars and enthusiasts of the work and achievements of Charles Rennie Mackintosh.

It must also be recognised that there is a cohort of students and new staff who have never experienced working in the Mackintosh Building and it is important to engage and enthuse them about the Mackintosh Reinstatement Project in the context of the aims for the building.

The RIBA Stage 0-1 Brief report outlines the organisations and individuals who need to be formally consulted as the Mackintosh Building Project progresses.

What has gone well?

The consultation during the Mackintosh Restoration Project was well planned, though some aspects were criticised by local residents and there are lessons for us to learn, for example about improving communication with the local community beyond the established organisations. It is also positive that the Director of the Charles Rennie Mackintosh Society is now on the Steering Group Mackintosh.

The School has become more open, with publication of the Strategic Outline Business Case for the Mackintosh Building Project and the press update on the project on 24 January 2023. The School's website, as is to be expected with a higher education institution, is focused on its key academic and other audiences, including future students, but is not easy to navigate to find information on other aspects of the School's activities, which may contribute to comments about lack of transparency.

As the next stage of the Mackintosh Reinstatement Project moves forward, the School should implement a communications strategy including developing and maintaining a dedicated microsite that can be accessed by its many different audiences in addition to formal and informal consultations, including commissioning material such digital 3D visuals of key spaces in the building which, as the project develops could, for example, be supplemented with images of the spaces as they progress through construction.

The School is developing a balance between the reinstatement of the Mackintosh Building and the academic initiatives that the project will enable, primarily in the Graduate School. A good example of a microsite which sets a building refurbishment project in the context of the new activities it will support it is that of the National Portrait Gallery in London which reopened in June 2023 after refurbishment with the project title of 'Inspiring People' (Ref 17).

What could have been improved?

The School has been criticised for being slow to show support for the residents and businesses affected by the fire, not linking with organisations such as the Charles Rennie Mackintosh Society at the time and for not always being open with its decision making. The School's website now provides information about the Mackintosh Building Project, governance and the Strategic Outline Business Case. As already suggested, communications should be included in the planned Business Continuity exercise and needs to be able to reach those not connected to the Community Councils and those who may not have computers and mobile phones.

The School has reviewed communications and stakeholder engagement strategies since the 2018 fire, such as that presented by the Director in October 2018, but has not fully implemented these. Several of the individuals interviewed during this study have expressed frustration that the School is not more transparent, given that there have been positive achievements, for example, in the employment and training benefits from the Mackintosh Restoration project. The current structure of the School's website is also not easy to navigate away from core academic information.

Recommendations: in addition to those made elsewhere in this report:

- As the next stage of the project moves forward, the School should develop, implement and maintain a communications strategy including a dedicated microsite that can be accessed by its many different stakeholders, including potential donors, in addition to formal and informal consultations, and should consider the internal and external resources needed to achieve this as part of the project

- The hoarding around the site, recently much improved, should be further developed as the site compound develops, not in a way that needs regular updating, but including a QR code to a project microsite. This would enable the School to facilitate public interest by presenting information outwardly, not bringing them into the building site. The 'Windows on Heritage' may also have potential as a campus-based display and information point for visitors, linked to digital streaming of the construction work. Examples are the hoardings which until recently surrounded the refurbishment of the National Portrait Gallery and those around the site compound for the restoration of the Queen's Tower at Imperial College, London.

- In terms of the local community, the School should develop additional means of communication beyond the formal channels. As already noted, adoption of the Considerate Constructor's Scheme would be an example of this.

- When the project reaches construction phase, the design team will carry out briefings and workshops with the contractor and major subcontractors. A weakness of construction sites is that tradespeople frequently change. All tradespeople on site will receive induction from the main contractor, but while this is focused on health and safety, the School and the project team should provide additional information for the site induction including an overview of the project and its key critical success factors so that any individual operative on site can see the larger picture.

- There should be a contractual agreement between the School, project consultants and contractor on an integrated approach to communications, with roles clearly defined, and the construction contract should obtain obligations for the contractor to achieve their support in relevant communications about the project, including logistics, site activities and any incidents on site, with the normal protocols on agreeing any marketing, press releases and other communications.

Estates Strategy

The Glasgow School of Art has a diverse estate, of varied age and condition, mostly located in and around Garnethill, with additional leased space in the Hub at Pacific Quay for School of Simulation and Visualisation studios and workshops. There is a Highlands and Islands Campus at Forres, opened in 2016 for Innovation School studios and workshops.

21st century students, both home and international, have high expectations for the quality of an institution's facilities and the overall student experience, hence many higher education institutions have embarked on building projects to support expansion in research and teaching, quality of experience and new initiatives, one major example being the Royal College of Art in Battersea, London.

The School of Art has made major advances in its estate, with the Mackintosh Conservation and Access Project between 2007-2012, the development of the Reid Building, opened in 2014 and the acquisition and first phases of the Stow Building, opened in 2019. Interviews indicated that students, who have never worked in the Mackintosh Building due to its closure since 2014, are happy with the facilities in the Stow Building.

The recent Estate Strategy in support of the Strategic Outline Business Case for the Mackintosh Building Project is an excellent document to enable discussion about future development and investment in the estate. It highlights the poor quality of several buildings, in particular the Bourdon building. Senior Management needs to ensure that adequate resources are planned to maintain the existing and future estate in good condition as part of the regular financial planning process, noting that the School of Art has a 5-year financial plan and a future phase of work has commenced at the Stow Building.

Recommendations:

- The annual budgetary process should include reports from Estates with data derived from the Estates Management Statistics (EMS) at HESA that enables the School to compare its expenditure and building condition to other HEI's, and also to industry benchmarks, which should also be reviewed by the Senior Leadership Group.

- The School should maintain its target of RICS Building Condition A or B across the estate.

- The School should progress reviewing the options in the Estates Strategy, recognising that it will be a living and changing document, reflecting changes in circumstances, also considering efficiencies that might be achieved in consolidating the estate, the School's plans for growth and the benefits that will be achieved in terms of student recruitment and student experience. A recommendation in the recent report from Archives and Collections (Ref 5) is that relocation from the Whisky Bond (which is a leased building) to the main campus should be considered as part of the longer-term Estates Strategy.

- The School should continue its review of new ways of working and efficient use of the estate, taking lessons from relocations after the fires and from the recent experience of COVID lockdowns.

- The School should progress its planned study of its economic impact, at a similar level of detail as that at Falmouth University (Ref 18). This should also include societal impacts in

the local community, Glasgow and Scotland and would support the School's proposals for the Mackintosh Building and other potential initiatives in Garnethill.

Garnethill and Wider Context

<u>Estate connectivity</u>

What has gone well?

- The Glasgow School of Art's estate in Glasgow comprises leased property in the Hub at Pacific Quay, Blythswood House in the city and The Whisky Bond in the north of the city with a concentration of owned buildings at Garnethill area with the Reid, Bourdon, Mackintosh, Barnes, Haldane and Stow Buildings. The acquisition and development of Stow was a key strategic achievement for the School and enabled the School of Fine Art to relocate from the Tontine Building and vacate the Richmond and Kelly buildings which were not fit for purpose. This concentration of buildings supported the School's recovery and contingency plans after the two fires.

- Post 2018 fire the appointment of a Community Engagement Officer who ran a two-year research project that looked at developing a set of shared values between the GSA and the Garnethill community. As part of this a Community Engagement Programme was developed through discussions with local stakeholders. Examples of annual/regular projects include Garnethill Creative Residency, Children's holiday programme and the Garnethill Climate Group.

- One off Community initiatives such as the mural by the GSA graduate Ida Henrich in Reid Lane, created in 2022 and now part of the Glasgow Mural Trail, in partnership with the community and St Aloysius College (Ref 13).

What could be improved?

- Connectivity and identity between the different buildings on the campus is difficult and it would be desirable to improve the connectivity between the different buildings to enhance the identity of the School. Landscaping and wayfinding interventions are suggested in the Estates Strategy and it would provide some benefit to the local community for landscaping work to progress ahead of the Mackintosh Reinstatement Project.

- The ongoing impact of the scaffolding for the building stabilisation and closure of Renfrew Street has had an adverse effect on the local community, albeit it is positive that some reduction in the bulk of the supporting scaffolding has been achieved as a result of the recent structural stabilisation works in the Mackintosh Building. Given that this part of Renfrew Street will have been closed for many years before it reopens as part of the Mackintosh Reinstatement Project, an obvious, albeit thorny, question is whether this part of Renfrew Street could be closed and re-landscaped, with perhaps only pedestrian, cycle and emergency access. This would provide an amenity for students and the community and also a potential space to showcase public art. Recent examples of this include the new landscaping and Antony Gormley sculpture on the South Kensington campus of Imperial College (Ref 19) and the new public space in the Strand bordered by Kings College London, which is currently housing an art/sound installation by Nick Ryan (Ref 20). Closing Renfrew Street has issues in terms of the local community and the traffic routes to St Aloysius College and will need a coordinated traffic plan from Glasgow City Council Roads and Parking.

- Greater transparency, for example on community/social benefits and success in achieving targets during construction, as already noted above.

Recommendations:

- In coordination with community groups and relevant partners, consider a programme of 'quick win' landscaping and wayfinding projects that improve connectivity between The Glasgow School of Art's buildings and provides community benefit before the Mackintosh Reinstatement Project is under development.

- Work with the roads and city regeneration teams in Glasgow City Council should be carried out to explore how the traffic routes in the area can be redesigned to both resolve current community issues arising from the closure of the part of Renfrew Street between the Reid and the Mackintosh Buildings, and to enable the creation of a public, art-focused space that is an asset to The Glasgow School of Art and the community and enhances the concept of the Avenue of the Arts.

Regeneration of Garnethill

What hasn't gone well:

This part of Sauchiehall Street has suffered from changes in the economy, the closure of major retail outlets, and the impact of the 2018 fire on the properties adjacent to the Mackintosh Building. Today, there is a need for a new future for the street, given the number of empty properties. It is noted that there are proposals for redevelopment of Buchanan Galleries (Ref 21) and the St Enoch Centre (Ref 22), recognising the changing world of retail, and for the potential M8 Garden Cap (Ref 23) which, while positive, could further adversely impact on this middle part of Sauchiehall Street, unless there is a new catalyst to kickstart its future. It is noted that during the development of this report, new student-residential regeneration initiatives have been announced including proposals to redevelop the former Marks and Spencer department store in Sauchiehall Street while retaining the existing façade (Reference 24).

The investment in the Mackintosh Building as a catalyst for regeneration:

Several of those who contributed to the Scottish Parliament Committee report and were interviewed as part of this study support the School having a role in the overall development of this part of Glasgow as a sustainable, liveable, inner-city neighbourhood, while recognising that the occupancy of the restored Mackintosh Building will bring new life to the area (Ref 1). With the current economic situation, the economic, social and cultural role of The Glasgow School of Art, as with other higher education institutions, is recognised as being even stronger.

The Avenue of the Arts concept, which includes The Glasgow Royal Concert Hall, the Glasgow School of Art, the Royal Conservatoire of Scotland and the Glasgow Film Theatre, which focuses on Renfrew Street could be broadened.

The impending major investment into the Mackintosh Building Project, may provide opportunity to use this as an anchor for a culture-led regeneration of this area with economic, environmental and social benefits. There are examples of university-led and culture-led regenerations (Ref 25, 26) such as the

Edinburgh Futures Institute visited by the Project Development Board during development of the Mackintosh Strategic Brief (Ref 27). Glasgow achieved success with the Glasgow City of Culture in 1990 (Ref 28) and itself has an example of arts-led regeneration of an historic building at the Old Briggait (Ref 29).

During the study, meetings were also held in London with organisations such as the Somerset House Trust (Ref 30) and Southwark Studios and Outset (Ref 31) to learn lessons from their achievements which illustrate the economic, environmental, and social benefits that can be achieved. Every initiative is unique, relating to the circumstances; and there is a common theme of the importance of partnerships and a common vision running though most of them. The Rockhouse in Hastings, for example, provides living/working studios (Ref 32).

Recommendations:

- Progress discussions with Glasgow City Council, the Chamber of Commerce and other cultural/educational organisations such as the Royal Conservatoire of Scotland to discuss the future of this area of Glasgow, and the potential of a cultural-led regeneration linked to the Glasgow City Council City Centre Strategy and Economic Strategy and Development, with the aim of joint ambitions to be reinforced in any levelling-up submissions.

- As part of the above, support a discussion with Glasgow City Council and the Chamber of Commerce on the options available to bring the landowners together to work together on the regeneration of this part of Sauchiehall Street, including short-term temporary initiatives.

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The Glasgow School of Art: People Interviewed

APPENDIX A: People interviewed during the study:

(The following list is given in the order of the interviews)

- Alan Atlee - Deputy Director Academic

- John Ayers - Head of Technical Services Department

- Nicky Barr - Fire Safety Officers

- Kirsty Barr -Head of Communications

- Peter Baxter - Interim Deputy Head of Estates

- Roger Billciffe -Roger Billcliffe Gallery

- Lesley Booth -Marketing and Communication press officer

- Polly Christie – Archives and Collections Manager

- Martin Clancy - Head of Capital Projects

- Liz Davidson – Former Senior Project Manager, the Mackintosh Restoration Project

- Sam De Santis - Creative Network Manager (former Student President)

- Louise Duncan - Resident in Dalhousie Street

- Ann Faulds - former Board Member

- Rebecca Fortnum – Head of School of Fine Art

- John French – Former Chair of Steering Group Mackintosh

- Muriel Gray – Former Chair of Board of Governors

- Ian Hackford - Head of Health and safety

- Paul Hannon - Fire Safety Officers

- Karen Hardisty – Head of Procurement

- Marty Herbert – Board Member

- Alan Horn – Director of Development

- Gordon Hush - Head of School of innovation

- Michael Kelly - Head of Maintenance

- Simon Learoyd – Board Member

- Penny Macbeth - Director of GSA

- Ranald MacInnes – Historic Environment Scotland

- Eleanor Magennis – Director of Estates

- Irene McAra-McWilliam - Deputy Director Research & Innovation (former interim Director of GSA)

- Michael McAuley – Member of Business and Estates Committee

The Glasgow School of Art: People Interviewed

- Robert McLean – Senior Janitorial Team

- Gordon McLoughlin - Director of I.T

- Andrew Menzies - Director of Finance

- Habib Motani – Chair of Business and Estates Committee

- Ken Neil – Former Deputy Director (Academic)

- Rory O'Neill - past GSA Student President

- Scott Parsons- Director of Strategy and Marketing

- Stuart Patrick - Steering Group Mackintosh

- Ann Priest – Chair of Board of Governors

- Andrew Robertson – Senior Janitorial Team

- Stuart Robertson – Charles Rennie Mackintosh Society and Steering Group Mackintosh

- James Sanderson – Board Member

- Harriett Simms - Community Engagement Officer

- Angela Simpson - Resident in Dalhousie Street

- Keith Storrie - Michael Hall Associates

- Sally Stewart - Head of Mackintosh School of Architecture

- Andrew Sutherland – Board Member

- Margaret Watt – Garnethill Community Council and Friends of Garnethill Green Spaces

- Alan Williams – Studio Lead (Technical Services)

Informal discussions:

- William Austin - Founder of Southwark Studios and Affordable Workspace - Director of Studio makers at Outset Contemporary Art Fund

- Ruth Dunston - Chief Executive, North Bank BID, London

- Jonathan Reekie - Director, Somerset House Trust

B: Changes in Governance

Committees:

Start of the 2014/5 Academic Year, Committees reporting to the Board:

- Academic Council (with delegated powers)
- Business and Estates Committee (merged at this time)
- Audit Committee
- Museums and Archive Committee
- Human Resources Committee
- Investment Committee
- Nominations Committee

Subsequent changes made:

- June 2014: Establishment of the Mackintosh Restoration Committee.
- December 2014: Establishment of an Occupational Health and Safety Committee as a Committee of the Board.
- March 2017: Replacement of the Mackintosh Restoration Committee with the Estate Development Committee, renamed the Estates Committee in Sept 2017.
- June 2018: Formation of a Short-Term Strategy Group to support fast decision-making and good governance, and an Interim and Urgent Business Committee to make Board decisions between formal Board meetings, along with a short-term Recovery Coordination Group.
- October 2018: Agreement to put the Interim and Urgent Business Committee in abeyance.
- October 2018: Strategic Development Committee to be established, active until June 2019.
- Sept 2019: Business and Estates Committees merged.
- March 2019: Interim Streeting Group (Mackintosh) agreed to be established, confirmed as the Steering Group (Mackintosh) in October 2019. Active from September 2020.
- August 2020: Audit Committee revised as the Audit and Risk Committee.
- November 2020-Project Development Board Mackintosh established

Changes in Governance and Senior Personnel

Governance:

March and May 2018: New Lay Governors join the Board:

- Michael McAuley, solicitor and former Partner at CMS, Chairman of Dundas and Wilson,
- Habib Motani, Partner in Clifford Chance's International Financial Markets Group,
- Kate Lampit-Adey, design researcher and creative practioner, and,
- Harry Rich, former CEO of RIBA
- James Sanderson, A practising Architect with significant conservation experience. He has his own Architectural practice Sanderson Borland and Property Development Company Harrison Hunt.

November 2019: New Lay Governors join the Board:

- Ms Kristen Bennie, Director of Partnerships and Open Experience at NatWest Group.
- Ann Faulds, Solicitor specialising in town planning and transport law,
- Professor John French, Executive Director at the Cambridge Institute for Sustainability Leadership

- Dr Marty Herbert, Director for KPMG in the UK, and Global Lead for experience design
- Tsz Wu, the Co-Founder and Technical Director of the branding agency Pink Squid.

October 2021: New Lay Governors appointed to the Board

- Professor Anne Trefethen, Pro-Vice-Chancellor at the University of Oxford
- Professor Graham Caie, Emeritus Professor and Honorary Professorial Research Fellow at the University of Glasgow;
- Dr Simon Learoyd, an experienced financial services professional and Trustee of the National Galleries for Scotland
- Dr Graham Sharp, an expert in finance, strategy, governance and regulation and a former Chair of the Accounts Commission of Scotland,

Chair of Governors

September 2021: Muriel Gray resigns.

October 2021: Kristen Bennie as Interim Chair.

June 2022: Ann Priest elected and appointed.

Director:

November 2018: Director resigns; Interim arrangements put in place.

May 2020: New Director starts.

Estates and Finance:

September 2020: Current Director of Estates starts on an interim basis and is confirmed from December 2020.

May 2020: Current Director of Finance starts.

APPENDIX C: Health and Safety – Key Policies, Procedures and Guidelines at April 2023

Principal Policies, Procedures and Guidelines

	Policy	Last Revision	Benchmark Institutions
1.	Fire Safety Policy supported by Fire Safety Arrangements, various guidance notes, including PEEP process.	March 2023	University of Glasgow University of Aberdeen University of St Andrews
2.	Health and Safety Policy supported by Policy Arrangements document.	October 2022	University of Glasgow University of Strathclyde University of Brighton Imperial College London

Focused Policies, Procedures and Guidelines

	Policy	Last Revision	Benchmark Institutions
3.	Allergens and Allergies. Policy supported by Guidance, process flow chart and an action plan	April 2023	Allergy and anaphylaxis management policy, St Modan's High School. HSE. Latex allergies in health and social care. Food Allergy Policy. Manchester Metropolitan University Catering Department. Scottish Government: Supporting children and young people with healthcare needs in schools: guidance. AllergyUK https://www.allergyuk.org/ British Society for Immunology.
4.	Animals on GSA Premises Policy supported by; guidance, risk assessment form, consent form and animal welfare assessment form.	June 2022	University of Glasgow University of Edinburgh GSA School of Fine Art policy on use of live animals in study, installations and exhibitions 2014
5.	Asbestos Management Policy supported by guidance and a Permit to Work Form	April 2021	University of Glasgow University of Warwick University of Keele University of Edinburgh
6.	Children and Young Persons Policy supported by Guidance	April 2023	The University of Edinburgh University of Birmingham Imperial College London University of Greenwich HSE. Guidance on young workers https://www.hse.gov.uk/young-workers/

			Royal Conservatoire of Scotland.
7.	Control of Substances Hazardous to Health (COSHH) Policy, supported by guidance, process flow chart, risk assessment, EqIA policy and training	February 2022	University of Glasgow University of Edinburgh
8.	Dangerous Substances and Explosive Atmospheres Regs, policy, supported by guidance, flow chart and risk assessment form.	February 2022	University of Glasgow University of Strathclyde University of Edinburgh
9.	Display Screen Equipment (DSE), policy, supported by, guidance, workflow, self-assessment form, home and remote work, laptop use and Equality Impact Assessment.	February 2023	University of Glasgow University West of Scotland Imperial College London
10.	Driving on GSA Business, policy supported by, guidance, flow chart, self-assessment form, insurance and health questionnaire, risk assessment.	October 2021	University of Warwick Bristol University Napier University
11.	Event Risk Assessment and Procedures, supported by; procedure, risk assessment form and minor event checklist	February 2022	University of Leeds Napier University University of Manchester
12.	First Aid policy, supported by; guidance, needs assessment, personnel requirements and incident management procedure	April 2022	University of Bath Queen Mary University of London
13.	General Risk Assessment Policy, supported by, procedure, flowchart, risk assessment form, risk assessment log,	October 2021	University of Bristol University of Glasgow University of Huddersfield University of Leeds University of Reading

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14.	Health and Safety Risk Register	May 2022	N/A
15.	Key Performance Indicators policy, supported by guidance	March 2022	University of St Andrews Health and Safety Executive Institution of Occupational Safety and Health National Examining Board in Occupational Safety and Health
16.	Legionella Management, policy supported by guidance	April 2021	University of Glasgow University of Edinburgh University of Bristol University of Bath Kings College London
17.	Lone Work and Study, supported policy, supported by guidance, student guide and risk assessment form	February 2022	University of Glasgow Edinburgh College of Art University of Manchester Glasgow Caledonian University University of Bristol
18.	Management of Contractors, policy, supported by, guidance, process flow chart, BAP decision flow chart, code of conduct for contractors, contractor induction PowerPoint, contractor induction record, contractor induction checklist and various examples of permits to work	April 2021	University of Glasgow Keele University University of West of Scotland
19.	Offsite work and study, policy supported by, guidance, process flow chart, risk assessments, health declaration form, travel insurance card and travel insurance policy documents	April 2022	University Safety and Health Association (USHA) Guidance on Health and Safety in Fieldwork Imperial College London Policy and Guidance on Offsite work
20.	Pregnancy. New and Expectant Persons at Work or Study policy, supported by, guidance and risk assessment	April 2022	University of Glasgow University of Strathclyde University of St Andrews

21.	Smoking on GSA Premises policy supported by guidance	April 2022	The Smoking, Health and Safety and Social Care (Scotland) Act 2005 Safety and health of pregnant workers directive (92/85 EEC) Prohibition of Smoking in Certain Premises (Scotland) Regulations 2006 Hampstead Fine Arts Smoke Free Policy Healthy Working Lives smoking policy assessment tool.
22.	Staff Health and Safety Induction, supported by guidance and an induction form.	September 2022	University of Kent University of Essex Liverpool John Moore University
23.	Student Health and Safety Induction, supported by guidance, a presentation and an induction form	October 2022	University of Kent University of Essex Liverpool John Moore University
24.	Student Safety Guidance, supported by various practical and example led guidance documents.	January 2019 to February 2023	Internally generated from previous experience and local knowledge.
25.	Studying and creating safely at home policy supported by guidance and a process flow diagram	April 2021	Royal College of Art University of the Arts London
26.	Ventilation guidance. This supports other policies including COSHH.	February 2022	Chartered Institution of Building Services Engineers (CIBSE) University of Glasgow St Andrews University Health and Safety Executive: Environmental Modelling Group Scottish Association of University Directors of Estates (SAUDE)
27.	Visitors to the GSA, Guidance supported by a process flowchart	February 2022	Internal process guidance
28.	Waste Management policy, supported by; guidance and a process flow chart	February 2022	University of Glasgow University of Strathclyde University of St Andrews
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