

# **THE GLASGOW SCHOOL OF FIRE**

**Lessons Learnt from the  
2014 and 2018 Fires**

**Summary of Recommendations and  
the GSA progress and actions**

## Introduction from the Director and Chair of the GSA Board

Following the publication, in January 2022, of the Scottish Fire and Rescue Service (SFRS) Fire Investigation Report into the June 2018 Mackintosh Building Fire, The Glasgow School of Art commissioned Ian Caldwell<sup>1</sup> to undertake a comprehensive and independent Lessons Learnt Report. In the intervening period between the two fires and the present time, The Glasgow School of Art has implemented significant changes in the Board and Senior Leadership and the operation and staffing within the School. Therefore, documenting what the School did and what could have been improved is important not only as a corporate record but to inform our decisions and behaviours moving forward. Equally, it was a recommendation of the Scottish Parliament Culture, Tourism, Europe and External Affairs Committee in their published report (March 2019) on the Mackintosh Building fires that the GSA undertook and shared a lessons learnt exercise.

The Lessons Learnt Report reviews how we approached these major incidents, our responses and the changes to how we work that were implemented between 2014 and 2018. The Report also highlights further changes or actions that have been undertaken since the 2018 fire and the further actions we will undertake. The Report does not cover the technical aspects of the Mackintosh Restoration Project, which will be subject to a further lessons learnt review in due course. In addition, it does not cover matters that have already been examined by the Scottish Fire and Recovery Service (SFRS) in their reports from 26 November 2014 and 20 January 2022 or the Scottish Parliament Culture, Tourism, Europe and External Affairs Committee Report published in March 2019.

In a spirit of openness and transparency we have published this summary of recommendations and our progress and actions, making the full Report available online. You can read the full Report [here](#).

The Report is independent, rigorous and self-reflective, providing insight into what we did well and what we did less well, identifying areas for change and improvement and our journey to date. It will inform our approaches as we move forward with the responsibility of bringing the Mackintosh Building back as an integral and central part of The Glasgow School of Art. Importantly for us, in sharing our learning, we hope it is a Report that will prove useful for those undertaking major restoration projects or dealing with complex, challenging or unplanned significant events.



**Professor Penny Macbeth**  
**Director**  
**March 2024**



**Ann Priest**  
**Chair of the Board of Governors**  
**March 2024**

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## How Lessons Learnt have been captured

The Lessons Learnt Report has been carried out independently and primarily by interviews with a wide range of people inside and outside The Glasgow School of Art and by reviewing existing reports and documentation. Contributors and documents reviewed are listed in the full Report available [here](#).

The Glasgow School of Art would like to thank Ian Caldwell for his independent, thorough and detailed consultation, analysis and conclusions and to all those who have contributed.

## Recommendations and Actions

The Lessons Learnt Report provided a comprehensive overview of the how the GSA responded to the 2014 and 2018 fires. Across 11 areas of review, 62 recommendations have been identified. In this summary of recommendations report we have reviewed each recommendation, detailing what progress has been made and identify what remains to be done.<sup>2</sup>

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<sup>2</sup> Progress and future actions as of February 2024.

| <b>1. Response to the Fires</b>   |  |   |
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| <b>Recommendation</b>   | <b>What have we done</b>   | <b>What else are we intending to do</b>   |
| <b>1.1 IT Resilience</b>  | IT Resilience Strategy with a fibre line installed between the Stow and Haldane Buildings. This is the final link ensuring our strategic buildings have full fibre resilience.   |   |
| <b>1.2 Hybrid Working Policy</b>  | Hybrid Working Policy in place.<br><br>IT strategy for hybrid working developed.   |   |
| <b>1.3 Contingency Planning for key buildings.</b>  | A table of resilience for all buildings is in place to assist with loss of services planning.<br><br>Included in the GSA Business Continuity and Major Incident Response Plan.   | The GSA holds regular exercises to test elements of the Plan.   |
| <b>1.4 Business Continuity exercises should include draft communications to key stakeholders and resource implications of recovery while maintaining normal operations.</b>   | Business Continuity exercise programme in place with at least one mock exercise per year.  | Joint exercise with Glasgow City Council.   |
| <b>1.5 The GSA and appointed contractor for major estates projects should produce and test a joint Incident Response/Business Continuity Plan.</b>                            | Incident response and continuity planning integrated into major estate project planning and contracts.   | Incident response and continuity planning will be integrated into the Mackintosh Project planning and contractor tender agreements. |
| <b>1.6 Responsibilities for operational incident response should be tested to reflect organisational changes and change in SFRS policy regarding response to fire alarms.</b> | GSA Fire Policy and Arrangements (updated March 2023).<br><br>Estates Team training undertaken.<br><br>The Fire Safety Officers monitor all fire alarm activations to ensure the processes that have been adopted are working. | Responses will be tested during future Business Continuity exercises.   |
| <b>1.7 Contingency planning for student residences.</b>   | Business Continuity plans in place for GSA student residences.   | Separate or combined major incident and business continuity exercises for the student residences in Margaret Macdonald and          |

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|   |  | Blythswood House to be part of our regular schedule of Business Continuity exercises.  |
| <b>1.8 Estates Strategy should include consideration of the future location of the GSA Archives and Collections.</b>                                  | The Estates Strategy 2022: Option 1, Lean Use of Existing Estate seeks to make best use of the existing owned and leased GSA Estate.   | GSA Archives and Collections currently based in The Whisky Bond. Any changes to this will be through Estates Strategy implementation.  |
| <b>1.9 Archaeologically review salvaged material from the Mackintosh Building.</b>  | Work has commenced to determine which details and elements can be restored, copied or disposed of.   | Assessment finalised and items will be recorded, retained or disposed of.  |
| <b>1.10 Work with partners to review how Mackintosh Project provides opportunities to promote Glasgow as an international city of art and design.</b> | <p>The GSA continues to be part of city-wide Glasgow Mackintosh Group (convened by Glasgow Life).</p> <p>The GSA Mackintosh reinstatement and wider Estates Strategy were core parts of the Glasgow City Council Golden Z report and proposals; the Garnethill Regeneration Framework and the new Glasgow City Centre Strategy.</p> <p>Steering Group Mackintosh in place.</p> | Formal consideration of opportunities at future stages as project develops.  |
| <b>2. 2014 Restoration Project</b>  |  |  |
| <b>Recommendation</b>   | <b>What have we done</b>   | <b>What else are we intending to do</b>  |
| <b>2.1 Positive elements of Mackintosh Restoration Project continue into the Mackintosh reinstatement project.</b>                                    | <p>Craft directory in place. This is a 'live' directory and will be continually updated.</p> <p>Sustainability Report produced as part of Strategic Outline Business Case (SOBC) process.</p>  | <p>Continued investment in the traditional skills and craft base, with an extensive programme of training new apprentices, work experience placements, engagement with local supply chain, social enterprises and charities to enhance the local area, increase employment and upskill the existing workforce.</p> <p>Environmental sustainability of building will be</p> |

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|  |  | further strengthened in the next reinstatement works.   |
| <b>2.2 Consider establishing an art programme to commission and acquire contemporary work for the building, potentially with external partners and funding.</b>  | <p>Incorporated into the Development Strategy and Archives and Collection Strategy.</p> <p>Includes considering buying original Mackintosh pieces, commissioning replicas and new contemporary pieces of art. This also includes receiving donations of items.</p> | Continued application of approach.  |
| <b>2.3 Establish a structured approach to academic projects related to the Mackintosh Building, built into the curriculum and formal research plans, within a strict overall protocol for visitor and academic access.</b> |  | <p>Process in development to submit, review and approve proposals for education and research projects which provide significant learning and student experience benefits and national and international research and innovation projects and funding opportunities relating to the Mackintosh Building, heritage, rebuilding and aligned areas e.g. sustainability, civic and community engagement, exhibition and dissemination, digital and AI (alignment to Civic Lab and Heritage research theme).</p> <p>See also 4.9 - Visits to be subject to risk assessment and under control of the principal contractor in discussion with the GSA and a framework set out at the beginning of the contract for visits to be included and integrated into the programme of work.</p> |

| <b>3. Health and Safety</b>   |  |   |
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| <b>Recommendation</b>   | <b>What have we done</b>   | <b>What else are we intending to do</b>   |
| <b>3.1 Conclude review on responsibilities and fire marshal provision in in the light of changes within the School and SRFS policy.</b>                                   | Introduced a programme of fire warden training for Janitors, concierges and Estates team staff to enable managed investigation of alarm activation on the GSA premises. Additional staff including Technical Services Department and Building Fire Liaison Officers are also included in training. | Reviewed annually as part of Health and Safety reporting processes and appropriate enhancements made.   |
| <b>4. The Mackintosh Reinstatement Project</b>  |  |   |
| <b>Recommendation</b>   | <b>What have we done</b>   | <b>What else are we intending to do</b>   |
| <b>4.1 Continue to de-risk the Mackintosh Reinstatement project.</b>  | Stabilisation of building structure to reduce the scale of scaffolding around the Mackintosh Building and the adverse impact of structure to the local community.<br><br>Comprehensive project Risk Register in place (reporting to Board Audit and Risk Committee).                               | Work will continue in line with agreed project plan, phasing, risk management and mitigation.   |
| <b>4.2 The RIBA Stage 1-0 Outline Brief contains the strategic vision for the project. The School should establish a number of different groups to progress key areas</b> | The RIBA 0-1 Initial Project Brief was developed in collaboration with the Project Development Board (Mackintosh), Project Sponsor and GSA Estates team, and builds on the consultation and engagement with nine work strand user groups.  | As part of the RIBA Stage 0-1 Briefing Process questions and issues raised by the stakeholders will be further considered and tested through the development of the concept design proposals.<br><br>For RIBA 2 Concept Design work strand user groups will be established to address the key areas identified, in order to agree project strategies, outline specification, and undertake design reviews with client and project stakeholders. |

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| <p><b>4.3 Adopt a risk management approach, with elimination of as much risk as possible, as early as possible to allow the main project to continue as risk-free as possible.</b></p> | <p>The project is already approached/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.</p> <p>Project Risk Register is reviewed on regular basis reporting into Mackintosh Project Board and the GSA Board Audit and Risk Committee and main Board meetings.</p> | <p>Work will continue in line with agreed project plan, phasing, risk management and mitigation.</p>   |
| <p><b>4.4 Construction Risk Register should include 'unexpected fire' along with mitigation factors.</b></p>   | <p>Incorporated into the project Risk Register.</p>  | <p>Health and safety management plans in any future contract should consider the likelihood of an unexpected fire and risk plans prepared for this to minimise the impact.</p> <p>Project Risk Register is reviewed on regular basis reporting into Mackintosh Project Board and the GSA Board Audit and Risk Committee and main Board of Govenors meetings.</p> |
| <p><b>4.5 Early dialogue at the design stage and guidelines agreed on the balance between risk and restoration in terms of construction, materials and finishes.</b></p>               | <p>Insights and lessons learnt have been sought from more recent historic buildings such as the Edinburgh Futures Institute and the Manchester Town Hall together with previous Mackintosh Building restorations/projects for example Willow Tea Rooms, House for an Art Lover and Mackintosh House in the Hunterian Art Gallery.</p>  | <p>We will continue to engage with similar restorations/projects.</p>  |
| <p><b>4.6 The guidance for high risk buildings in the Health and Safety Executive Guidance should be reviewed to consider appropriate measures.</b></p>                                | <p>Health and Safety guidance and documentation are continually reviewed and referenced.</p>   |  |



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| <p><b>4.7 The professional team in the School (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.</b></p> | <p>The Project Development Board will change to a Project Delivery Board during Stage 3. The remit and membership will be updated to reflect transition from Development to Delivery Board ensuring the Delivery Board have the appropriate skills, experience, management and leadership required.</p>  |
| <p><b>4.8 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.</b></p>   | <p>The site boundary, compound, site office and fire response regime will be carefully reviewed with the appointed contractor taking cognisance of the adjacent School buildings and the Dalhousie Street residential and academic buildings.</p> <p>The contract may have an obligation to carry out regular Incident Response exercises early in the contract, similar to the incident and business continuity exercises the School carries out.</p> |
| <p><b>4.9 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.</b></p>  | <p>Visits to be subject to risk assessment and under control of the principal contractor in discussion with the GSA and a framework set out at the beginning of the contract for visits to be included and integrated into the programme of work.</p>  |
| <p><b>4.10 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.</b></p>  | <p>This will be a requirement in the contract with the principal contractor.</p>   |
| <p><b>4.11 The contractor should be obliged to adopt best practices with security checkpoint records stored off site.</b></p>  | <p>Site security will be included in the contract. Physical checkpoints can be confirmed using mobile phones and security patrols should have the additional responsibility to report any faults, safety, security or other issues that are identified on the patrol.</p>  |

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| <p><b>4.12 To avoid risk of a large amount of construction materials being stored on site, a just-in-time approach should be adopted.</b></p>  | <p>Site management is the responsibility of the Principal Contractor.</p> <p>A requirement for a materials and hazardous materials storage management plan and site waste will be included in the contract.</p> <p>GSA Health and Safety will review contractors' plans and provide constructive input and advice recognising that site management is the ultimate responsibility of the Principal Contractor.</p> |
| <p><b>4.13 The contractor should have contractual obligations for communications in collaboration with the School.</b></p>   | <p>Principal Contractor will be required to put in place a communication plan (covering their own and sub-contractor activity) and alignment with Considerate Constructor's Scheme and other industry standards.</p>   |
| <p><b>4.14 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.</b></p> | <p>Principal Contractor and lead consultants will be required to put in place an agreed communication plan/protocols for crisis/emergency communications.</p>  |
| <p><b>4.15 Project and contract meetings should have a standard report on all aspects of health and safety.</b></p>  | <p>Standard reporting on all aspects of Health and Safety will be implemented.</p>   |

| <b>5. Resources</b>  |  |  |
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| <b>Recommendation</b>  | <b>What have we done</b>   | <b>What else are we intending to do</b>  |
| <b>5.1 The Senior Leadership Group should review the resources within Estates, Marketing and Communications and Fundraising teams to identify appropriate project expertise and resources needed to support the Mackintosh Project, aspirations to be Zero-carbon and the Estates Strategy implementation.</b> | Significant investment has been made in the Estates team since 2020 and will continue to be reviewed in line with progress on and requirements of the Mackintosh and wider Estate.   | Additional resource requirements for Estates, Marketing and Communications, Development and Directorate teams will be reviewed on a regular basis as the project progresses. |
| <b>6. Governance</b>   |  |  |
| <b>Recommendation</b>  | <b>What have we done</b>   | <b>What else are we intending to do</b>  |
| <b>6.1 The Governance for the Mackintosh 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.</b>                           | This has been completed with the remit and membership of the Steering Group Mackintosh reviewed.   | We will continue to review our governance for the project as required and as the project progresses.   |
| <b>6.2 A high-level project strategic programme should be developed to interlink the project, Board and funding approvals, and related academic, fundraising and communication strategies.</b>   | Strategic programme presented to Board of Governors in June 2023.  | This information will be updated in line with insurance, other financial updates and project progress.   |
| <b>6.3 The Institutional Risk Register should continue to be reviewed annually at Board level, including the risks related to the Mackintosh Project. The Audit and Risk Committee should carry out a focused review of the project at appropriate stages.</b>   | The Institutional Risk Register includes risks related to the Mackintosh Project (identified through the Mackintosh Project Risk Register) and is reviewed at by Senior Leadership Group, Audit and Risk Committee, Business and Estates Committee and Board every quarter.<br><br>The Audit and Risk Committee is also presented with the Mackintosh Risk Register quarterly. | Risk registers will continue to be formally reviewed on a quarterly basis in line with the GSA's Risk Framework.   |

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| <p><b>6.4 Option of placing the Mackintosh Project and/or building itself, into a Trust should be brought to a speedy conclusion in order to avoid delays to the project.</b></p> | <p>This option was considered within the SOBC published in October 2021.</p>   | <p>The need for a Trust or Special Delivery Vehicle will be kept under review.</p>   |
| <p><b>6.5 The governance structure needs to reflect the different aspects of the brief for the Mackintosh Building Project.</b></p>   | <p>Through our project governance and approvals, the RIBA Stage 0-1 Strategic Brief determined the vision for the Mackintosh Building as a Graduate School for the GSA,</p> <p>The Mackintosh Building Project will also deliver a range of critical outcomes for the GSA:</p> <ul style="list-style-type: none"> <li>• enhancing its civic role locally and nationally,</li> <li>• 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,</li> <li>• underpinning further diversification of income streams,</li> <li>• engaging the local community and economy.</li> </ul> | <p>We will continue to review our governance processes for the project as required and as the project progresses.</p>  |
| <p><b>6.6 Further strengthen the expertise of Lay Members, in terms of major projects/developments and potentially also Zero Carbon</b></p>                                       | <p>New Board Members appointed in December 2023.</p> <p>Membership of the Steering Group (Mackintosh) reviewed and enhanced as project has progressed.</p>   | <p>The GSA undertakes open recruitment of new Board Members as required and determined by skill matrix.</p> <p>Similarly, we will continue to enhance and develop the membership of the Steering Group (Mackintosh) as the project progresses.</p> |
| <p><b>6.7 The Board should review separating the Business and Estates Committee into two committees.</b></p>  | <p>This will be part of the Quinquennial Review of Committees and Governance due to be completed by spring 2024.</p>   | <p>Outcomes from Review of Committees and Governance will be implemented as appropriate.</p>   |

| <p><b>6.8 Review approach to publication of management information with the aim of achieving transparency while maintaining commercial confidentiality.</b></p> | <p>We continue to publish our Board of Governor papers in line with our approved schedules, redactions and FOI processes. Phase 0 website redevelopment has simplified public access which will be further developed and clarification on papers held with GSA Archives and Collections.</p>   | <p>Review potential to publish all FOIs relating to Mackintosh Project accessible via the Mackintosh website.</p> <p>Review appropriateness and how we publish and share Steering Group (Mackintosh) and Mackintosh Project Board papers.</p> <p>Further development of publication schedules taking cognisance of outcomes of Quinquennial Review of Board Effectiveness.</p> |
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| <p><b>7. Finance and Insurance</b></p>  |  |  |
| <p><b>Recommendation</b></p>  | <p><b>What have we done</b></p>  | <p><b>What else are we intending to do</b></p>   |
| <p><b>7.1 The fundraising strategy should reflect the new vision for the School and the Mackintosh Building</b></p>   | <p>The GSA Development Strategy was approved by the GSA Board of Governors in October 2023 and included capital fundraising.</p>   | <p>The fundraising approach for the Mackintosh Project will be developed in conjunction with the Trustees of the GSA Development Trust, in advance of progressing any appeal.</p>  |
| <p><b>7.2 Options for external funding should be examined including UK Government funding rounds in partnership with Glasgow City Council.</b></p>              | <p>The GSA engaged with Glasgow City Council on Estates Strategy and Mackintosh SOBC. Glasgow City Council represented on Steering Group (Mackintosh).</p> <p>The GSA engages with Glasgow City Council on potential UK Government and other funding opportunities e.g. National Lottery Heritage Fund; Heritage Places Initiative; Glasgow Culture Strategy; Golden Z Project; local regeneration frameworks and planning applications.</p> | <p>Continue to engage and work with Glasgow City Council, Glasgow City Region and Glasgow Life on funding, development and regeneration opportunities.</p>   |
| <p><b>7.3 Early engagement should be initiated with potential contractors to de-risk the construction contract.</b></p>   | <p>Mackintosh reinstatement programme scenarios (relating to insurance, programme/cost implications, and funding availability) were presented to the Board of Governors in June 2023.</p>  | <p>Mackintosh Project Phase 3 Risk Register identifies that the approach to design, the selection of materials based on availability, locality plus approach to procurement is key to addressing the inherent risks that exist within the construction industry.</p>   |

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|  |  | <p>It is essential to establish early engagement, and appointment with the appropriate decision-making in place to allow appointments to take advantage of opportunities.</p> |
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| <p><b>7.4 The School should review its future insurance arrangements in the light of the experience of the two fires.</b></p> | <p>In future, the GSA will seek to ensure that insurance should be placed on an “all risks basis”. Property cover will only be placed on a “specific perils” basis where the GSA’s brokers or insurance advisors have provided, and the GSA have formally acknowledged and accepted, written justification for that basis of cover. 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 Project.</p> | <p>In line with current institutional and industry practice for projects of this nature, the GSA will obtain valuations from three competent surveying companies, and will insure consistent with the highest of those valuations, with formal annual reviews of the level of cover.</p> |
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| <p><b>8. Community Engagement</b></p> |                                 |  |
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| <p><b>Recommendation</b></p>          | <p><b>What have we done</b></p> | <p><b>What else are we intending to do</b></p> |

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| <p><b>8.1 Use the Mackintosh Project as an exemplar for place-based community development and community benefit.</b></p> | <p>The GSA appointed a Community Engagement Officer in November 2018.</p> <p>This work is documented at on a <a href="#">dedicated community blog</a>.</p> <p>The GSA funds a Creative in Residence at Garnetbank Primary School.</p> | <p>The community benefit clauses in the Mackintosh contract will be designed to ensure sustained community benefit, projects and initiatives agreed with the community and continued input of Community Engagement Officer.</p> |
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| <p><b>8.2 The GSA could consider expanding its reach outside its core locations and thus expand its ‘community’.</b></p> | <p>Through our exhibitions and cultural events programme both formally and informally the GSA uses a range of spaces across the city and plays an active role in the city’s exhibition and events eco-system.</p> | <p>We will continue to develop our range of formal and informal activities off-campus as strategically appropriate, support activity across the city involving our students and graduates and participate in city-wide festivals, events and cultural programming as appropriate for example</p> |
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|  | <p>Our Widening Participation, Articulation and Open Studio activities are also undertaken outwith the GSA campus as appropriate.</p> <p>The GSA/Castlehead High School Creative Academy initiative in Paisley has been operating since 2018 and involves the GSA undertaking activity at Castlehead High School including evening Portfolio Preparation classes for all pupils in the Renfrewshire Council area.</p> | <p>Glasgow International and the City of Glasgow's 850<sup>th</sup> Anniversary year long celebrations in 2025.</p>   |
| <p><b>8.3 Residents in the Dalhousie Street properties and other neighbours should receive regular updates and practical efforts must be made to reduce the impact ongoing Mackintosh Project.</b></p> | <p>Immediate neighbours are communicated via mail drops as appropriate and through engagement via the Community Council and other informal mechanisms. These channels were identified through engagement and consultation with the local community by the Community Engagement Officer.</p>   | <p>Specific communications approaches will be reviewed and incorporated in to our communications strategies (see 9. Communications).</p> <p>We will require the contractor to adopt the Considerate Constructor's Scheme (see action below).</p>  |
| <p><b>8.4 Consider requiring the contractor to adopt the Considerate Constructor's Scheme (CCS) or similar initiative.</b></p>   |   | <p>We will require the contractor to be part of this scheme. 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.</p> |
| <p><b>8.5 Future contractor to be transparent about the community and social benefits of the construction activities.</b></p>  |   | <p>This will be written into the contract.</p>  |

| <b>9. Communications</b>  |   |  |
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| <b>Recommendation</b>   | <b>What have we done</b>  | <b>What else are we intending to do</b>  |
| <b>9.1 Develop and implement a communications strategy including a dedicated microsite in addition to formal and informal consultations.</b>                                  | <p>Communications framework in place which identifies communication plans at each stage of the project as it develops.</p> <p>A Mackintosh Building microsite can be accessed at <a href="http://www.gsa.ac.uk/mackintoshbuilding">http://www.gsa.ac.uk/mackintoshbuilding</a> as a single digital home/source for project related information.</p> | <p>The communications framework will be implemented as appropriate as the project develops and integrates with agreed contractor communications plans and any fundraising appeals.</p> <p>The Mackintosh Building microsite will continue to be developed as the project progresses providing a single point of access for public information.</p> |
| <b>9.2 The hoarding around the site should be further developed as the site compound develops.</b>  | <p>A hoarding has been erected on the Dalhousie Street boundary of the Mackintosh Building site.</p> <p>This has been completed with a QR code embedded in the hoarding which is linked to the above microsite and will be regularly updated.</p>   | <p>We will develop the site hoarding in line with the construction works and site compound.</p>  |
| <b>9.3 The Window on Heritage may also have potential as a campus-based display and information point for visitors, linked to digital streaming of the construction work.</b> | <p>Window on Heritage has been reopened with a programme of exhibitions and events in accordance with our Recognised Museums Status.</p>  | <p>We will review the role of Window on Heritage in the context of project information, our communications strategies for the Project and our wider exhibitions and cultural engagement strategies and Recognised Museum Status.</p>   |
| <b>9.4 For the local community the School should develop additional means of communication beyond the formal channels.</b>  | <p>The Community Engagement Officer undertook a consultation and listening exercise on appointment to identify the preferred methods of communication with the local community.</p> <p>There are currently joint school / Community notice boards in place.</p>   | <p>We will undertake a review of the work we did in 2018/2019 to make more robust our communications approaches in partnership with our contractors and the local community.</p>   |



The Community Engagement Officer and Estates team representatives attend Community Council meetings. These are supplemented as required with meetings with the Chair of Community Council and other local community groups and representatives.

**9.5 The design team will carry out briefings and workshops with the contractor and major subcontractors when the project reaches construction phase.**

This will be implemented at an appropriate stage. 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 will provide additional information for site induction including an overview of the Project and its key critical success factors.

**9.6 Integrated approach to communications, with roles clearly defined between the School, project consultants and contractor. 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.**

This will be a contractual requirement and ensure there are robust communications plans and protocols in place.

We would expect the contractors to be responsible for and lead all communications to an agreed strategy and approval process.

| <b>10. Estates Strategy</b>  |   |  |
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| <b>Recommendation</b>  | <b>What have we done</b>  | <b>What else are we intending to do</b>  |
| <b>10.1 Annual budgetary process should consider benchmark data derived from Higher Education Statistics Agency Estates Management Statistics (EMS).</b> | Initial work completed with identified issues around accuracy of some of the building data.   | Sector benchmarks to be reviewed by the Senior Leadership Group to inform decision making.<br><br>Continue to improve estates data collection.   |
| <b>10.2 Maintain target of RICS Building Condition A or B across the estate.</b>   | Progress towards this is being made by vacating McLellan Galleries and selling JD Kelly / Richmond buildings all of which are Condition C.<br><br>10-year maintenance plan in place across entire Estate.   | Finalise sale of Richmond/J D Kelly Buildings.<br><br>Finalise return of McLellan Galleries to Glasgow City Council.<br><br>Continue to implement Estates Strategy actions and maintenance plan.<br><br>Identify additional funding for Bourdon Building to improve from condition C to B.   |
| <b>10.3 Progress reviewing the options in the Estates Strategy, recognising that it will be a living and changing document.</b>                          | The Estates Strategy 2022: Option 1, Lean Use of Existing Estate seeks to make best use of the existing owned and leased GSA Estate and provides an over-arching set of project and strategic objectives.   | Over the next five years, the Estate is to deliver targeted improvements to the student experience. This need has been highlighted by student surveys and feedback, recognised through the GSA response to Enhancement-led Institutional Review, and from extensive stakeholder engagement through the work strand consultations, which formed a key part of the Estates Strategy. |
| <b>10.4 Continue to review new ways of working and efficient use of the Estate.</b>  | The Estates Strategy 2022 identifies priorities designed to address the following: <ul style="list-style-type: none"> <li>• Academic priorities;</li> <li>• Digitisation of the Estate;</li> <li>• Outstanding backlog and maintenance;</li> <li>• Maintaining and enhancing the facilities;</li> <li>• Research facilities.</li> </ul> | We will continue to implement the Estates Strategy.  |

|  |  |   |
|--|--|---|
| <b>10.5 Undertake an impact study of the GSA’s economic, social and cultural impact.</b>   | Economic Impact Study, identified in the development of the Strategic Planning Process during 2021, is now commissioned.   | Economic Impact Study which will be published in 2024 which will provide an evidence base on the GSA’s economic, social and cultural impacts.<br><br>The GSA will establish a new research centre ‘Civic Lab’.  |
| <b>11. Wider Context and Garnethill</b>  |  |   |
| <b>Recommendation</b>  | <b>What have we done</b>   | <b>What else are we intending to do</b>   |
| <b>11.1 Consider a programme of projects that improve connectivity between The Glasgow School of Art’s buildings and provides community benefit.</b>         | The Estates Strategy 2022 identifies 'projects to delight' and make the Estate feel like an art school campus, such as in the public realm, wayfinding and landscape.  | Subject to programme/cost implications, and funding availability for GSA governance approval, a summary of proposed landscape ‘projects to delight’ has been prepared, which will enhance both the GSA campus and the surrounding Garnethill community.<br><br>Our Community Engagement Officer continues to work with our local community and businesses to identify and develop mutually beneficial projects and opportunities. |
| <b>11.2 Work with Glasgow City Council to explore how the traffic routes in the area can be redesigned to resolve current community issues.</b>              | The Estates Strategy 2022 identifies projects, such as the public realm, wayfinding and landscaping, which have been presented and agreed in principle with Glasgow City Council, Neighbourhoods, Regeneration and Sustainability (NRS) group, subject to programme/cost implications, and funding availability for GSA governance approval. | We will work with Glasgow City Council to implement projects subject to funding availability.   |
| <b>11.3 Progress discussions on cultural-led regeneration linked to the Glasgow City Council City Centre Strategy and Economic Strategy and Development.</b> | The GSA has engaged with Glasgow City Council to play a leading role in the regeneration of Sauchiehall Street as part of the City’s ‘Golden Z’ aspirations.   | Progress further discussions following publication of the ‘Golden Z’ Vision in August, 2023 by Glasgow City Council.<br><br>We will work with Glasgow Life on the Sauchiehall Street Culture and Heritage District Project.<br><br>We have commissioned an Economic Impact Study which will be published in 2024 which will provide an  |

evidence base on the GSA's economic, social and cultural impacts.

The GSA will establish a new research centre 'Civic Lab'.

**11.4 Work in collaboration on the regeneration of this part of Sauchiehall Street, including short-term temporary initiatives.**

Through the appointment of a Community Engagement Officer the GSA has initiated and contributed to a number of community projects within Garnethill and the Sauchiehall and Blythswood neighbourhoods. The range of projects can be found on the GSA [Community Engagement blog](#).

The GSA has engaged with Glasgow City Council to play a leading role in the regeneration of Sauchiehall Street as part of the [City's 'Golden Z'](#) aspirations.

The GSA has supported Glasgow [City Council Avenues Project](#) through support for the Underline route which provides connections between the city centre, the GSA's Stow College building and the Woodside active travel project and is intended to re-establish connections between the West End and the City Centre via New City Road.

The Estates Strategy 2022: Option 3, Expansion at ABC/JJ Site, identified interest in the strategic importance of the former ABC-O2 and Jumpin Jaks site and the potential for the GSA to influence, seek a joint venture, or acquire, so as to facilitate the GSA's long-term objectives and offer leadership and impetus in the regeneration of Sauchiehall Street.

The GSA is currently actively engaging with the preferred buyer of the site to support redevelopment of the site with a massing that respects the Mackintosh Building and the wider economic regeneration of Sauchiehall Street and the immediate neighbourhood.

The GSA will work with Glasgow Life on the Sauchiehall Street Culture and Heritage District Project.

We are currently exploring opportunities for joint marketing and promotion with the Centre for Contemporary Arts and Glasgow Film Theatre and continue to participate in city-wide initiatives including Glasgow International.

Our Community Engagement Officer continues to work with our local community and businesses to identify and develop mutually beneficial projects and opportunities.

We will work with Glasgow City Council on strategic opportunities identified through the [Glasgow City Centre Strategy 2024 – 2030](#); Glasgow City Centre District Regeneration Frameworks for [Blythswood, Sauchiehall and Garnethill](#); [Glasgow Tourism Strategy 2030](#) and Glasgow’s new Cultural Strategy to be published during 2024.

## Timeline - Mackintosh Building Fires

|                            |   |
|----------------------------|---|
| <b>2014</b>                |   |
| <b>January</b>             | Occupation of the Reid Building, the first phase of the School's Garnethill campus development.   |
| <b>23<sup>rd</sup> May</b> | Fire destroys part of the west wing of the Mackintosh Building.   |
| <b>June</b>                | 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.  |
| <b>22 November</b>         | The Scottish Fire and Rescue Service (SFRS) publishes its report into the 2014 fire.  |
| <b>2015</b>                |   |
| <b>March</b>               | Appointment of architects for the Mackintosh Restoration Project.   |
| <b>2016</b>                |   |
| <b>June</b>                | Main Contractor appointed for the Mackintosh Restoration Project.<br>The Glasgow School of Art announces Garnethill campus development strategy comprising restoration of the Mackintosh Building and acquisition and refurbishment of the former Stow College. Funding for this £80 million strategy is supported by the £32 million Mackintosh Campus Appeal. |
| <b>2017</b>                |   |
| <b>September</b>           | Completion of a full-size prototype of a bay of the Mackintosh Library.   |
| <b>2018</b>                |   |
| <b>15 June</b>             | Fire destroys most of the Mackintosh Building. At the time, construction completion was reported as planned for April 2019.<br>The School closes on 15 June 2018 and re-opens on 7 July 2018 concluding Semester 3 Academic Year 2017 – 2018.   |
| <b>September</b>           | Academic Year 2019 – 2020 commences. All buildings with exception of Mackintosh Building operational by 22 October 2018.  |
| <b>2019</b>                |   |
| <b>8 March</b>             | Scottish Parliament Culture, Tourism, Europe and External Affairs Committee published their report The Glasgow School of Art Mackintosh Building: The Loss of a National Treasure.  |
| <b>31 March</b>            | Phase 1 of the Stow College building handed over.   |
| <b>October</b>             | Board approves the terms of reference, remit and membership for the Steering Group (Mackintosh).  |
| <b>2020</b>                |   |
| <b>September</b>           | Work on the Strategic Outline Business Case (SOBC) by Avison Young commences.   |
| <b>2021</b>                |   |
| <b>June</b>                | SOBC approved by the Board of Governors.  |
| <b>July</b>                | SFRS officially hands back the Mackintosh Building site to the GSA.   |
| <b>October</b>             | The School announces completion of its Strategic Outline Business Case for the Mackintosh Project, set in the context of the School's vision for the future, its Estate in Garnethill and its zero-carbon strategy.   |
| <b>2022</b>                |   |
| <b>21 January</b>          | The SFRS publishes its report into the 2018 fire, which is inconclusive regarding the cause.  |
| <b>June</b>                | Completion of RIBA Stage 0-1 Initial Project Brief for the Mackintosh Project approved by the Board of Governors. Completion of Estates Strategy framework to support the Project Brief for the Mackintosh Reinstatement Project.   |
| <b>2023</b>                |   |
| <b>January 2023:</b>       | Completion of the first phase of the Mackintosh Project, comprising careful removal of the debris from inside the building, to be followed by construction of the internal structure and temporary roof.  |
| <b>June 2023</b>           | Installation of temporary roof and covering to enable the structure to dry out. This has allowed a reduction in external scaffold and internal brick work repairs to be undertaken.   |