

**THE GLASGOW SCHOOL OF ART**  
**BOARD OF GOVERNORS**

**Minutes:** 9<sup>th</sup> March 2015

<b>Present:</b>	Ms Muriel Gray	Chair
	Ms Kerry Aylin	Support Staff Representative
	Ms Alison Lefroy Brooks	Lay Governor and Vice-Chair
	Mr Douglas Brown	Lay Governor
	Dr Janet Brown	Lay Governor
	Dr Simon Groom	Lay Governor
	Professor Tom Inns	Director
	Mr Will Judge	President, Students' Association
	Ms Eleanor McAllister	Lay Governor
	Professor Ken Neil	Academic Council Representative
	Mr Nicholas Oddy	Academic Staff Representative
	Ms Christa Reekie	Lay Governor
	Mr Ken Ross	Lay Governor
	Sir Muir Russell	Lay Governor and Vice-Chair
	Professor Alison Yarrington	Lay Governor

<b>Attending:</b>	Mr Eliot Leviten	Director of Finance and Resources
	Mr Scott Parsons	Director of Marketing, Communications and Strategic Planning (for items 6-9)
	Dr Craig Williamson	Registrar
	Mr John Martin	Assistant Company Secretary

**1. Apologies for Absence**

Mr Douglas Kinnaird, Mrs Linda McTavish, Ms Lesley Thomson

**2. Declarations of Interest**

None.

**3. Minutes and Notes**

.1 The Minutes of the meeting held on 8<sup>th</sup> December 2014 were approved.

.2 The report on the Board's Awayday on 5<sup>th</sup> February 2015 was noted.

**4. Report from the Chair**

.1 Student Demonstration

A student demonstration against changes in studio opening hours was taking place. The School was in dialogue with the students concerned.

.2 Extension of term of office: Professor Ken Neil

The present term of office of Professor Ken Neil, the Governor elected by the Academic Council, was about to expire. The membership of Academic Council, however, was about to change, so the field of potential candidates and electorate

for the Council's elected Governor would also change. It was therefore proposed that Professor Neil's term of office be extended until the end of the 2014/15 academic year and that, should Professor Neil be re-elected, this short additional period of service be taken into account in calculations of his maximum term of office. The Board agreed that Professor Neil's present term of office as a Governor be extended to 31<sup>st</sup> July 2015.

.3 Remuneration Committee

The Remuneration Committee would meet shortly to consider the position of some senior staff whose roles and responsibilities had changed significantly as a result of changes in the School's administrative structure

.4 Committee of Scottish Chairs (Higher Education Institutions)

The Board welcomed the suggestion that Alison Lefroy Brooks might deputise for the Chair at a forthcoming meeting of the Committee of Scottish Chairs which the Chair would be unable to attend.

**5. Report from the Director**

The Director introduced his report (Paper A6) and drew attention to the following points:

.1 GSA Financial Position

*This minute has been withheld from the website version of the Minutes on the grounds of commercial confidentiality.*

.2 Strategic Plan/Academic Developments

*This minute has been withheld from the website version of the Minutes on the grounds of commercial confidentiality.*

.3 Estates Developments

There were a number of important estates matters being progressed, not least in relation to discussion of the Mackintosh Building, as would be discussed later in the meeting (see item 11 below).

.4 Diary of Events

Among the list of forthcoming events were professorial lectures by Professors Johnny Rodger and Ken Neil. It was also noted that the Phoenix Bursary exhibition would now take place in July 2015.

**6. Strategy and Risk**

The Director of Marketing, Communications and Strategic Planning introduced his update on the Strategic Plan 2015-18 and the revised Risk Management process (Paper A7). Further information would be provided to forthcoming meetings of the Audit Committee and the Board.

**7. Health and Safety Update**

The Chair of the new Occupational Health and Safety Committee (Dr Janet Brown) and the Registrar provided an update on Health and Safety developments, including a progress report (Paper A8.2) and the Annual Report to the Board, covering the period

from 1<sup>st</sup> December 2013 to 31<sup>st</sup> January 2015 (Paper A8.3). The format of the Annual Report was that used in past years, but a revised format would be used in future. As discussed at the recent Board Awayday, the new Occupational Health and Safety Committee had held its first meeting in February 2015. The meeting had been positive and, while areas for improved practice had been identified, discussions had demonstrated the School's willingness to adapt to an increased emphasis on Health and Safety matters. Health and Safety reporting was now a standing item on the agendas of a number of major GSA committees, including the Executive Group.

The Registrar emphasised that the School was seeking to strike an appropriate balance between servicing day-to-day business, reviewing current provision, undertaking corrective action and enhancements, and supporting emerging projects. In the current context this was likely to remain a challenge and accordingly the position would remain under review by the Director and the Registrar. The School's internal auditors had carried out a review of Health and Safety reporting, which would be presented to the Audit Committee, and would also be asked to review the School's Health and Safety Policy in due course. In the meantime, using a revised methodology, a new programme of inspections of departments was underway, with several such inspections scheduled to take place before the Board's next meeting in June 2015.

## **8. Incident Management and Business Continuity**

The Board noted an update on Incident Management from the Registrar (Paper A9). Work was also continuing on the School's Business Continuity plans, although finalisation of these plans at departmental level would not be complete until early 2015/16.

## **9. Student Recruitment and Admissions**

*This minute has been withheld from the website version of the Minutes on the grounds of commercial confidentiality.*

## **10. Research Excellence Framework**

*This minute has been withheld from the website version of the Minutes on the grounds of commercial confidentiality.*

## **11. Estates Development**

The Board noted the Estates Development report (Paper A12), including the following developments;

- The Page and Park Estates 'Masterplan' would be discussed at the June 2015 meeting of the Board or Governors informed through an alternative process. While the plan would still be at a formative stage at that point, this would provide Governors with awareness of the main points under consideration. It might be the case that one or more special meetings of the Board would be held to discuss the Masterplan's conclusions and recommendations, given the importance of the future development of the estate.
- A section of temporary guttering from the Mackintosh Building had been dislodged during stormy weather and had damaged some exterior glass panels on the Reid Building. The scaffolding contractors had accepted full liability for this incident and would meet the cost of repairs.
- The Mackintosh Building had now been cleared of all debris and asbestos, and heat, light and power had been restored. Interviews were imminent for the architect-led design team which would oversee restoration of the building. Discussions were being

held on the question of replacement of the mist suppression system, as some architects and insurers were keen to check again that such a system would not carry the risk of extensive water damage.

- Spaces at Fleming House were being considered for some future decant requirements.
- Discussions with Glasgow City Council on the School's proposed long-term lease of the McLellan Galleries were ongoing.
- The new student residence development at Blythswood House was on schedule, although the School was seeking to take advantage of a possibility (but not certainty) that it could be able to opt out of leasing the office accommodation in the basement of the building.
- There remained some concern regarding the acoustics in parts of the Reid Building, which would be considered during the summer period.

## **12. Report from the President of the Students' Association**

The President of the Students' Association introduced his report (Paper A13). The Association had traded well since Christmas, including a financially (and otherwise) successful period during the Celtic Connections festival. Societies and clubs continued to grow and the association was in discussion with the Registrar and Director of Finance and Resources over matters of joint concern to the School and Association, including finance and insurance. The Association was considering the possibility of joining the National Union of Students. Final snagging issues in the Assembly Building were still being pursued, some of which were shared with the main Reid Building. The Association was actively encouraging a strong response to the next National Student Survey.

## **13. Institute of Design Innovation/Forres**

Further to the discussion at the Board's previous meeting, it was confirmed that arrangements would be made for a visit by some Governors to the Creative Campus in Forres.

**[Action: MG]**

## **14. Management Accounts**

The Board noted the Management Accounts to 31<sup>st</sup> January 2015 (Paper B3). While the accounts suggested a significant fall in income against budget, some of this shortfall was the result of fluctuations in the timing of receipt of income. It was also the case that some falls in income would be matched by corresponding falls in costs. It was suggested that the notes accompanying the management accounts might distinguish more clearly between fluctuations and underlying trends, and the Director of Finance and Resources undertook to consider this.

**[Action: ESL]**

## **15. Action Points from Schools of Study**

Three Governors had attended a recent Leadership Foundation seminar, at which the question of governing body members' awareness of day-to-day issues in their institutions had been discussed. While it might be suggested that 'action points' from meetings at individual School level could be notified to the Board, it would perhaps be more appropriate for such points to be considered by the Executive Group, as at present, although consideration would be given to possible onward reporting of significant issues.

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**16. Action Points**

The Board noted its list of Action Points (Paper B1).

**17. Reports from Academic Council and Board Committees**

The Board noted the Minutes of the following meetings:

- Academic Council, 9<sup>th</sup> December 2014
- Audit Committee, 15<sup>th</sup> January 2015
- Business and Estates Committee, 2<sup>nd</sup> February 2015
- Mackintosh Restoration Committee, 14<sup>th</sup> January 2015
- Mackintosh Restoration Committee, 25<sup>th</sup> February 2015
- Museum and Archive Committee, 6<sup>th</sup> February 2015
- Occupational Health and Safety Committee, 4<sup>th</sup> February 2015

**18. Outcome Agreement with the Scottish Funding Council 2015-18**

The Board noted the final version of the School's Outcome Agreement with the Scottish Funding Council for the period 2015 - 2018 (Paper B4), a draft of which had been approved at the Board's previous meeting.

**19. Complaints Handling Procedure: Annual Report**

The Board noted the annual report on its Complaints Handling Procedure (Paper B5).

**20. Naming of Buildings**

Further to discussions at previous meetings, and subject to the addition of the President of the Students' Association to the list of persons to be consulted on the naming of any of the School's buildings, the Board approved the Policy and Procedures on the Naming of Buildings.

**21. Date of Next Meeting**

Thursday 18<sup>th</sup> June 2015 at 1.30pm