



# ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 JULY 2025  
SC002271

**THE GLASGOW  
SCHOOL OF ART**

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# INTRODUCTION



The Directors present their Annual Report and the audited Financial Statements for the Year ended 31 July 2025. The financial statements consolidate the results of the Group, comprising The Glasgow School of Art, The Glasgow School of Art Development Trust, and GS of A Singapore Pte Ltd.

The Glasgow School of Art is a Company Limited by Guarantee (Company registration number SC002271) and is a registered charity in Scotland (Registered number SC012490), having its registered office at 167 Renfrew Street, Glasgow G3 6RQ

Copies of these financial statements can be obtained by contacting the registered office.

## Office bearers

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Patron	HRH King Charles III
Hon. President	Mr Stewart Grimshaw
Hon. Vice President	Professor Anthony Jones CBE
Chair	Ms Ann Priest MBA, FRSA, CText FTI
Vice Chair	Ms Kristen Bennie BA
Vice Chair	Professor Anne Trefethen FREng (from 29/05/2025)
Director and Principal	Professor Penny Macbeth BA (Hons), MA FHEA
Company Secretary	Ms Emma Williams BA (Hons), MBA

## Advisors

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Solicitors	Thorntons Law LLP Whitehall House, 33 Yeaman Shore, Dundee DD1 4BJ
External Auditor	AAB Audit & Accountancy Limited 81 George St, Edinburgh, EH2 3ES
Internal Auditor	BDO 2 Atlantic Square, 31 York Street, Glasgow, G2 8NJ
Bankers	Bank of Scotland plc 54-62 Sauchiehall Street, Glasgow, G2 3AH

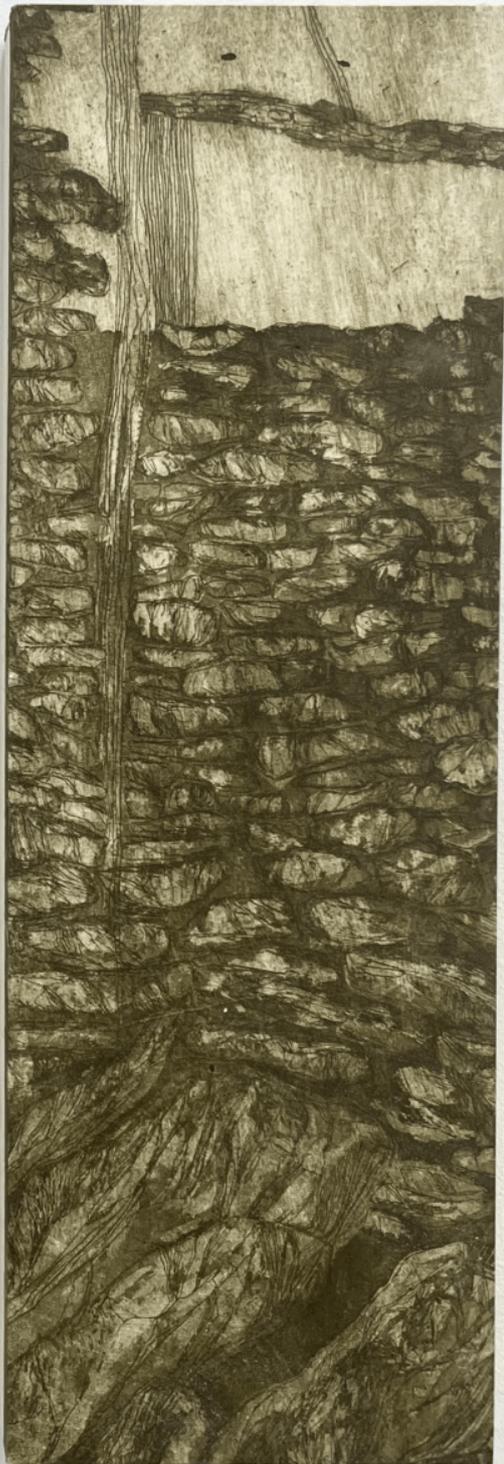
# STRATEGIC REPORT



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## Strategic report

### Background

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#### Past, present and future

The Glasgow School of Art (GSA) was founded in 1845 as one of the first Government Schools of Design and a centre of creativity dedicated to promoting good design for the manufacturing industries, becoming The Glasgow School of Art in 1853. The GSA's role has continually evolved to reflect the needs of the communities we serve.

Today, the GSA is internationally recognised as one of the leading independent university-level institutions for the visual creative disciplines and is consistently ranked as one of the top art and design institutions in the world. Our international standing is rooted in the quality of our education and research, and underlined by our international partnerships with the world's leading art and design institutions, alongside academic partners in science, engineering, technology, industry, and the third sector. With a campus in Glasgow, and a pioneering research centre at our Highland and Islands campus in Forres, our ability to work across rural and urban spaces offers considerable opportunities for education and research, and helps to define our contribution and impact.

As a small specialist institution, the GSA is a vibrant international community of over 3,500 students and staff, studying and working across our academic schools of Architecture, Design, Fine Art, and Innovation and Technology, and further supported by our interdisciplinary research centre, Rural Lab. In addition, our thriving Open Studio programme delivers a range of non-degree provision to over 1,500 students annually, working with partners across education and the wider community.

Our students and staff form a vital part of Glasgow's cultural and creative ecosystem. Each year, more than 60% of GSA graduates choose to remain in Glasgow after completing their studies, sustaining and growing one of the UK's largest concentrations of creative and cultural professionals.

Glasgow is also home to some of Scotland's most important cultural and creative organisations. As the largest economy in Scotland, Glasgow's creative industries make a significant contribution to the city's economic growth and employment. With recognised strengths across digital media, design, the visual arts, curation and innovation, the creative sector makes a significant contribution, both to the economic growth of Glasgow and to the wider region.

Over 38% of GSA students are from outside the United Kingdom, adding unique global perspectives and enriching the studio and learning environment. We understand the value and importance to our Scottish and RUK students of studying within an international creative community and the long-term opportunities this provides them of becoming part of a global creative network of more than 22,000 alumni working, practicing and making in the cultural and creative sectors and across the broader economy.

Our international reputation was further affirmed by our position in the QS World University Rankings 2025, where the GSA was ranked 12th globally for Art & Design education and research, demonstrating our continued leadership in creative education worldwide.

#### Institutional structure and portfolio

During 2024/25, The Glasgow School of Art's teaching and research was structured around four academic schools:

- The Mackintosh School of Architecture
- The School of Design
- The School of Fine Art
- The School of Innovation and Technology

## Overview of 2024/25

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Over the past year we have seen sustained financial pressures across higher education, resulting from an increasingly competitive international student recruitment market, increased operating costs, declining levels of funding for Scottish and Rest of UK (RUK) undergraduate students, and regulatory and political change. As a small specialist institution, these external pressures present both a risk and an opportunity, requiring us to be adaptive and responsive to change, and to capitalise on our strengths of deep specialism and research excellence alongside interdisciplinary practice, making, collaboration and partnership.

Against this complex and challenging operating environment for higher education, both globally and domestically, The Glasgow School of Art continues to create impact and actively demonstrate the importance of creative education and research, creative people, and creative and cultural institutions.

Planned growth in our student population for 2024/25 fell marginally short of our target by 4%, primarily due to new undergraduate international enrolments, which was partly addressed by a significant 38% year-on-year increase in undergraduate enrolments from the rest of the UK. International postgraduate enrolments increased by 38%, reflecting the GSA's ranking as one of the world's leading art and design institutions, and reinforcing our position as one of the UK's largest postgraduate art and design communities.

Growth in new student enrolment was achieved against a highly competitive and dynamic student recruitment environment. Although tracking slightly below our ambitious growth targets, as set out in our Strategic Plan 2022-2027, we have continued to achieve year-on-year growth, and, through mitigation, achieved a financial surplus. Growth is being achieved because The Glasgow School of Art continues to be an institution of choice for students at both undergraduate and postgraduate level, evidenced in the consistently high levels of applications.

Applications for entry in 2024/25 tracked ahead of the general trend across the UK higher education sector, which saw a decline in international applications and enrolments. The GSA's application levels were maintained, and, while enrolments increased, they did not meet our planned growth targets. China, where the GSA has traditionally attracted a significant number of highly qualified applicants based on our global reputation and extensive presence in the region, is a competitive and challenging market. The GSA is working to strategically manage high application levels and therefore small declines in application numbers from this market are anticipated. Looking forward, China will continue to be an important market for the GSA, however we will also direct our resources and focus on other markets where growth potential exists, and where the GSA has been active over a number of years, thereby providing us with a more balanced and resilient recruitment profile.

The GSA achieves sector-leading demand from Scottish-domiciled applicants at undergraduate level. However, with only 11% of Scottish applicants securing a place to study at the GSA due to the limited number of funded places available, we continue to engage with the Scottish Funding Council regarding the potential for additional funded places in order to meet that high demand, and enable us to develop new undergraduate programmes (with sufficient numbers of Scottish students) which are aligned to the key economic priorities and skills for Scotland.

Our commitment to meeting the Scottish Government's ambitions for access and articulation remains a key priority. That commitment has led us to consistently meet the 2030 target, set by the Commission for Widening Access, with 20% of new GSA students coming from the 20% most deprived areas of Scotland. Over the past 10 years, we have consistently drawn between 9% and 14% of our home students from SIMD10 (The Scottish Index of Multiple Deprivation, level 10), the most disadvantaged section of the Scottish population. Equally important is that retention rates for our widening participation and articulation students have consistently mirrored those of other student cohorts.

This year also saw the launch of the GSA Rural Lab, marking a significant new chapter in our longstanding commitment to sustainable futures and the rural economy. A key ambition within our Strategic Plan, Rural Lab builds on our pioneering presence in the Highlands and Islands, and positions the GSA as a global leader in research, education, innovation and enterprise in rural contexts. Rural Lab exemplifies a unique strength of the GSA, namely our capacity to lead major research and innovation programmes on a global scale, while forging impactful partnerships across business and academia.

In 2025, the Rural Lab secured major funding through an AHRC Doctoral Focal Award. *A Golden Thread: Crafting the Creative Economy from Scotland's Highlands, Lowlands & Islands* aims to strengthen Scotland's craft sector and generate wider economic and social impacts through supporting interdisciplinary study at the intersection of craft and future-focused industries, such as space, biomaterials and regenerative design. This funding will enable the GSA, in collaboration with the Open University and Scotland's Rural College (SRUC), to create a distributed training college of twenty doctoral researchers recruited from across Scotland's rural and island communities.

The Glasgow School of Art's Creative Network - a global community of over 22,000 graduates spread across 95 countries - contributes to the life of the GSA through teaching, advice, opportunities and partnerships. It also connects the GSA's ever-growing creative community, both locally and globally, as well as our graduates, who can be found working in all areas of the creative industries and wider economy. We are always delighted to celebrate the success of our students, graduates, and staff, including:

### **Mackintosh School of Architecture:**

- Callum Geddes Symmons, who received a High Commendation in the RIBA President's Silver Medal, one of the industry's highest honours for design projects at RIBA Part 2 or its equivalent.
- Rachel Elliott, Associate Director at Lynch Architects, who won the MJ Long Prize for Architecture, announced during the Venice Architecture Biennale.
- Negar Mihanyar, Partner at Hawkins\Brown, was named RIBA London Project Architect of the Year for her transformative work on the ten-year redevelopment of Central Foundation Boys' School.
- Ryan Johnston, Architect at Baker Hicks, shortlisted for the AJ100 New Talent Award, for pioneering accessibility in architecture by developing a British Sign Language glossary of technical terms, ensuring future generations of deaf architects can thrive in the profession.
- Euan Clarke, student, was awarded the RIAS Rowland Anderson Silver Medal for Best 5<sup>th</sup> Year Student, the third year in succession that this significant prize has been awarded to a Mackintosh School of Architecture graduate.

### **School of Innovation and Technology:**

- Rita Faia Marques led the design work for '*Find My Things*' at Microsoft, listed in the 2024 Innovation by Design Awards by Fast Company in both 'Artificial Intelligence' and 'Accessibility' categories.
- Lisa Ferrie, working with surgeons at Leeds Teaching Hospitals NHS Trust on groundbreaking new surgery that allows for the successful removal of tumours through the eye socket. The procedure, known as an endoscopic trans-orbital approach, was underpinned by innovative 3D planning carried out by Lisa, the Trust's Biomedical Engineer and 3D Planning Service Lead.
- Founded by graduate Chris Strachan (Masters Design Innovation and Citizenship 2015), Glasgow Tool Library welcomed Scottish Labour Party MSP for Glasgow, Pam Duncan-Glancy MSP, for a tour of the facilities after she raised a motion in the Scottish Parliament celebrating their Community Build series.

### **School of Design:**

- Liz Willoughby and Monica Findlay (Silversmithing and Jewellery) and Tessa Mackenzie (Communication Design) were awarded places on Craft Scotland's COMPASS Programme 2025, a flagship programme that supports early-career creatives to establish sustainable practices.
- Alice Biolo (Silversmithing and Jewellery) was awarded the Jorum Craft Award, allowing makers to explore material research.
- BA Fashion Design student, Qiai Wang, won the prestigious British Fashion Council Student Fabric Initiative. Supported by the UK Government and major fashion houses, including Burberry, Jimmy Choo and Simone Rocha, the award supports emerging designers in sustainable fashion and ethical material use.
- Fashion Design graduate Duncan Fleming Brown was selected as one of this year's winners of the British Fashion Council NET-A-PORTER and MR PORTER Education Fund 2025. Aimed at helping shape the fashion industry, winners receive a cash prize of £12,500 each, plus the opportunity to participate in a bespoke mentoring programme.
- Three GSA graduates were amongst the winners at this year's 'Shine 2025 New Talent Showcase', held at the Goldsmiths Centre. Niamh Wright (Silversmithing and Jewellery 2023) won two awards: Storytelling and Narrative, and Innovation in Design; while Misha Mclean (Silversmithing and Jewellery 2024) received the Recognition Award for Jewellery, and Iona Hall (Silversmithing and Jewellery 2018) picked up the award for Silversmithing.

### **School of Fine Art:**

- Dr Ally Zlatar won the 'Culture and Creativity' category at the British Council Study UK Alumni Awards 2025 in the United Arab Emirates. Co-ordinated by The British Council, and now in its eleventh year, these prestigious awards aim to celebrate and recognise the achievements of UK alumni in their home countries across the fields of Culture and Creativity, Science and Sustainability, Business and Innovation, and Social Action.
- Felix Bode was announced as joint winner in the Fine Art category of the Arts Thread Global Creative Graduate Showcase 2024, the biggest online showcase of graduating creatives worldwide; and student, Charles Haynes, was selected to exhibit at the London Art Biennale 2025, with his bronze sculpture, *Cupola*, inspired by the landscapes of the Yorkshire Wolds.
- Anna Lewis, a graduate of Sculpture and Environmental Art, was awarded the 2025 Newbery Medal, the School's highest undergraduate honour, at our Summer Graduation ceremony. Her work delicately explored memory, materiality, and the ephemeral through sculpture, textiles, sound, and text.
- Grateful Gallery opened on 6 June 2025, the latest addition to Glasgow's creative scene of Glasgow. Founded by Glasgow-based artists Conzo, Ciaran Globel, and GSA graduate OhPandah (Sculpture and Environmental Art 2024), the Grateful Gallery will deliver an extensive exhibition programme throughout the year in addition to hosting pop-up events in partner venues across the city.

The 2024 Turner Prize was awarded to GSA Silversmithing and Jewellery graduate, Jasleen Kaur. Jasleen joined a long list of GSA alumni who have featured in the Turner Prize over the past 40 years, including six previous winners and a further twelve nominees. Nominated for her solo exhibition, *Alter Altar*, at the Tramway in Glasgow, the award reinforced the importance of Glasgow as a centre for contemporary art practice and curation, and the GSA's role both as an educator and as a vital part of the city's creative ecosystem, which it continues to enhance through its cultural engagement and exhibitions programme.

In addition to our annual degree shows, the GSA exhibitions programme 2024/25 included:

- *'Bet Low: An Island on Your Doorstep'*. A curatorial partnership project with Pier Arts Centre, Orkney.
- *'The Caserom: 60 years of Letterpress etc'*. The Caserom is a specialist printing and typesetting facility based in the Reid Building, and the exhibition brought together works by current and former students, staff and professional collaborators.
- *'Art Deco Scotland: Design and Architecture in the Jazz Age'*.
- *'Migrant Garnethill'*. A community heritage project delivered in partnership with The Glasgow School of Art and the Saint Aloysius Church ESOL class, and part of Glasgow Life's wider *Uncovering Sauchiehall Street* programme.

A rich partnership approach to education, research and innovation is a core value of the GSA. Over the past year, we have developed partnerships with:

- Hochschule der Medien in Stuttgart, expanding European collaboration and pioneering distinctive new approaches to practice-based research.
- The University of Rwanda, aimed at strengthening academic development, research capacity, and knowledge exchange across areas of mutual interest.
- The Jerwood Foundation, who have funded an ambitious two-year initiative at the GSA, which offers early-career curators in Scotland their first supported opportunity to present work within a major institutional context.

We aim to empower change and create impact in all that we do. We were honoured that our collective contribution and significant influence on world art and design was recognised by the Ladislav Sutnar Faculty of Design and Art of the University of West Bohemia in Pilsen, who awarded the School the Ladislav Sutnar Prize 2024. On receiving this award, the GSA joined a distinguished list of former recipients, including The University of Applied Arts Vienna and The Swedish National Centre for Architecture and Design.

## Our Plan for Our Future: Strategic Plan 2022-2027

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*Our Plan for Our Future: Strategic Plan 2022-2027* articulates the collective ambition for the future direction of The Glasgow School of Art, alongside a set of Lead Indicators which track our progress and performance. Our Strategic Plan was developed, and is being delivered, collaboratively, through core strategies of Education and Research, and a number of enabling strategies which encompass People, Estates, Digital, Development, Recruitment and International, as we work to achieve our ambitions for The Glasgow School of Art and our Strategic Focus to 2027.

### Our ambition

Through our people, education and research, we empower change and create impact that is both transformative and collaborative.

### Our values

- Rooted in studio, making and collaboration.
- Deep specialism alongside interdisciplinary practice.
- A rich partnership approach to education, research and innovation.
- A culture that enables and empowers us in everything we do.
- A responsible and caring culture that values our people and our environments.
- A sustainable and equitable approach to our work.
- Always looking forward, while celebrating our past.

### Our strategic focus to 2027

- **Transform our distinct models of creative education**  
Valuing our disciplinary strengths and traditions, we will deliver new inclusive ways of learning and teaching that provide greater opportunities for collaboration and flexibility, giving students more agency over how they learn and ways to make a positive impact through their practice.
- **Impact through creative research, innovation and partnership**  
Groundbreaking, dynamic, experimental, and in partnership with organisations and individuals that share our mutual values and ambitions, together we will contribute to new knowledge and demonstrate the role of creative people and practice in society.
- **A sustainable, independent art school**  
Our practices, procedures and administrative systems will be creative, simple and efficient. We will energise our people, our resources and commitment to addressing the climate and ecological emergencies through innovation and working in a collaborative and transparent way.

Each one of these has clearly articulated aims, core and enabling strategies, and a number of lead indicators, which are set out on the following pages.

## Transform our distinct models of creative education

Valuing our disciplinary strengths and traditions, we will deliver new inclusive ways of learning and teaching that provide greater opportunities for collaboration and flexibility, giving students more agency over how they learn and ways to make a positive impact through their practice.

In Academic Year 2024/25 we implemented Year 2 of our Education Strategy, a core strategy within the GSA Strategic Plan 2022-2027. Our strategic objectives - to deliver an extraordinary student experience, transform our models of creative education, support our students to achieve their potential and make positive contributions, work in partnership with our students, and strengthen and enhance practice - have been progressed through a series of projects and workstreams which were developed, implemented and monitored by our Educational Enhancement Planning Group.

Over the past year we have:

- Delivered a refreshed curriculum. This follows the approval of Major Programme Amendments aligned within the Common Academic Framework (CAF) for 17 GSA programmes.
- Developed a five-year rolling Portfolio Development and Growth Plan, setting out programme developments and growth targets by School and Programme, which are linked to financial targets, the Education Strategy, and the GSA Strategic Plan, with new programmes within the Mackintosh School of Architecture and School of Design being progressed for entry in 2026.
- Concluded our review of fair admissions and minimum entry requirements.
- Continued to exceed our Scottish Government, Scottish Funding Council, and Commission for Widening Access targets for Scottish-domiciled students from SIMD20.
- Developed and implemented key student journey data, ensuring alignment to expectations within the new Tertiary Quality Enhancement Framework (TQEF) and Quality Code.
- Continued to implement the GSA's Student Experience Performance Indicators (SEPIs) to drive evidence-informed interventions and enhancements at programme and school level, with National Student Survey action plans helping to drive forward key metrics.
- Implemented recommendations from the Student-Facing Professional Services Review of our Technical Support Department. The GSA is a signatory to the Technician Commitment, an initiative that commits the School to improving the visibility, recognition, career development and sustainability of its technical staff.
- Initiated a new GSA Employer Engagement and Partnership Framework, prioritising long-term, strategic and multidimensional partnerships to achieve significant institutional impact and contribute to the GSA's long-term success and sustainability. The Framework complements related strategic initiatives, including the recently approved Knowledge Exchange and Innovation Fund Strategy.
- Relaunched the GSA Careers Service, with a revised staffing structure designed to enhance the team's capacity to deliver a high-quality accessible careers and employability service while also supporting our academic teams to embed employability education across the curriculum.
- We continued to deliver our Student Partnership Agreement (SPA) in collaboration with the GSA Students' Association, through a range of projects which included mapping our approach to partnership and Student Voice, the new Quality Code for Higher Education, and the Tertiary Quality Enhancement Framework principles.
- Secured UK Government Turing Scheme funding for AY 2024/25 to support student mobility, and second-year funding from the Scottish Government's Scottish Education and Exchange Programme fund.
- Invested in our learning resources to support student experience, including our technical facilities, library and technologies, archives and collections, exhibitions and cultural engagement.

Year 3 of our Education Strategy will be implemented in 2025/26, and will focus on a number of key projects and workstreams, including:

- Embedding employability and enterprise within the curriculum.
- Maintaining our focus on GSA graduate skills and attributes, which will be tied to the further enhancement of our Careers Service and the implementation of the Employer Engagement Framework.
- Continuing to work on our ambitions to embed inclusive pedagogies and practices in learning, teaching and assessment.
- Progressing the development and launch of new programmes (for 2026/27 entry) in line with our portfolio review and academic ambitions.
- Reviewing our postgraduate taught electives.
- Supporting and promoting engagement and innovation in learning and teaching practices, including digital and online environments.
- Planning for our Tertiary Quality Enhancement Framework (TQEF) review.

The implementation of the transformation of our distinct models of creative education is monitored through a series of Lead Indicators:

<p><b>NSS - Overall Satisfaction</b></p> <p><i>The percentage of students who agree with the question in the National Student Survey of final year undergraduate: "Overall I am satisfied with the quality of my course".</i></p> <p>Our ambition is to grow NSS overall satisfaction to 80% by 2027. We have recovered some lost ground compared to our result in 2023/24 (58%) by achieving 67% in 2024/25, but remain slightly behind the target trajectory of achieving 80% by the end of the plan period.</p>	<table border="1"> <thead> <tr> <th>Year</th> <th>Actual</th> <th>Baseline</th> <th>Target</th> </tr> </thead> <tbody> <tr><td>2020/21</td><td>53</td><td>50</td><td>53</td></tr> <tr><td>2021/22</td><td>65</td><td>50</td><td>58</td></tr> <tr><td>2022/23</td><td>73</td><td>50</td><td>63</td></tr> <tr><td>2023/24</td><td>58</td><td>50</td><td>67</td></tr> <tr><td>2024/25</td><td>67</td><td>50</td><td>71</td></tr> <tr><td>2025/26</td><td>-</td><td>50</td><td>76</td></tr> <tr><td>2026/27</td><td>-</td><td>50</td><td>80</td></tr> </tbody> </table>	Year	Actual	Baseline	Target	2020/21	53	50	53	2021/22	65	50	58	2022/23	73	50	63	2023/24	58	50	67	2024/25	67	50	71	2025/26	-	50	76	2026/27	-	50	80
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<p><b>Postgraduate Taught - Overall Satisfaction</b></p> <p><i>The percentage of students who agree with the question in GSA's Internal Postgraduate Student Experience Survey: "Overall I am satisfied with the quality of my course".</i></p> <p>Our ambition is to grow overall PGT satisfaction to 85%. 2025 saw us recover to 2023 levels following a slight reduction in 2024, and we remain above our target for the year and only 1% short of the Strategic Plan target.</p>	<table border="1"> <thead> <tr> <th>Year</th> <th>Actual</th> <th>Baseline</th> <th>Target</th> </tr> </thead> <tbody> <tr><td>2020/21</td><td>65</td><td>65</td><td>65</td></tr> <tr><td>2021/22</td><td>78</td><td>65</td><td>69</td></tr> <tr><td>2022/23</td><td>84</td><td>65</td><td>72</td></tr> <tr><td>2023/24</td><td>80</td><td>65</td><td>75</td></tr> <tr><td>2024/25</td><td>84</td><td>65</td><td>79</td></tr> <tr><td>2025/26</td><td>-</td><td>65</td><td>82</td></tr> <tr><td>2026/27</td><td>-</td><td>65</td><td>85</td></tr> </tbody> </table>	Year	Actual	Baseline	Target	2020/21	65	65	65	2021/22	78	65	69	2022/23	84	65	72	2023/24	80	65	75	2024/25	84	65	79	2025/26	-	65	82	2026/27	-	65	85
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<p><b>Continuation Rate</b></p> <p><i>The percentage of students continuing following the year of entry.</i></p> <p>Our target is for very modest growth of our very high baseline continuation rate from 96.8% to 98%. 2022/23 entrants continuing into 2023/24 improved marginally year-on-year to 96.2%, less than 1% short of the target expected for this year.</p>	<table border="1"> <thead> <tr> <th>Year</th> <th>Actual</th> <th>Baseline</th> <th>Target</th> </tr> </thead> <tbody> <tr><td>2020/21</td><td>96.8</td><td>96.8</td><td>96.8</td></tr> <tr><td>2021/22</td><td>92.2</td><td>96.8</td><td>97.0</td></tr> <tr><td>2022/23</td><td>96.2</td><td>96.8</td><td>97.2</td></tr> <tr><td>2023/24</td><td>96.6</td><td>96.8</td><td>97.4</td></tr> <tr><td>2024/25</td><td>-</td><td>96.8</td><td>97.6</td></tr> <tr><td>2025/26</td><td>-</td><td>96.8</td><td>97.8</td></tr> <tr><td>2026/27</td><td>-</td><td>96.8</td><td>98.0</td></tr> </tbody> </table>	Year	Actual	Baseline	Target	2020/21	96.8	96.8	96.8	2021/22	92.2	96.8	97.0	2022/23	96.2	96.8	97.2	2023/24	96.6	96.8	97.4	2024/25	-	96.8	97.6	2025/26	-	96.8	97.8	2026/27	-	96.8	98.0
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<p><b>Graduate Outcomes</b></p> <p><i>The percentage of students who enter graduate-level occupations or go on to further study at a professional, HE level.</i></p> <p>Our target is to reach 75%. Following two fairly stable years, we saw a decline in this metric in 2024 to just under 66%. This is almost 8% short of the target for the year. Although there was a disappointing decline in % positive destinations for 2022/23 graduates, the GSA demonstrated a strong performance relative to comparator specialist art and design institutions against which we benchmark ourselves. A short-life working group was convened to improve Graduate Outcomes (GO) survey completion rates, and plans will be implemented in 2025/26.</p>	<table border="1"> <thead> <tr> <th>Year</th> <th>Actual</th> <th>Baseline</th> <th>Target</th> </tr> </thead> <tbody> <tr><td>2020/21</td><td>70.9</td><td>70.9</td><td>70.9</td></tr> <tr><td>2021/22</td><td>82.0</td><td>70.9</td><td>71.7</td></tr> <tr><td>2022/23</td><td>72.4</td><td>70.9</td><td>72.4</td></tr> <tr><td>2023/24</td><td>73.0</td><td>70.9</td><td>73.0</td></tr> <tr><td>2024/25</td><td>65.9</td><td>70.9</td><td>73.7</td></tr> <tr><td>2025/26</td><td>-</td><td>70.9</td><td>74.3</td></tr> <tr><td>2026/27</td><td>-</td><td>70.9</td><td>75.0</td></tr> </tbody> </table>	Year	Actual	Baseline	Target	2020/21	70.9	70.9	70.9	2021/22	82.0	70.9	71.7	2022/23	72.4	70.9	72.4	2023/24	73.0	70.9	73.0	2024/25	65.9	70.9	73.7	2025/26	-	70.9	74.3	2026/27	-	70.9	75.0
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<p><b>Total Student Population</b></p> <p><i>Full-Time Equivalent students (FTE).</i></p> <p>Our ambition is to grow overall student numbers from a baseline of 2,270 FTE to 2,870 FTE. Student FTEs in 2024 surpassed the target for the year by 15, demonstrating excellent progress towards the plan target of 2,870.</p>	<table border="1"> <thead> <tr> <th>Year</th> <th>Actual</th> <th>Baseline</th> <th>Target</th> </tr> </thead> <tbody> <tr><td>2020/21</td><td>2,270</td><td>2,270</td><td>2,270</td></tr> <tr><td>2021/22</td><td>2,350</td><td>2,270</td><td>2,370</td></tr> <tr><td>2022/23</td><td>2,335</td><td>2,270</td><td>2,470</td></tr> <tr><td>2023/24</td><td>2,555</td><td>2,270</td><td>2,570</td></tr> <tr><td>2024/25</td><td>2,685</td><td>2,270</td><td>2,670</td></tr> <tr><td>2025/26</td><td>-</td><td>2,270</td><td>2,770</td></tr> <tr><td>2026/27</td><td>-</td><td>2,270</td><td>2,870</td></tr> </tbody> </table>	Year	Actual	Baseline	Target	2020/21	2,270	2,270	2,270	2021/22	2,350	2,270	2,370	2022/23	2,335	2,270	2,470	2023/24	2,555	2,270	2,570	2024/25	2,685	2,270	2,670	2025/26	-	2,270	2,770	2026/27	-	2,270	2,870
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## Impact through creative research, innovation and partnership

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We contribute new knowledge and innovation in society and the wider economy through research which is groundbreaking, dynamic and experimental. We work in partnership with organisations and individuals that share our values and ambitions, and develop new forms of creative collaboration.

Our focus to 2027 and beyond is to create the environment in which our researchers can thrive and collaborate to deliver excellence and impact. We continue to establish new research labs as place-based centres for the concentration of our research, innovation and knowledge exchange activities. Our labs will provide richer ways to collaborate, facilitate research intensity and growth, develop our research culture, support internal collaboration, and create the conditions to attract new and more diverse research partnerships, grow income, and achieve impact.

Over the past year we achieved our objectives, most notably through the ongoing implementation of our Research Strategy, by defining our REF 2029 workstream objectives and timetable, and through finalising and implementing research strategies for each of our individual schools. Alongside this, we continued to develop our expertise in practice-based research, including the piloting of a new template for the presentation of creative practice research to REF 2029. We also generated a new Knowledge Exchange and Innovation Strategy, which was approved by the School's Senior Leadership Group and Board of Governors. We will deliver against this five-year strategy, which has received SFC approval.

Reflecting on the objectives we set ourselves for 2024/25, we have:

- Continued to invest the SFC Research Excellence Grant (REG) in the infrastructure which enables the creation of excellent research at the GSA, and provides the support and resources which help our research community to develop and grow.
- Launched Rural Lab, establishing a portfolio of core projects and funding.
- We were awarded an AHRC Doctoral Focal Award as Principal Investigators for *A Golden Thread: Crafting the Creative Economy from Scotland's Highlands, Lowlands & Islands*. The award will fund more than 20 PhD students (at least 12 of whom will be based at the GSA) from 2026/27, with our partners, Scotland's Rural College (SRUC) and The Open University.
- The GSA is also part of a consortium on a Doctoral Focal Award led by Bangor University, titled *The Celtic Crescent Creative Economy*.
- We received SFC approval for the GSA's new five-year Knowledge Exchange and Innovation Funding (KEIF) Strategy.
- We appointed a new Head of Postgraduate Research, and introduced a new Distance Learning PhD programme.
- We appointed to our new Research Developer role, to support the training and professional development of our research community.
- We continued to support Public Engagement with Research (PER) through a vibrant exhibitions programme.

In the year ahead, we will formally launch Civic Lab with key projects, appointments and a strategy. We will also work with our partners to develop a collaborative AHRC Creative Clusters proposal to support Glasgow's creative economy through innovative research and knowledge exchange. We will continue to participate in the Glasgow Life/Glasgow City Council pilot project *'The Sauchiehall Street: Culture and Heritage District'* and the development of their 10-year strategy, ensuring that the GSA is an active partner, thereby maximising education, research and civic opportunities.

We will commence the delivery of our new AHRC Doctoral Focal Award programme in 2025/26, seeking to secure additional funding for an expanded programme of training, knowledge exchange, wellbeing initiatives, and place-based initiatives across Scotland's doctoral and small-specialist communities, supported by a network of 'micro labs'.

The implementation of Impact through creative research, innovation and partnership is monitored through a series of Lead Indicators:

<p><b>Research Excellence Framework - Impact</b></p> <p><i>The percentage of REF Impacts rated 4* and 3*, combined.</i></p> <p>Although it is only possible to measure this Lead Indicator at each REF census date, we have set a target of continuing the trend of growth in the combined total of 4* and 3* impact case studies seen between REF 2014 (80%) and REF 2021 (87.5%), by setting a target of 95% for REF 2029.</p>	<table border="1"> <thead> <tr> <th>Year</th> <th>Actual</th> <th>Baseline</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2014</td> <td>80.0</td> <td>~85.0</td> <td>-</td> </tr> <tr> <td>2021</td> <td>87.5</td> <td>~85.0</td> <td>-</td> </tr> <tr> <td>2028</td> <td>-</td> <td>-</td> <td>97.5</td> </tr> </tbody> </table>	Year	Actual	Baseline	Target	2014	80.0	~85.0	-	2021	87.5	~85.0	-	2028	-	-	97.5																								
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<p><b>Research Excellence Framework – Output</b></p> <p><i>The percentage of REF Outputs rated 4* and 3*, combined.</i></p> <p>The REF output lead indicator can only be refreshed at the REF census date, with the next update expected in the 2028/29 report. The target of 85% of research outputs being 4* or 3* by the 2029 REF is ambitious but achievable given excellent progress (on target) at the last census date.</p>	<table border="1"> <thead> <tr> <th>Year</th> <th>Actual</th> <th>Baseline</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2014</td> <td>46.1</td> <td>~45.0</td> <td>-</td> </tr> <tr> <td>2021</td> <td>75.5</td> <td>~45.0</td> <td>-</td> </tr> <tr> <td>2029</td> <td>-</td> <td>-</td> <td>85.0</td> </tr> </tbody> </table>	Year	Actual	Baseline	Target	2014	46.1	~45.0	-	2021	75.5	~45.0	-	2029	-	-	85.0																								
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<p><b>Postgraduate Research Student Population</b></p> <p><i>Headcount.</i></p> <p>Our ambition is to grow our overall Postgraduate Research population (headcount PhD and MRes) numbers from a baseline headcount of 60 students to 82 students. Since the baseline was established, we saw an initial decline in 2022, followed by growth annually exceeding the target in 2024. This indicates that the Strategic Plan target should be achievable and taking cognisance of the successful AHRC Doctoral Focal Awards which will support funded PhDs over the next few years.</p>	<table border="1"> <thead> <tr> <th>Year</th> <th>Actual</th> <th>Baseline</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2020/21</td> <td>60</td> <td>~60</td> <td>-</td> </tr> <tr> <td>2021/22</td> <td>61</td> <td>~60</td> <td>-</td> </tr> <tr> <td>2022/23</td> <td>54</td> <td>~60</td> <td>-</td> </tr> <tr> <td>2023/24</td> <td>69</td> <td>~60</td> <td>-</td> </tr> <tr> <td>2024/25</td> <td>79</td> <td>~60</td> <td>-</td> </tr> <tr> <td>2025/26</td> <td>-</td> <td>-</td> <td>78</td> </tr> <tr> <td>2026/27</td> <td>-</td> <td>-</td> <td>82</td> </tr> </tbody> </table>	Year	Actual	Baseline	Target	2020/21	60	~60	-	2021/22	61	~60	-	2022/23	54	~60	-	2023/24	69	~60	-	2024/25	79	~60	-	2025/26	-	-	78	2026/27	-	-	82								
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<p><b>Total Research Grant and Contract Income</b></p> <p><i>From the audited Annual Report and Financial Statements.</i></p> <p>Annual research income is comprised of core research funding in the form of the Research Excellence Grant (REG), and earned research income. Previous Annual Report and Financial Statements have not shown the REG element; for completeness these have been added to previous years to allow comparison. The data demonstrates that, overall, the School’s research income has reduced year-on-year, with the exception of 2022/23. While earned research income has fluctuated and is impacted by bid velocity and success, the underlying position of the REG funded by Scottish Funding Council is real-terms decline.</p>	<table border="1"> <thead> <tr> <th>Year</th> <th>Res. Excel. Grant</th> <th>Research Income</th> <th>Total</th> <th>Earned Income Baseline</th> </tr> </thead> <tbody> <tr> <td>2020/21</td> <td>2.0</td> <td>2.2</td> <td>4.2</td> <td>~2.0</td> </tr> <tr> <td>2021/22</td> <td>1.8</td> <td>1.3</td> <td>3.1</td> <td>~2.0</td> </tr> <tr> <td>2022/23</td> <td>1.7</td> <td>1.9</td> <td>3.6</td> <td>~2.0</td> </tr> <tr> <td>2023/24</td> <td>1.3</td> <td>1.7</td> <td>3.0</td> <td>~2.0</td> </tr> <tr> <td>2024/25</td> <td>1.1</td> <td>1.9</td> <td>3.0</td> <td>~2.0</td> </tr> <tr> <td>2025/26</td> <td>-</td> <td>-</td> <td>3.3</td> <td>-</td> </tr> <tr> <td>2026/27</td> <td>-</td> <td>-</td> <td>3.5</td> <td>-</td> </tr> </tbody> </table>	Year	Res. Excel. Grant	Research Income	Total	Earned Income Baseline	2020/21	2.0	2.2	4.2	~2.0	2021/22	1.8	1.3	3.1	~2.0	2022/23	1.7	1.9	3.6	~2.0	2023/24	1.3	1.7	3.0	~2.0	2024/25	1.1	1.9	3.0	~2.0	2025/26	-	-	3.3	-	2026/27	-	-	3.5	-
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## A sustainable, independent art school

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Our Strategic Plan commits us to being a sustainable, independent art school, with our professional services delivered efficiently and effectively, and focused on our shared commitment to the highest levels of student and staff experience. This means that we need to consider improvements in the way we work, and the vital role that all of our staff play in contributing towards the GSA achieving its strategic ambitions. Our enabling strategies will help us to achieve this. Developed and delivered collaboratively, they set the change necessary for us to deliver a world-class experience, and an environment in which to study and work and be financially sustainable.

Reflecting on the objectives we set ourselves for AY 2024/25, we:

### People

- Continued to advance the ambitions set out in our People Strategy, ensuring the latter aligned with the five dimensions of Fair Work: effective voice, opportunity, security, fulfilment, and respect. Our activity has focused on embedding ethical leadership across the institution, increasing workforce resilience, improving the employee experience, strengthening workforce planning, and improving data capability.

### Ethical Leadership, Voice and Engagement:

- Strengthened the connection between staff and leadership through a series of all-staff briefings, post-Senior Leadership Group cascade notes, and the “Building Connection” events programme, thereby increasing the visibility of senior leadership and creating opportunities for two-way engagement.
- Our People Newsletter now operates on a regular cycle, supporting transparency and communication across the GSA.
- We continued to develop a shared understanding of ethical leadership through policy refreshes, workshops, and alignment with core behaviours.
- We established a dedicated Staff Forum to further enhance the employee voice, which complements the work of the Trade Union Forum.
- The 2024 staff survey provided important insights into employee experience, and follow-up pulse surveys have enabled targeted action on connection, communication, and feeling valued.

### Opportunity and Workforce Development:

- We progressed the development of our Career Framework, with the benchmarking of academic roles now complete, and that of professional services and technical roles underway.
- Career Review participation has increased, supported by the launch of the new online Career Development Review system via iTrent.
- Launched the PACE leadership development programme, which is designed to build manager capability and support ethical leadership at all levels.
- We refreshed our Staff Development policy, automated e-learning reminders, and improved compliance reporting, ensuring staff remain up-to-date on essential training.

### Security and Reward:

- We maintained our commitment as an accredited Living Wage employer, and continue to ensure fair pay and reward structures.
- We continue to review and model pay grade structures and pathways, aligned to the emerging Career Framework.
- We also expanded our focus on financial wellbeing by delivering a series of pension workshops.

### Fulfilment and Employee Experience:

- We held our second GSA People Awards, which celebrate staff excellence and contributions across the institution, recognising individual members of staff and teams who embody our values.
- A strong focus has been placed on retention and wellbeing through a series of initiatives, including the promotion of the Employee Assistance Programme (EAP), Access to Work, and targeted support for managers.

### Respect, Inclusion and Fair Work:

- We delivered Dignity and Respect workshops, and introduced new forums, such as the Menopause and Neurodivergent Staff Networks, which are designed to foster inclusion and belonging.
- We maintained our commitment to flexible and family-friendly working, supporting hybrid arrangements where operationally appropriate.
- We continued to carefully monitor the use of zero-hour contracts, ensuring that they are only used where appropriate.

- Our annual equalities monitoring work has supported targeted action on inclusion, while dignity and respect remain embedded in refreshed policies and training.
- We continued to oppose dismissal and re-engagement practices, working in partnership with Trade Unions on matters affecting staff.

**Estates and infrastructure:**

- Recognising the key role which the GSA’s physical environment plays in the student experience, we have developed an Estates Strategy and programme of works aimed at improving the environment for our students, staff, local community and visitors.
- We relocated the former School of Simulation and Visualisation (now integrated in the School of Innovation and Technology) from Pacific Quay to 65 West Regent Street in order to consolidate the new School in Glasgow City Centre and enhance student and staff experience.
- We supported growth in student numbers, with space reconfigurations in the Reid and Haldane buildings, and launched the new Digitally Enabled Active Learning (DEAL) space in the Reid Building. The latter ties in with the Enablement Phase of our Digital Strategy.
- We reduced backlog maintenance and improved energy efficiency across our estate, including a new heating system, roof and lighting in the Haldane Building, physical enhancements, and new signage across the estate.
- Completed further works on the Reid Building, including Phase 1 of the clear glass window replacement, and the replacement fire alarm system.
- Progressed the Addendum to the Strategic Outline Business Case for the Mackintosh Building, focusing on architectural stages and cost profile.
- Continued to exercise our responsibilities for the protection and conservation of the Mackintosh Building.

**Digital Strategy ‘Enablement Phase’:**

- We made significant upgrades to audio-visual and collaboration technologies on both campuses.
- Facilitated a ten-fold increase in internet bandwidth.
- Completed the fibre resilience project for our strategic buildings.
- Oversaw the successful migration of our core finance system to a SaaS-based solution.

**Finance and funding:**

- A new Investment Endowment Policy was approved, strengthening our ethical investment approach.
- We appointed a new Chief Finance Officer and also created a Deputy Chief Finance Officer role to strengthen the team.



## Engagement:

- We engaged with the UK Government on the Industrial Strategy and The Creative Industries Sector Plan, which included hosting a visit by The Department for Digital Culture, Media and Sport (DCMS).
- We were part of a successful city-wide bid for Glasgow to become a UNESCO City of Learning.
- Complied with the new UUK Agent Quality Framework, supporting our UKVI compliance and ability to recruit internationally.
- We appointed a new India Representative to provide more substantive activity in India, including recruitment, articulation and progression partnerships.
- Secured UK Government Turing Funding to support student exchange.
- Implemented further stages of our digital communications estates with redeveloped secondary sites, integration of staff profiles, a new Support Us platform, and a new Clearing site.
- Increased the visibility of our Creative Network through the delivery of Glasgow's largest creative industry networking event 'Working Space Live', as well as graduate receptions in Berlin, and the development of civic partnerships with BAFTA Scotland, Sonica Festival, and Scottish Edge.
- Continued engagement in the development phases, with Glasgow Life, for Sauchiehall Street Heritage and Culture District, and district partners, including the St Aloysius ESOL Group and the Garnethill Multicultural Centre.
- Approved our Development Strategy and commenced its implementation.
- Approved our Internationalisation Strategy and commenced its implementation.
- Appointed new independent governors to our Board of Governors, and continued to implement recommendations from the independent Governance Effectiveness Review.

**Over the next financial year**, The Glasgow School of Art will review and implement its enabling strategies to reflect the changing operating environment, ensuring that it continues to support the delivery of a sustainable international art school with the highest levels of student experience.

## People

- We will continue to evolve and embed a culture of ethical leadership across all levels of the organisation, strengthening leadership visibility, behaviours, and accountability.
- We will refresh key employment policies to reflect legislative developments, including the Employment Rights Bill.
- We will align our approach to workforce planning to ensure our workforce is the right size and shape to deliver strategic priorities in a financially sustainable way.
- We will strengthen workforce capability, developing confidence and skills in AI and digital tools to support both the student experience and evolving ways of working.
- Explore opportunities to review and optimise space and ways of working, ensuring the effective use of the estate and alignment with future operating models.
- We will support the embedding of research across the organisation, aligning structures and roles with our Research Strategy.
- We will review pay grades, remuneration and reward frameworks, ensuring that they remain fit for purpose, fair, and aligned to our strategic workforce needs.
- We will introduce a salary sacrifice benefits platform for employees.
- We will review and, where appropriate, refine role profiles to ensure alignment with future workforce needs and the Career Framework, supporting clarity of purpose, expectations, and progression pathways.
- We will develop the Professor role and remuneration infrastructure, and refresh the Academic Progression Framework to support clear equitable pathways.

## Estates and infrastructure:

- We will continue to progress our Estates Strategy.
- Dispose of surplus buildings.
- We will continue with the clear glass reinstatement works in the Reid Building.
- We will progress our estates maintenance, including further lighting upgrades across the campus with the support of a Salix bid, thereby reducing our carbon footprint.
- We will deliver space utilisation and new innovative learning spaces.
- Review our student accommodation requirements in line with growth plans.
- We will conclude the Addendum to the Strategic Outline Business Case for the Mackintosh Building.
- Progress the 'Working Smarter Phase' of our Digital Strategy: this will include the automation of data exchanges from our HR/Payroll system to other receiving business systems, thereby removing the need for manual intervention and administration processes.
- We will implement space utilisation technology to measure room occupancy rates.

- Analyse the current Business Applications portfolio with a view to delivering further efficiencies and opportunities to streamline administrative processes.
- We will initiate options on a replacement Student Records System by looking at the end-to-end Student Journey and the requirements of supporting services.

**Finance:**

- We will strengthen our approach to the Responsible Investment of our Endowment Assets by reflecting the previously agreed exclusion of investment in fossil fuels and armaments, and better reflecting issues of social justice expressed through recent stakeholder engagement.

**Engagement:**

- We will continue to work with Glasgow City Council and Glasgow Life on the developing plans for Sauchiehall Street and the wider area as a creative supercluster.
- We will participate in Commonwealth Games Glasgow 2026 through medal design, supporting our staff to volunteer, and engagement in the Cultural Festival.
- We will continue to play an active role in Glasgow's creative and cultural ecosystem through our exhibitions programme, archives and collections, Creative Network, and participation in city-wide events, including The Glasgow International Festival of Contemporary Art, BAFTA Scotland, and Sonica Glasgow.
- Through our Doctoral Focal Award, we will continue to develop our engagement and participation with communities across the Highlands, maximising the GSA's physical presence in the Altyre Campus.
- We will complete a review and Forward Plan for our Open Studio offer of non-degree programmes for children and adults, exploring strategic partnership opportunities and ways to maximise our impact.
- We will ensure that we maintain the highest standard of compliance with the UK Agent Quality Charter and stricter visa compliance rules.
- Progress our development campaigns (non-capital) in line with our approved Development Strategy.
- Publish the outcomes of the Addendum to the Strategic Outline Business Case for the Mackintosh Building.
- Conclude the mid-point progress review of our Strategic Plan 2022-2027, with agreed strategic actions, including new foresight research, rest timelines, and lead indicators.

Our journey towards a sustainable, independent art school is monitored through a series of Lead Indicators:

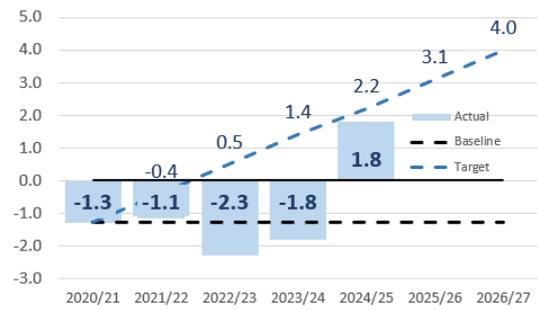
<b>Estates &amp; infrastructure</b>																																	
<p><b>Operational Carbon Footprint</b></p> <p><i>From the audited Annual Report and Financial Statements.</i></p> <p>Following two years of post-pandemic increases, operational carbon emissions have begun to decline, reaching 1,706 tCO<sub>2</sub>e in 2024. We are in the process of resetting the lead indicator by adopting the Greenhouse Gas (GHG) Protocol methodology to ensure consistency and accuracy in future reporting. Measures to further improve performance include the continued rollout of the Building Management System (BMS), LED lighting upgrades, and exploration of opportunities for on-site renewable energy generation. While achieving the target of 1,159 tCO<sub>2</sub>e per annum remains challenging, the current downward trend and planned initiatives demonstrate our commitment to sustained carbon reduction.</p>	<table border="1"> <thead> <tr> <th>Year</th> <th>Actual</th> <th>Baseline</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2020/21</td> <td>1,696</td> <td>1,696</td> <td>1,696</td> </tr> <tr> <td>2021/22</td> <td>1,721</td> <td>1,607</td> <td>1,607</td> </tr> <tr> <td>2022/23</td> <td>1,824</td> <td>1,517</td> <td>1,517</td> </tr> <tr> <td>2023/24</td> <td>1,726</td> <td>1,428</td> <td>1,428</td> </tr> <tr> <td>2024/25</td> <td>1,706</td> <td>1,338</td> <td>1,338</td> </tr> <tr> <td>2025/26</td> <td>-</td> <td>1,249</td> <td>1,249</td> </tr> <tr> <td>2026/27</td> <td>-</td> <td>1,159</td> <td>1,159</td> </tr> </tbody> </table>	Year	Actual	Baseline	Target	2020/21	1,696	1,696	1,696	2021/22	1,721	1,607	1,607	2022/23	1,824	1,517	1,517	2023/24	1,726	1,428	1,428	2024/25	1,706	1,338	1,338	2025/26	-	1,249	1,249	2026/27	-	1,159	1,159
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2023/24	1,726	1,428	1,428																														
2024/25	1,706	1,338	1,338																														
2025/26	-	1,249	1,249																														
2026/27	-	1,159	1,159																														
<p><b>Quality of the Estate</b></p> <p><i>Non-residential buildings condition assessment category A and B, combined.</i></p> <p>Our target is for 75% of our buildings to reach either Condition A ('as new') or Condition B ('sound, operationally safe and exhibiting only minor deterioration'). A sizeable impact has been made in 2024 following a fairly static or declining picture. This has seen us get close to our planned target for the year and renders the plan target of 75% more achievable and realistic.</p>	<table border="1"> <thead> <tr> <th>Year</th> <th>Actual</th> <th>Baseline</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2020/21</td> <td>55.4</td> <td>55.4</td> <td>55.4</td> </tr> <tr> <td>2021/22</td> <td>55.4</td> <td>58.7</td> <td>58.7</td> </tr> <tr> <td>2022/23</td> <td>56.2</td> <td>61.9</td> <td>61.9</td> </tr> <tr> <td>2023/24</td> <td>52</td> <td>65.2</td> <td>65.2</td> </tr> <tr> <td>2024/25</td> <td>65.8</td> <td>68.5</td> <td>68.5</td> </tr> <tr> <td>2025/26</td> <td>-</td> <td>71.7</td> <td>71.7</td> </tr> <tr> <td>2026/27</td> <td>-</td> <td>75</td> <td>75</td> </tr> </tbody> </table>	Year	Actual	Baseline	Target	2020/21	55.4	55.4	55.4	2021/22	55.4	58.7	58.7	2022/23	56.2	61.9	61.9	2023/24	52	65.2	65.2	2024/25	65.8	68.5	68.5	2025/26	-	71.7	71.7	2026/27	-	75	75
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<b>People</b>																																	
<p><b>Staff Engagement</b></p> <p><i>Measured by the response rate to our periodic Staff Survey, transitioning to engagement levels reported through the staff survey.</i></p> <p>Averaging the response rates of our 2016 and 2019 staff surveys, we set a baseline of a 62.5% response rate. In 2024 we delivered a new online staff survey across the GSA: 52% of staff participated, with "engagement" at 64%. Employee engagement can be defined as the emotional commitment our colleagues have to their work, the institution and its goals. It is how we 'feel' about the GSA. Engagement is a measure of 5 statements relating to a sense of Pride, Care, Advocacy, Discretionary effort, and Commitment. We will continue to progress actions identified in the survey and undertake a pulse survey to track progress in increasing levels of engagement at the GSA in early 2026.</p>	<table border="1"> <thead> <tr> <th>Year</th> <th>Actual</th> <th>Baseline</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2020/21</td> <td>62.5</td> <td>62.5</td> <td>62.5</td> </tr> <tr> <td>2021/22</td> <td>-</td> <td>64.6</td> <td>64.6</td> </tr> <tr> <td>2022/23</td> <td>-</td> <td>66.7</td> <td>66.7</td> </tr> <tr> <td>2023/24</td> <td>64</td> <td>68.8</td> <td>68.8</td> </tr> <tr> <td>2024/25</td> <td>-</td> <td>70.8</td> <td>70.8</td> </tr> <tr> <td>2025/26</td> <td>-</td> <td>72.9</td> <td>72.9</td> </tr> <tr> <td>2026/27</td> <td>-</td> <td>75.0</td> <td>75.0</td> </tr> </tbody> </table>	Year	Actual	Baseline	Target	2020/21	62.5	62.5	62.5	2021/22	-	64.6	64.6	2022/23	-	66.7	66.7	2023/24	64	68.8	68.8	2024/25	-	70.8	70.8	2025/26	-	72.9	72.9	2026/27	-	75.0	75.0
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<p><b>Staff Turnover</b></p> <p><i>Measured by the annually published University and Colleges Employers Association (UCEA) Employee Turnover Benchmarking dashboard.</i></p> <p>Our target is to record turnover with 2% (+/-) of the Scottish median. With turnover of 4.2% in 2021/22, unusually low for GSA and compared to many of our peers, we sat 2.9 percentage-points away from that year's Scottish median of 7.1%. In 2024/25 our staff turnover has increased to 9.0% - maintaining our target to be no more than 2% tolerance from the Scottish mean.</p>	<table border="1"> <thead> <tr> <th>Year</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2020/21</td> <td>7.6</td> <td>7.1</td> </tr> <tr> <td>2021/22</td> <td>4.2</td> <td>7.1</td> </tr> <tr> <td>2022/23</td> <td>5.1</td> <td>7.1</td> </tr> <tr> <td>2023/24</td> <td>7.7</td> <td>7.1</td> </tr> <tr> <td>2024/25</td> <td>9.0</td> <td>7.1</td> </tr> <tr> <td>2025/26</td> <td>-</td> <td>-</td> </tr> <tr> <td>2026/27</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Year	Actual	Target	2020/21	7.6	7.1	2021/22	4.2	7.1	2022/23	5.1	7.1	2023/24	7.7	7.1	2024/25	9.0	7.1	2025/26	-	-	2026/27	-	-								
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**Finance**

**Operating Surplus**

*Operating Surplus as a % of total income (excluding exceptional items).*

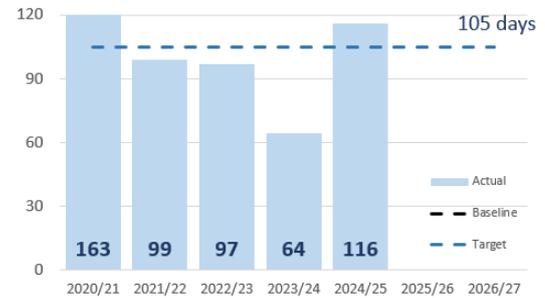
Our target is to achieve an operating surplus equal to 4% excluding any exceptional items (notably those relating to continuing insurance issues). Despite significant budget pressures and a shortfall in Tuition Fee income versus budget, management action mitigated impacts to the extent that an Operating Surplus was achieved. The outcome is significantly closer to the annual target and reverses a long trend of operating deficits through targeted cost control.



**Liquidity**

*Days ratio of net liquidity to annual expenditure (excluding exceptional items).*

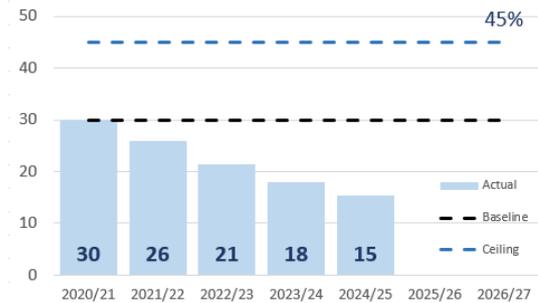
Our target is to hold a cash balance equal to 105 days (~3½ months) of operating expenditure at the balance sheet date. The diminishing position seen in previous years is linked closely to the timing mismatches associated with insurance-related spend and associated recovery. The position at the end of 2024 reflects a position above the target by 11 days.



**Gearing**

*Operating Surplus as a % of total income (excluding exceptional income).*

Our target is to maintain a level of borrowing below 45% of total income (excluding exceptional income). With repayment of borrowing, and the natural dilution in gearing as income has continued to grow, we currently live comfortably within that ceiling; and without any current plans for new borrowing, this is expected to remain the case.



## Principal risks and uncertainties

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### Student Experience

The GSA is committed to the highest levels of student experience, recognising that not achieving sustained improvement in measured student satisfaction will impact on student growth, retention, league table position, and financial sustainability.

### Student Numbers

Meeting student enrolment targets within the appropriate fee categories is needed to ensure that the GSA meets its projected levels of income and so protect its financial sustainability. The risks associated with student recruitment are diverse, including competition, demography, geopolitical issues, immigration policies, and both the UK and wider international economies.

The GSA benefits from the high number of applications it currently receives, while remaining cognisant of the risk associated with an overreliance on international student recruitment from across a relatively small number of markets. The GSA will look to strategically manage this risk through market diversification, the introduction of new programmes and modes of study, further enhancements across the applicant journey, and ongoing engagement with the Scottish Funding Council with respect to securing more Scottish-funded places.

### Physical and Digital Infrastructure

The GSA's physical and digital infrastructure plays an important role in our ability to grow, maintain high levels of student experience, support efforts to improve environmental sustainability, and manage costs. We continue to seek opportunities to rationalise and enhance our infrastructure. In addition, our capital plans are aligned with the highest priorities in terms of regulatory compliance and enhancement, and minimising the risks associated with building, equipment or plant failure.

The reinstatement of the Mackintosh Building is a very complex project that introduces a wide range of funding, logistical, operational, resourcing and other risks that are under continuous review to ensure that they can be adequately mitigated. Our mitigation of that risk focuses on both the careful consideration of the management and phasing of the reinstatement project, and the systematic management of associated financial and cash-flow issues, including the complex insurance claim, application of restricted funds held or pledged to support the project, and progressing, if and when appropriate, the potential for philanthropic support.

### Cyber Security

The GSA is aware of the potential financial loss, operational disruption, and reputational damage due to failures or breaches in its digital systems. This is an omnipresent risk facing the institution and we continue to work to ensure that appropriate aspects of IT security are applied at all levels of our network infrastructure, systems and applications, data security, and user access rights, to protect the GSA's digital assets.

### Higher Education Funding

The GSA recognises the inherent risks in the Scottish and UK higher education sectors, including:

- Erosion of the teaching 'unit of resource' as a consequence of prolonged inflation in the economy, and minimal growth in Scottish or RUK fee levels.
- A lack of capacity for funded home students associated with the Scottish Funding Council's distribution of funded numbers among institutions.
- The uncapping of numbers for loan-funded students to study in England.
- The demography of under-18s in the UK.

All of the above risks, separately and combined, represent a threat to our financial sustainability.

The Scottish Funding Council has been receptive to the sector's aspiration to see some improvement in the unit of resource for Scottish students, and have signalled their willingness to work with the sector to seek to optimise the distribution of funded numbers among institutions, albeit the overall numbers will remain constrained.

### Higher Education Structural Change

The higher education sector is undergoing a period of structural change, including consolidation, contraction, and collaboration, alongside an increased regulatory environment. As a small specialist institution, the GSA needs to augment its academic excellence, size and global position in order to maximise opportunities presented by structural change to ensure its sustainability and independence.

## Duty to promote the success of the Company

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The directors have given careful consideration to the requirements of Section 172 of the Companies Act 2006 to act in good faith to promote the success of the Company for the benefit of its members as a whole, and, in doing so, to have regard, amongst other matters, for:

### The likely consequences of any decision in the long term

In 2022, the GSA published 'Our Plan for Our Future: Strategic Plan 2022-2027', which articulates the collective ambition for the future direction of The Glasgow School of Art. The Strategic Plan was created through extensive and structured conversations with people who care passionately about the School, alongside a considered evaluation of the economic context in which we will deliver our creative education, research and innovation.

With academic endeavour at their core, our plans set out our ambition to empower change and create impact that is both transformative and collaborative through our people, education, and research. Those plans are founded on enabling strategies which will promote the talents of our staff, the sustainability of our finances, and the effectiveness of our estates and infrastructure.

### The interests of the company's employees

Through our People Strategy - an enabler of the GSA Strategic Plan - we remain committed to the delivery of fair work as defined by the Fair Work Convention. Key achievements in 2024/25 included:

- Payment of the Real Living Wage, and ongoing work to develop grading structures and career pathways to support the attraction and retention of staff.
- Strengthened the employee voice through staff survey activity, Trade Union Forum engagement, and enhanced leadership visibility.
- Invested in workforce development through the career framework design, PACE leadership programme, online Career Development Review, and improved learning systems.
- Provided flexible and inclusive working practices, including hybrid arrangements, family-friendly policies, dignity at work initiatives, and Equality, Diversity and Inclusion networks.
- Improved data reporting and workforce planning, enabling evidence-based decision-making and enhanced organisational resilience.

### The need to foster the company's business relationships with suppliers, customers and others

In 2022, the School developed its first ever Student Partnership Agreement (SPA) with The Glasgow School of Art Students' Association (GSASA). The SPA underlined our ambition to create a true and meaningful culture of partnership with students that permeates everything we do. This ambition has been taken forward via a range of workstreams embedded through our Education Strategy, and by establishing a range of roles, structures and funds to support partnership at local level. These have included:

- The establishment of a Student Partnership Project Fund, designed to champion and support partnership work at local level.
- The introduction of a Student Consultant role to support partnership working at institutional, school and departmental level, ensuring alignment to strategic priorities.
- Clarification on student representative roles, including enhanced support and development through consistent recruitment/election, induction and training.
- The introduction of a policy for Student Engagement and Representation.
- The development of clear and supportive guidance and support for staff.

The Student Partnership Agreement (SPA) is overseen by our Student Partnership Steering Group, the latter providing a collaborative space for the GSA and the GSA Students' Association to meet and discuss matters of strategic and mutual priority related to the student voice and partnership. In 2024/25 we completed an evaluation of the SPA, which informed the development of the new Student Partnership Agreement 2025/26 to 2027/28: the latter is designed to enhance our support for student representatives, align our policies and practices to meet sector expectations, and build a culture of partnership-working at all levels.

The GSA Creative Network operates in partnership with departments across the GSA to support graduates and foster artistic collaboration in Glasgow, the UK, and across the world. By helping to facilitate increased engagement between the GSA's academic schools and targeted alumni cohorts, the Creative Network provides GSA graduates with a structured programme of support, particularly with respect to student experience, employability, and post-graduation opportunities.

Through increased visibility, engagement, and the promotion of graduate activity, we showcase the important contribution that both creativity and creative people play in wider society. Through the delivery of Glasgow's largest creative industry networking event,

'Working Space Live', the Creative Network connects the GSA's growing creative community, both locally and globally, providing a valuable resource to our students, graduates, industry partners, and wider networks.

The Glasgow School of Art recognises the part it has to play in delivering the Scottish Government's objectives for education, research and innovation. The GSA also contributes to the outcomes detailed in the Scottish Government's National Performance Framework, which describes the kind of Scotland it seeks to create. While the GSA aims to make a broad contribution to a range of those outcomes, our engagement is strongest in the areas of Education, Culture and International.

Many of our courses include 'live' industry briefs for our students. We also work with a variety of clients on projects which provide academic benefits and learning opportunities for our students. These projects are directed by a relevant academic, while clients are involved in the briefing and review sessions, giving students the chance to receive direct feedback. As well as providing a range of inspirational and unexpected approaches to a live challenge, the projects often lead to the implementation or further development of ideas in collaboration with the client. In academic year 2024/25, we developed a new Employer Engagement and Partnership Framework, which is designed to structure the GSA's engagement with employers, industry and third sector partners in a more strategic way. The Framework will support our curriculum, enhance the experience of all students, and prove mutually beneficial to students, the GSA, and our external partners.

The GSA maintains good relationships with its suppliers, and endorses the Confederation of British Industry (CBI) Prompt Payment Code. The GSA's policy is that payments to suppliers are made in accordance with those terms and conditions agreed between the School and its suppliers, provided that all trading terms and conditions have been complied with.

### The impact of the company's operations on the community and the environment

The Glasgow School of Art seeks to be part of Glasgow's social, cultural and economic life, and to contribute to the life and vibrancy of the city and its reputation as a creative and cultural capital. We maintain regular contact with Glasgow City Council and Glasgow Life, as well as Glasgow's cultural and creative sector, and a range of local and national agencies involved in the promotion of local economic growth across the city. We are also actively engaged with local authority partners in the Highlands with respect to our Altyre campus.

We deliver a year-round formal programme of exhibitions and events across our galleries and exhibition spaces, and also work in partnership with a range of city-wide venues, contributing significantly to Glasgow's exhibitions and events ecosystem. Our Archives and Collections, based at the Whisky Bond and Window on Heritage in the Reid Building, continue to have accreditation from Museums and Galleries Scotland. The School's heritage brings local, national and international engagement, both in the work of Charles Rennie Mackintosh and his peers, as well as through our extensive non-Mackintosh collections and archives, which articulate art, design and architecture education since 1845, and which comprise important and significant collections in their own right.

Our community and civic engagement are rooted in the relationship we have established with our closest neighbours, the city we are inextricably part of, and the wider West of Scotland region. Through our widening participation work, we engaged 369 pupils from the most disadvantaged communities in creative courses, supporting their entry to higher education. 144 schools were engaged, including a number in remote rural and island communities where online delivery supported their access to the GSA's pre-entry activity and creative curriculum.

We maintained our commitment to achieving our SIMD20 targets, extending our activities to meet wider institutional underrepresentation, specifically in relation to ethnicity. The GSA continued to be one of the highest performing HEIs in Scotland for widening access, exceeding the Scottish Government's Commission on Widening Access 2030 target, and we continue to develop and extend our relationships with college partners through our Associate Student routes with Glasgow Clyde and Forth Valley colleges, supporting formal articulation routes to study at the GSA.

The Glasgow School of Art has a dedicated Community Engagement Officer who works with a wide range of local stakeholders and community groups in the surrounding neighbourhood of Garnethill through partnerships and creative projects. The continued partnership with Castlehead High School in Paisley as a School of Creativity was highlighted throughout the year as good practice, with an extensive profile in the Future Paisley Final Report, and also in the broader discussions on Creativity in the Curriculum through Education Scotland. Over the past year, we have been closely involved with Glasgow City Council's emergent National Lottery Heritage-funded project, *Sauchiehall Street: Culture and Heritage District*, which included an exhibition in the GSA's Garnethill Gallery, *'Migrant Garnethill'*; undertaken in partnership with students and ESOL (English for Speakers of Other Languages) volunteers from St Aloysius Church as part of the wider Glasgow Life initiative *'Uncovering Sauchiehall Street'*. Through archive visits and workshops, the group traced the histories of migrant communities who have settled in Garnethill over the past century.

## The desirability of the company maintaining a reputation for high standards of business conduct

After student tuition fees, the Scottish Funding Council (SFC) is the largest source of income for The Glasgow School of Art. SFC funding comprises the main teaching grant, research and innovation funding (including Knowledge Exchange and Innovation Funding), capital funding, and specific funding related to strategic priorities, including widening participation, articulation, and museums, galleries and collections grant funding. Across all SFC funding, the GSA is required to report annually alongside the Outcomes Framework and Assurance Model. The Outcomes Framework sets out the SFC's expectations of colleges and universities in return for the funding they receive, but does not specify targets or bespoke expectations for each institution. Outcomes are instead expressed more generally across a broad range of areas that matter to students, employers, the Scottish Government, and other key stakeholders.

Demonstrating our commitment to high-quality learning, teaching and support, the GSA's new Education Strategy was approved in 2023. Over the past two years, a series of key actions were approved and monitored, while an Action Plan and associated projects are now in place for 2025/26. We are proud to see several Education Strategy projects become 'business as usual' for the GSA, and the collaborative approach taken in developing and successfully delivering on the Strategy, with contributions from colleagues across the School.

We have progressed our Common Academic Framework (CAF), successfully approving 17 programmes, with the remainder due to be completed in 2025/26. We have also approved a new Supporting Student Continuation, Progression and Retention Policy. In addition, a Portfolio Review was undertaken, and we continue to develop and deliver new programmes which challenge our existing modes of delivery and focus on attracting new learners to the GSA. In 2023/24, the Quality Assurance Agency for Higher Education (QAA) expressed confidence with The Glasgow School of Art's progress in continuing to monitor, review and enhance its higher education provision to enable effective arrangements to be in place for managing academic standards and the quality of the student learning experience. In 2024/25 we began to scope and plan for our Tertiary Quality Enhancement Review, which is scheduled for 2027/28.

## Financial review

### Financial objectives

The importance of financial sustainability ranks alongside academic sustainability and is a stated objective within the Strategic Plan (2022-2027). The Glasgow School of Art aims to achieve a maintainable annual core operating surplus through a combination of student number targets across all academic schools, along with growth and diversification of research income. In tandem, the GSA will seek to achieve cost efficiencies through harmonisation of the academic programme and associated structures, along with more efficient and effective use of the estate, and enhanced digital infrastructure and resilience. Such measures will be further enhanced through improved environmental sustainability, procurement, and supported by the highest levels of governance.

### Financial strategy

The GSA's forward financial plans have been developed to be reflective of the ambitions set out in our Strategic Plan:

- Through developing new ways to study at the GSA, including distance and low-residency programmes and courses, new routes and modes of delivery, we will achieve growth in student numbers, and so tuition fee income.
- Through high-quality impactful research and knowledge exchange which is focused on our areas of research excellence, partnership and interdisciplinary research, we will maintain our position as one of the UK's largest postgraduate research communities in art and design, and will grow our research intensity and income.
- Through inclusive design, quality place-making, and climate emergency mitigation, we will invest in our estate by completing the reinstatement of the Reid Building façade; we will implement the improvements to carbon efficiency, and the student and staff experience at the Stow Building, all as an integrated part of our Estates masterplan and academic ambitions, and we will progress our work to identify the most appropriate and financially sustainable approach for the Mackintosh Building.
- Through becoming digitally enabled, and integrating our business processes, systems and platforms in a strategic way which adds value and improves the experience of studying and working, we will radically improve our efficiency.
- Through financial sustainability being founded on:
  - Setting targets for the delivery of an operational surplus at a level that allows for the generation of cashflow to support future investment in people, estates and infrastructure.
  - Setting a 'floor' for liquidity.
  - Setting a ceiling for gearing, that, primarily, provides headroom for further borrowing in the event that it is required to support the reconstruction of our estate, but avoids placing an undue burden on our routine finances to support the servicing of interest and capital payments.

### Financial performance

This year, the Group reported a surplus of £7.9m (2024: £0.2m) and total comprehensive income of £9.1m (2024: deficit £18.2m).

These results include items of an exceptional and non-recurring nature, including, in particular, insurance income in relation to claims for expenditure around the 2018 Mackintosh fire; and the financial impacts of the pension valuation, without which the underlying surplus and the total comprehensive income would have been a surplus of £1.0m (2024: deficit £0.8m).

The following table shows the underlying performance for the year by adjusting for the impacts of those exceptional and non-recurring items:

	Surplus for year £000	Total comprehensive income £000
<b>As reported in the financial statements</b>	<b>7,924</b>	<b>9,141</b>
<i>Pension related</i>		
FRS 102 pension cost adjustment – to staff costs	1,104	1,104
FRS 102 pension cost adjustment – to finance costs	27	27
Actuarial impact of asset ceiling		(1,131)
<i>Insurance related</i>		
Insurance income	(8,086)	(8,086)
<i>Other comprehensive income</i>		
Change in value of Heritage assets		(86)
<b>Underlying Surplus</b>	<b>969</b>	<b>969</b>

## Income

In 2024/25, the Group saw total income grow by £12.6m to £60.4m (2024: £47.8m). Excluding the £8.0m exceptional insurance income recognised in the current year and the net return on pension assets, underlying income grew £5.5m (12%) to £52.4m (2024: £46.9m), driven primarily by continued growth in international student numbers and an associated expansion of our student residence provision.

The trend of steady growth in tuition fees continued in 2024/25 with an increase of £5.9m (25%) to £29.6m (2024: £23.6m); in common with previous years, however, the total fell short of the ambitious targets that we had set ourselves, which has contributed to a reduced operating surplus.

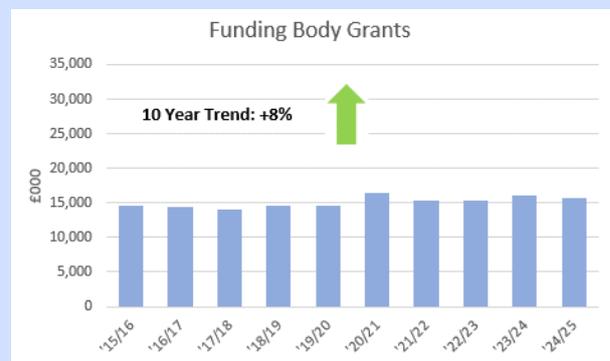
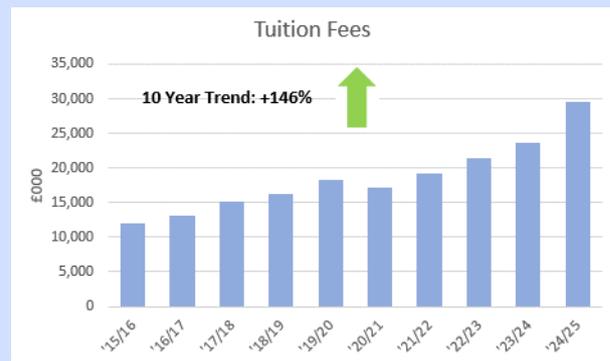
Continuing the trend of the previous year, 2024/25 saw growth in the fees from home students of £1.0m (41.1%) year-on-year, reflecting the Scottish Funding Council’s cap on recruitment of undergraduates, despite significant unsatisfied demand among qualified applicants to the GSA. In keeping with previous years, an increase of £0.6m (17.0%) in fee income from students attending from England, Wales and Northern Ireland was achieved. For the same period, there was, again, a significant increase in international fee income this year of £4.9m (30.5%), continuing to reflect buoyant demand for places from international students.

Against the generally flat-cash distribution of teaching and research grants across the sector, at £16m, the GSA’s Funding Council Grants reduced £0.2m year-on-year. An increase related to the GSA’s receipt of additional recurrent funding from SFC to maintain and enhance the reputation of Scotland’s ‘world-class’ small specialist institutions amounted to £0.9m (25.6%), however this was offset by a reduction of £1.0m (11.1%) to the main teaching grant. This is a result of an overall rebalancing exercise by the Scottish Funding Council.

This year saw a marginal fall in income from research grants £0.1m (4.9%). The GSA’s research grant income typically comprises a core portfolio of ‘standard’ research projects along with a very small number of disproportionately large innovation projects, whose award can be irregular, meaning that their initiation and completion can lead, as has been seen in recent years, to volatility in the annually reported research income.

Other income saw marginal overall growth of 0.5% to £4.8m (2024: £4.8m): Residence Income grew by £0.2m (5.5%) compared to 2023/24, primarily reflecting an expansion of provision to accommodate growing demand, while commercial and other income fell by £0.2m (9.2%) to £1.5m (2024: £1.6m).

Importantly, a receipt of £8.1m was received in 2024/25 in relation to Insurance proceeds related to the consequential actions to maintain and preserve the Mackintosh Building following the 2018 fire. This income is considered exceptional as it does not form part of the core operations of the School. The timing of this receipt does materially impact the income for the year, as well as the bank balances being brought forward to 2025/26, accounting for a significant movement in the School’s current assets.



## Expenditure

In 2024/25, the Group saw total expenditure grow by £4.5m (9%) to £52.6m. Excluding the exceptional movements associated with pension service costs, there was an underlying increase of £3.2m (7%).

Despite a concerted effort to contain staff costs to mitigate both a shortfall in targeted tuition fee income and to preserve cash balances in lieu of insurance receipts, total staff costs grew by £2.1m (7.5%) to £31.5m (2024: £29.3m). That growth combined the effects of the 2024/25 national pay increase and routine salary scale progression. A part-year impact was also felt due to changes in National Insurance contributions resulting from both reductions to thresholds and increases to rates from April 2025. The full-year impact of falling employer contribution rates associated with the Strathclyde Pension Fund (to 6.5%) also fed into this outcome.

Efforts were made in-year to contain operating costs in response to in-year income pressures, however other operating expenses grew by £2.1m (13.1%) to £18.2m (2024: £16.1m). The increase was principally seen in premises costs, with an annual rise of £1.6m (38.3%), in part attributable to dilapidations which fell due on vacation of rented space at Pacific Quay (as alternative space was leased at West Regent Street). In addition, investment to accommodate student growth in the Haldane Building was made.

A net return on the Strathclyde Pension Fund precipitated a net credit on Interest and other finance costs of £0.9m (2024: £0.9m). At £20k (2024: £22k), interest on borrowing was broadly flat. A £936k net return on the pension scheme, compared to last year's net return of £887k, saw a non-cash movement of £49k.

Depreciation for the year of £2.9m (2024: £2.7m) grew by a modest £0.2m.

Other comprehensive income and expenditure for the year included the fifth successive and more substantial actuarial gain of £9.3m (2024: £0.8m), arising from the GSA's participation in the Strathclyde Pension Fund, which, however, was masked and the historic effects reversed by the actuarial instruction to implement a ceiling on the Pension Asset's disclosure, precipitating a reported actuarial loss of £19.1m (see note 20). In addition, there was a modest increase of £86k (2024: £35k reduction) in the value of our heritage assets as a result of new acquisitions, the most prominent being Alastair Gray / John Byrne donations and work from Hock Aun Teh.



## Financial position

At the end of the year, the Group had net assets of £70.0m (2024: £61.1m), representing an increase of £8.9m on the previous year. This increase is principally attributable to the receipt of insurance income (£8.1m) towards the year-end, increasing bank balances back to target levels of liquidity. The £3.7m increase in fixed assets to £105.5m (2024: £101.7m) reflects capital expenditure during the current year, offset by depreciation. The net £0.1m growth in investment assets to £6.2m (2024: £6.1m) reflects the performance of financial markets over the period.

Significant movements in the valuation of the Strathclyde Pension Scheme following the actuarial review at 31 July 2025 do not have an impact on the School's financial position – this is due to the application of an asset ceiling. The review showed a £9.1m growth in the net pension asset from £19.3m to £28.4m, attributed to a £5.4m growth in the Scheme's assets, to £74.0m complemented by a £3.8m reduction in the scheme's liabilities, to £45.6m. In keeping with the approach among Local Government Pension Scheme practitioners and consistent with our basis last year, the asset ceiling calculated by the actuary reduces the GSA's pension surplus to £nil at this year-end.

Over the period, net current assets rose by £3.5m to a net current asset of £3.0m (2024: £0.5m liability):

- Trade and other receivables reduced by £0.6m (24%) to £2.0m (2024: £2.6m).
- Cash increased by £6.5m to £15.5m (2024: £8.9m), represented principally by a significant insurance payment (£8.1m) in respect of outlays relating to the protection and development of the Mackintosh Building following the 2018 fire.
- Creditors due within one year grew by £2.4m to £14.9m (2024: £12.5m) as a result of a higher number of students paying a larger deposit.
- Creditors falling due in more than one year comprise loans and deferred capital grants.
  - The outstanding balance on loans due in more than one year reduced by £0.6m to £7.5m (2024: £8.1m), reflecting regular repayments on loans being made as they fell due. There are total loans, including loans due in one year, of £8.1m at 31 July 2025 compared with £8.7m at 31 July 2024.
  - At the year-end, deferred capital grants greater than one year stand at £51.7m (2024: £52.7m), those being mainly associated with historic capital grants from the Scottish Funding Council, including that for the construction of the Reid Building. The balance has reduced by £1.1m reflecting the release of deferred grant to match the depreciation on fixed assets, so funded.

## Movement on reserves

During the year, the Group's reserves increased by £9.0m to £70.0m (2024: £61.1m). Analysing that movement:

- Endowment reserves grew by £0.6m to £6.1m during the year (2024: £6.1m), the movement being largely attributable to the performance of financial markets over the period.
- Restricted reserves, at £8.4m, were unchanged during the year.
- The income and expenditure reserve increased by £9.0m to £40.2m (2024: £31.3m) during the year, again principally resulting from the receipt of Insurance payments in-year to the value of £8.1m.

## Treasury management, cashflow and liquidity

The financing, liquidity and exposure to financial risk is overseen by the Board through the Audit and Risk Committee and the Finance and Resources Committee. Each year, forecasts are prepared which consider the cash position, given the assumed operational movements and planned investment in fixed assets and working capital. This enables the Finance and Resources Committee to consider any future borrowing requirements in a timely manner.

Non-endowment cash balances are held in interest-bearing deposits with financial institutions. These balances can be invested in major clearing banks. At 31 July 2025, our cash and deposit balances were £15.5m, an increase of £6.5m on the previous year-end (2023: £8.9m), largely reflective of this year's capital expenditure, offset by the receipt of Insurance payments. Our deposits are currently held as short-term deposits, so show on the Balance Sheet as entirely within cash and cash equivalents.

The return on Endowment Asset Investments, comprising dividend and bank interest, was 2.49% compared with 2.33% in 2023/24. The market value of the total endowment assets held remained at £6.1m, reflecting overall performance of financial markets over the period. The Finance and Resources Committee oversees execution of investment strategies and monitors performance.

## Financial risk management

**Foreign Currency Risk** - The Glasgow School of Art does not enter into any significant foreign currency transactions. The governors therefore consider that there is no material exposure to foreign currency movement risk. Prior to repatriation of bank balances associated with the GS of A Singapore operation (following liquidation), balances had been maintained via bank accounts in

Singapore. The only foreign currency risk exposure had related to dividend payments from Singapore to GSA and the intergroup balance. This risk has now been removed.

**Credit Risk** - The Glasgow School of Art is exposed to credit-related losses in the event of non-performance by transaction counterparties but mitigates such risk by reviewing suppliers' financial accounts and credit scores as part of our tender processes.

**Liquidity Risk** - Operations are financed by SFC grants, student fees, research and consultancy contracts, and bank balances. In addition, the School has an overdraft facility which it has not utilised. The objective is to ensure a mix of funding methods offering flexibility and cost-effectiveness to match our needs.

**Cash Flow Risk** - The GSA currently holds £15.5m of cash; there are no restrictions on the use of those funds. With interest rates rising during the period, but with an expectation of earlier expenditure, the cash was held primarily in medium-term bank deposits, being drawn as required to maintain adequate levels of working capital.

### Creditor payment policy

The Glasgow School of Art's policy is that payments to suppliers are made in accordance with those terms and conditions agreed between the School and its suppliers, provided that all trading terms and conditions have been complied with. The School endorses the CBI Prompt Payment Code. At 31 July 2025, the School had an average of 10 days' purchases outstanding in trade creditors (2024: 13 days). With regard to the late payment of Commercial Debts (Interest) Act 1998, there are no matters to disclose.



**Ann Priest**, Chair of the Board of Governors  
11 December 2025

# DIRECTORS' REPORT



## Board membership

The following persons served as Board members during the year to 31 July 2025, and up to the date of approval of these financial statements:

### Appointed by the Board of Governors

Ms Kristen Bennie BA.	Independent Governor
Professor Graham Caie CBE, PhD, FRSE, FEA, FRSA.	Independent Governor
Dr Catriona Campbell MBE.	Independent Governor (from 17 April 2025)
Professor Stephen Hodder MBE, PPRIBA.	Independent Governor
Dr Kate Lampitt Adey BA (Hons), MLitt, PhD.	Independent Governor
Ms Sarah Lavers BA (Hons) PG Dip Fine Art, CPFA.	Independent Governor (from 3 February 2025)
Dr Simon Learoyd BA (Hons), PG Cert, MSc, PhD.	Independent Governor
Ms Jane Morrison-Ross	Independent Governor (from 5 February 2025)
Ms Ann Priest MBA, FRSA, CText FTI.	Independent Governor
Mr Harry Rich LLB (Hons), FRSA, CCMI.	Independent Governor
Mr James Sanderson BA (Hons), Dip Arch, RIBA, RIAS.	Independent Governor
Professor Adrienne Scullion MA, PhD, FRSA, FRSE.	Independent Governor
Dr Graham Sharp BSc (Hons), LLB, MSc, DPhil, CA.	Independent Governor
Professor Andrea Siodmok OBE, Hon DCL, BA (Hons), EMPP, PhD, FRSA.	Independent Governor
Mr Andrew Sutherland BA, CA, MCICM.	Independent Governor
Professor Anne Trefethen FEng.	Independent Governor
Ms Marion Venman LLB (Hons), DipLP, NP, D.Univ.	Independent Governor (from 14 March 2025)
Mr Tsz Wu BA (Hons), MDes.	Independent Governor

### Governor Ex Officio

Professor Penny Macbeth BA (Hons), MA, FHEA.	Director and Principal of the School
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### Elected Staff Governors

Mr David Nutter BA (Hons), PG Cert, M.Ed., SFHEA.	Elected by the Academic Staff
Ms Jacqueline Coyle Dow	Elected by the Professional Support Staff

### Student Governors

Ms Alicia Bickerstaff	President of the Students' Association (until 31 July 2025)
Mx Rachel Dennis	Vice-President of the Students' Association (until 31 July 2025)
Mr Rufus Horton	President of the Students' Association (from 1 August 2025)
Miss Charli Runcie	Vice-President of the Students' Association (from 1 August 2025)

### Trade Union Governors

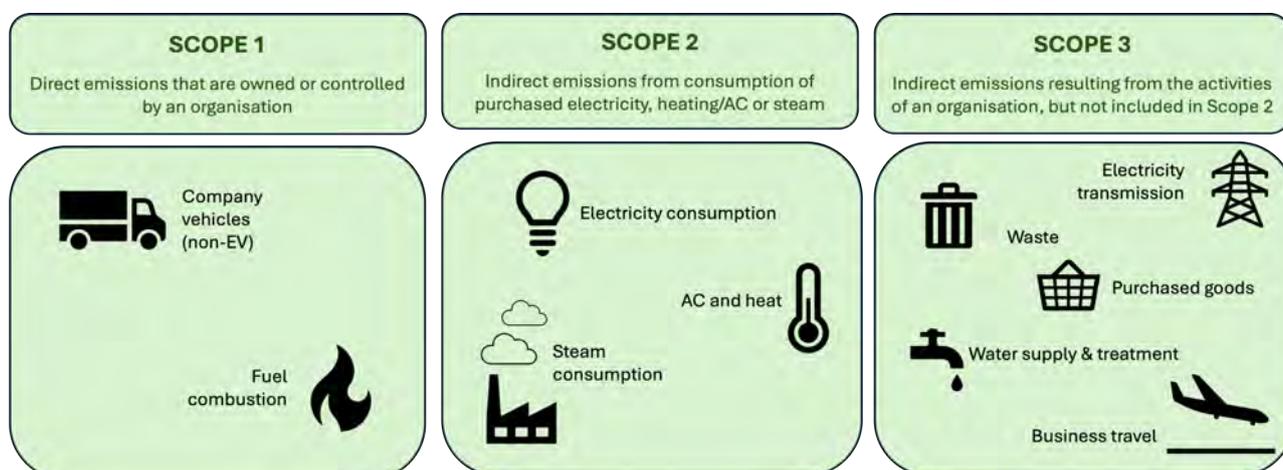
Mr Thomas Greenough BA (Hons).	Trade Union Governor (Academic Staff)
Mr Craig Laurie	Trade Union Governor (Professional Support Staff)

## Environmental sustainability

The Glasgow School of Art remains committed to sustainable values and to achieving net zero carbon emissions by 2037. The GSA's strategy and actions are based on the aim of reducing the School's environmental, social and ethical impacts, with specific objectives related to the efficient management of our estate, and full awareness of sustainability values and issues across the curriculum. The GSA community is encouraged to reduce energy, water and resource use, and support Scotland's future artists, designers and architects to react to, work with, and communicate climate change in a positive and creative way.

During the initial refurbishment of the Stow Building, the GSA employed Salix loan funding to make significant environmental improvements to the fabric and running costs of a building that had altered little since the 1930s. Recent improvements to that building seek to maintain a trend of enhanced environmental performance, specifically through a material reduction in the building's heat demand, and, more generally, through more efficient mechanical, electrical, public health and ICT installations, thereby serving as a blueprint for future estates development.

Consistent with our Estates Strategy, we have continued to develop our approach to realising a net zero strategy. On the road to net zero, one of the principal means by which an organisation's greenhouse gas emissions are measured and assessed is by looking at them within three different 'scopes', thereby seeking to understand and measure the source of emissions. The three scopes are a means of categorising the different kinds of emission that an organisation creates, both in terms of its own operations and in its wider 'value chain' (its suppliers and customers).



The Glasgow School of Art has fully reported on its Scope 1 and 2 emissions, and extended, year-on-year, the range of Scope 3 emissions on which it reports to include transport, travel, and its supply chain.

UK Energy use and greenhouse gas emissions (interim figures, subject to change):

Source	Units	Scope	Consumption		Emissions (tCO <sub>2</sub> e)	
			2024/25	2023/24	2024/25	2023/24
Gas	kWh	Scope 1	5,243,382	5,158,828	959	950
Propane	litres	Scope 1	10,962		17	
Bioenergy	tonnes	Scope 1		193		8
Electricity consumption	kWh	Scope 2	3,215,562	3,462,184	569	717
Electricity transmission	kWh	Scope 3	3,215,562	3,462,184	60	63
Refrigerants	kg	Scope 3	0	100	0	193
Waste	tonnes	Scope 3	140	99	2	1
Water	m <sup>3</sup>	Scope 3	18,610	47,833	2	7
Transport - public	passenger km	Scope 3		17,686,929		4,024
Transport - van/HGV	miles	Scope 3		18,540		5
Transport - car	km	Scope 3		1,131,329		182
UK Hotel stay	Room per night	Scope 3	343	328	4	4
Overseas Hotel stay	Room per night	Scope 3	111	45	3	1
Material use	tonnes	Scope 3		-		-
Homeworking	FTE working hour	Scope 3	156,609	169,975	52	57
Supply chain		Scope 3		-	6,462	6,083
<b>Total associated greenhouse gas emissions</b>					<b>8,130</b>	<b>12,294</b>

Space-related emissions	tCO <sub>2</sub>	1,609	1,932
Gross Internal Area	m <sup>2</sup>	64,575	65,678
<b>Intensity ratio</b>	<b>tCO<sub>2</sub>/m<sup>2</sup></b>	<b>0.04</b>	<b>0.03</b>
People-related emissions	tCO <sub>2</sub>	6,521	10,362
Staff numbers	average FTE		352
<b>Intensity ratio</b>	<b>tCO<sub>2</sub>/FTE</b>		<b>29.44</b>

Data Source: PBCCD Report 2023/24 and draft figures for 2024/2025.

Bioenergy and IT recycling data requested: pending response.

Supply chain emissions: based on APUC Scope 3 Report 2024/25.

Staff commuting survey: not conducted for 2024/25; therefore, travel emissions are not included.

Last date of PBCCD Submission: 30<sup>th</sup> November 2024 for 2023/24 figures.

2024/2025 figures will be submitted on 30 November 2025.

### Energy Efficiency and Sustainability Actions 2024/25:

- Environmental and Social Justice (ESJ) work: published March 2025, outlining The Glasgow School of Art's commitment to embedding sustainability, equity, and social responsibility.  
[Link to the Environmental and Social Justice Framework: <https://www.gsasustainability.org.uk/files/683ed4ce5c13d-ESJ.pdf>]
- People and Planet League: Set internal KPIs to track and improve our institutional ranking.
- Continued behavioural change campaigns via the Green Team.
- Electricity use reduced by 7.1 % through efficiency measures and staff engagement.
- Approved our Carbon Reduction Plan and Climate Risk Register.
- Ongoing BMS optimisation to reduce energy waste.
- LED lighting and roof insulation works completed in the Stow and Reid buildings. Early data indicates ~10 % reduction in gas consumption.
- Embedded environmental criteria in our procurement and catering supply chains, promoting circular use of materials.
- Extended Scope 3 coverage to include staff and student travel and procurement.
- Supported Healthy Materials Library and campus gardens for low-impact material use and learning.
- Curriculum updated to embed environmental and social justice learning outcomes.

### Future Planning and Targets (2025/26):

- We will implement full BMS optimisation across the estate.
- Carbon Literacy Training: The Glasgow School of Art will take the first step towards becoming a Carbon Literate Educator (CLE) institution by training its first cohort of staff members.
- SHAPE Impact Project 2025/26: The Glasgow School of Art will give its students the opportunity to contribute to a sustainability project, exploring how art, design and architecture can embed interdisciplinary sustainability principles and drive creative climate action.
- We will introduce EnMS system to reduce energy wastage.
- Continue LED lighting upgrades at the Reid Building.
- We will introduce Carbon Literacy training for students.
- We will work towards a 2:1 rating in the People & Planet League by 2026/27.
- Launch a Sustainable Food Policy.
- Develop a Carbon Dashboard for transparency and real-time emissions tracking.
- Conduct a new Staff Commuting Survey.
- We will set annual reduction targets of 7–8 %, aligning with the Net Zero 2037 pathway.

## Equality and diversity

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Through formal reporting, the Board of Governors ensures that The Glasgow School of Art complies with the Equality Act 2010, the Public Sector Equality Duty, and the Scottish Specific Duties. The Director and Principal provides leadership to ensure that these duties are integrated into the GSA's strategic aims and operations. The Secretary and Registrar supports the Director and Principal by facilitating reporting and communication to the Board of Governors. Members of the Senior Leadership Group are responsible for implementing equality policies and actions effectively within their respective areas of responsibility.

In January 2023, following a 2020 Memorandum of Understanding to enhance compliance with the Public Sector Equality Duty, the Scottish Funding Council and the Equality and Human Rights Commission published National Equality Outcomes (NEOs) to address persistent inequalities in the tertiary education sector. Developed through wide consultation with equality practitioners and individuals with lived experience, the NEOs align with existing SFC research and data. The Glasgow School of Art has committed to adopting all NEOs and integrating their delivery within its own equality action planning and reporting processes. Those National Equality Outcomes are:

### Age:

- The retention outcomes for university students aged 25 and over will improve.

### Disability:

- The success and retention rates of college and university students who declare a mental health condition will improve.
- Disabled students report feeling satisfied with the overall support and reasonable adjustments received, including from teaching staff, while on their course.
- Disabled staff and students report feeling safe in the tertiary system.
- Where representation is not proportionate to the relevant population, increase the representation of disabled staff in the workforce and on college boards and university courts.

### Gender Reassignment:

- Transgender staff and students report feeling safe to be themselves in the tertiary system.

### Race:

- Staff and students feel supported and safe and are confident that complaints of harassment or bias on the grounds of race will be dealt with appropriately because complaints procedures are fit for purpose and offer effective redress.
- Institutions should also have regard to attainment levels by racial group, and ensure that their curriculum is diverse and anti-racist.
- Where representation is not proportionate to the relevant population, increase the racial diversity of court members and address any racial diversity issues in college boards.
- Where representation is not proportionate to the relevant population, increase the racial diversity of teaching and non-teaching college staff to align with student representation in the sector.
- Students and staff report that they have confidence in institutional Report + Support mechanisms because they are fit for purpose.

### Sex:

- Staff and students know how to access support about violence, harassment and abuse, report their experience, and feel properly supported in doing so because the services are fit for purpose.
- Institutions can evidence approaches that prevent and respond to violence, harassment and abuse.
- Men (staff and students) know how to access mental health support (recognising intersectionality within that group).
- Institutions will have regard to significant imbalances on courses and take action to address it.

### Sexual Orientation:

- Lesbian, Gay and Bisexual staff and students report that they feel safe being 'out' at university and college.

The Glasgow School of Art (GSA) has made significant progress in mainstreaming equality, diversity and inclusion. Progress against the National Equality Outcomes (NEOs) includes improved data collection, policy development, increased disability disclosure among staff and students, and higher satisfaction with reasonable adjustments. Work continues to address underrepresentation, support mental health, and improve racial diversity across governance, staff and student populations. Further details can be found in the GSA [Mainstreaming-Equality-Reports-2025.docx](#)

## Employment of disabled persons

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The Glasgow School of Art is committed to being an inclusive and supportive employer, ensuring that people with disabilities are valued, respected, and enabled to thrive. We promote equality of opportunity at every stage of employment and continue to strengthen our approach to accessibility and wellbeing.

In 2024/25, we introduced a *Supporting Inclusive Wellbeing Toolkit* to help managers and employees work together to identify and remove barriers, provide appropriate workplace adjustments, and foster a culture of understanding and inclusion.

The GSA ensures that:

- Applicants and employees with disabilities receive full and fair consideration throughout recruitment and employment.
- Adjustments and support are considered proactively at all stages of the employment journey, including: recruitment, induction, probation, ongoing employment, and absence management.
- Practical adjustments, assistive technologies, and specialist support are made available where required.
- New and existing policies are impact-assessed to identify and mitigate potential barriers for disabled staff.
- All employees have access to equality, diversity and inclusion training to build awareness and inclusive practice.
- A range of wellbeing resources, including the Employee Assistance Programme, is available to support staff across the organisation.

The GSA aims to ensure that the recruitment, training, development, and promotion of people with disabilities are fair, equitable, and fully inclusive.

## Responsibilities of the Board of Governors for accounting and the financial statements

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In accordance with The Glasgow School of Art's formal governance arrangements, the Board is responsible for the administration and management of the affairs of the GSA and is required to present audited accounts for each financial year.

The Board considers that the Group and the School has adequate resources to continue its operations for the foreseeable future. For this reason, it continues to adopt the going concern basis in preparing the financial statements.

The Board is responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the GSA and to enable it to ensure that the financial statements are prepared in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice). In addition, within the terms and conditions of the Financial Memorandum agreed between the Scottish Funding Council and the Board of Governors, the Board, through its designated office holder, is required to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Group and the School, and of the surplus or deficit and cash flows for that year.

In preparing the financial statements, the Board has ensured that:

- Suitable accounting policies are selected and applied consistently.
- Judgements and estimates are made that are reasonable and prudent.
- Applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- Accounts are prepared on the going concern basis unless it is inappropriate to presume that the GSA or the Group will continue in operation.

The Board has taken all reasonable steps to:

- Ensure that funds from the Scottish Funding Council are used only for the purposes for which they have been given and in accordance with the Financial Memorandum with the Scottish Funding Council, and any other conditions which the Scottish Funding Council may from time to time prescribe.
- Ensure that there are appropriate financial and management controls in place to safeguard public funds and funds from other sources.
- Safeguard the assets of the GSA and prevent and detect fraud.
- Secure the economical, efficient and effective management of the GSA's resources and expenditure.

To the knowledge and belief of each of the persons who are directors at the time the report is approved:

- So far as the directors are aware, there is no relevant material audit information of which the Group's and the School's auditor is unaware.

- They have taken all the steps that ought reasonably to have been taken as a member of the Board, in order to make themselves aware of any relevant information, and to establish that the Group's and the School's auditor is aware of the information.

## Auditor

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The Board approved the appointment of AAB Audit & Accountancy Limited as Auditor on 10 December 2024.

AAB Audit & Accountancy Limited will be proposed for re-appointment in accordance with Section 485 of the Companies Act 2006.

## Post-balance sheet events

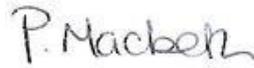
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There have been no significant events affecting the Group or the School since the year end.

### By order of the Board



**Ann Priest**, Chair of the Board of Governors  
11 December 2025



**Professor Penny Macbeth**, Director and Principal  
11 December 2025

# CORPORATE GOVERNANCE



## Introduction

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The School's governance arrangements are defined through an Order of Council derived from the Further and Higher Education (Scotland) Act 1992. The School is also a Company Limited by Guarantee. The School's Statement of Corporate Governance - reviewed and approved by the Board of Governors on an annual basis - complies with the high-level principles contained within The Scottish Code of Good Higher Education Governance.

In March 2023, a revised version of The Scottish Code of Good Higher Education Governance was published. In line with the expectations of the Scottish Funding Council, The Glasgow School of Art adopted the 2023 version of the Code in session 2023/24, and continued to develop the Corporate Governance function in line with the new Code throughout session 2024/25. [See section: 'The Scottish Code of Good Higher Education Governance'.]

The undernoted sets out the manner in which the School has applied the principles set out in the Code, and follows the format set out by the Scottish Funding Council's Accounts Direction for Scotland's Universities 2024/25 (issued on 7 August 2025), and the SFC Financial Memorandum. Its purpose is to enable the reader of the financial statements to understand how these principles have been applied.

## Governing Body

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The Board of Governors (the Board) is the governing body of the School and holds to itself the responsibilities for the ongoing strategic direction of the institution, as well as full consideration and approval of major developments and receipt of regular reports from executive officers on the day-to-day operations of its business.

The Board met four times in session in 2024/25 (October, December, March and June) and held an annual away-day in February 2025 which focused on strategic matters and the future direction of the School. From session 2025/26 onwards, the first Board meeting of the session will take place alongside the annual away-day in the autumn. At each of the standard Board meetings in the year reported, the Board received an executive update from the Director and Principal which set out matters related to the work and progress of the School. The Board also received reports from the President of the Students' Association, the Secretary and Registrar, the Director of Finance (and, subsequently, the Interim Director of Finance), and the Director of Estates and Infrastructure. As a matter of course, the Board also received the minutes from Academic Council and from each of the Board committees that had met in the preceding period.

The Academic Council is the principal academic body of the School. The remit of the Academic Council is specified in the School's Articles of Association and represent delegated functions from the Board, namely:

- The function of advising the Director and Principal in relation to the overall planning, co-ordination, development and supervision of the academic work of the institution.
- Such other functions of the Board of Governors as may be assigned to the Academic Council by the Board.

The roles of Chair and Vice-Chairs of the Board are separated from the role of the School's Chief Executive, the Director and Principal. Pursuant to the Articles of Association, the Director and Principal discharges those functions of the Board of Governors related to the organisation and management of the School, and, with the advice of the Academic Council, the overall planning, development and supervision of the academic work of the School. The Chair's responsibilities include leading the Board, promoting its effective operation, and ensuring that its members work together effectively and have confidence in the procedures laid down for the conduct of business. Ultimately, the Chair is responsible for the conduct and effectiveness of the business of the Board of Governors. Further details regarding the role of the Chair are set out in the Statement of Corporate Governance, a link to which is published on the School's website.

The Board Intermediary is a point of contact for members of the Board in the event that they wish to raise an issue regarding the conduct of the Board or the Chair. The Board Intermediary is also responsible for leading the Board in conducting the annual appraisal of the Chair. This role is currently held by one of our independent governors.

The Secretary and Registrar maintained regular contact with the Chair throughout the period to ensure that the conduct of the Board's business was carried out in accordance with the Statement of Corporate Governance, The Scottish Code of Good Higher Education Governance, and the School's legal instruments. Previous Board agendas and minutes are made accessible via the School's website, with Board papers available on request. Agendas and minutes are normally published following approval of the minutes at the subsequent meeting of the Board of Governors.

## Governance Arrangements

The Secretary and Registrar, in consultation with the Chair of the Board, ensured that the GSA's governance arrangements remained robust and appropriate, and that governance-level decision-making continued to operate through the established formal Board committee structure.

With regard to Board committees, these meetings were held via videoconferencing in session 2024/25, unless otherwise preferred by the convenor of the relevant committee. During this year, Board meetings were held in person (with the option for members to join via videoconference). These arrangements for the Board and its committees have become the established mode of operation.

## Statement of Primary Responsibilities and Schedule of Delegation

In accordance with the Code, the Board has a Statement of Primary Responsibilities and a Schedule of Delegation, which state those matters which are reserved for the consideration of the Board, and those which have been formally delegated. These are set out in full in the 2024/25 Statement of Corporate Governance.

The current Statement of Primary Responsibilities provides detail regarding the following responsibilities of the Board:

1. To ensure the effective management of the School and to play a key role in the development, approval and review of the mission and strategic vision of the School.
2. To be the principal financial and business authority of the School.
3. To safeguard the reputation and values of the School.
4. To ensure the quality of institutional educational provision is upheld and to ensure the defence of academic freedom.
5. To make such provision as appropriate for the general welfare of students, in consultation with the Academic Council.
6. To ensure that systems and policies are in place for meeting all of the School's legal and regulatory obligations.
7. To oversee and monitor the development and implementation of the School's Strategic Plan.
8. To appoint a Chair of the Board of Governors, one or more Vice Chairs, and independent governors.
9. To appoint the Director and Principal of the School, and the Secretary to the Board.
10. To advise on the appointment of the Deputy Directors of the School, and the Director of Finance.
11. To ensure the establishment and monitoring of systems of control and accountability, including financial and operating controls and the Risk Management Framework.
12. To ensure that processes are in place to monitor and evaluate the performance and effectiveness of the School.
13. To establish processes to monitor and evaluate the performance and effectiveness of the Board of Governors.
14. To conduct its business in accordance with best practice in higher education corporate governance and with accepted standards of ethics and behaviour in public life.
15. To determine and review the remuneration of those senior staff members whose salaries are not included within national pay scales.
16. To form, and receive regular reports from, committees to consider major areas of activity.
17. To support and enable the effective functioning of the Students' Association.
18. To satisfy itself that the School operates with high levels of social responsibility.
19. To take all final decisions on matters of major concern to the School.

The Schedule of Delegation records the delegated authority for decisions taken in the name of, or on behalf of, the Board. As part of the Statement of Corporate Governance, the Schedule is reviewed and formally approved by the Board on an annual basis. The general principles of the Schedule of Delegation are set out below:

- All delegated powers must be exercised in accordance with relevant current procedures and policies of the School, including the financial regulations and supporting policies, and applicable statutory requirements.
- Having delegated authority to other bodies or individuals to act on its behalf, the Board of Governors is nevertheless still ultimately accountable and assumes collective responsibility for the actions taken under delegated authority.
- The Board of Governors has the power at any time, subject to any statutory restrictions to the contrary, to vary, extend, restrict or recall any power or function delegated by it.
- In potentially contentious matters, or for decisions of strategic importance to the School, or where the Board of Governors would be reasonably expected to have a significant interest, it may be appropriate to seek the approval of the Board of Governors, even where authority has been delegated.
- The use of delegated authority should be reported to the Board of Governors as appropriate.
- A list of reserved matters which may not be delegated by the Board of Governors is detailed in the School's Statement of Corporate Governance.

The Board has ultimate responsibility for the effective operation of the School, and, following common practice, delegates much of the detailed review to Board committees. The extent of that delegation is detailed within the Board Committee Remits and Memberships document, which is reviewed and approved by the Board on an annual basis, and made accessible via the School's website. [See: 'Board Committees' for a brief overview of each committee remit.]

The Board committees underwent a restructuring exercise in advance of session 2024/25 to address a number of recommendations in the external Governance Effectiveness Review. The Board agreed to adopt a leaner Board committee structure in order to:

- Ensure structural proportionality and efficiency reflective of the School's size and needs.
- Ensure committees were operating at an appropriate level, and that their remits and terms of reference aligned with the School's strategic objectives.
- Enhance the level of reporting and assurance which the Board receives from its committees.
- Ensure the respective parts of the Board committee structure align and that assurance and decision-making flows.

The new structure has maximised the efficacy of the Board via the implementation of a rationalised Board committee structure that avoids duplication, fosters assurance and reassurance, and enables the Board to focus on strategic rather than operational matters, while also maintaining sight of all key governance and fiduciary issues central to its function.

The timing of the transition to the new Board committee structure necessitated that the first meetings of session 2024/25 functioned under the previous committee remits, memberships and titles, whereas the remaining meetings of the session progressed under the revised remits, memberships and titles. The Health and Safety Committee and the Museum and Archive Committee were both disbanded as part of the restructuring exercise, with their responsibilities redistributed appropriately to other governance and management committees. As such, the Board had the following committees in 2024/25:

- Audit and Risk Committee
- Finance and Resources Committee (*formerly Business and Estates Committee*)
- People and Culture Committee (*formerly Human Resources Committee*)
- Governance and Nominations (*formerly Nominations Committee*)
- Remuneration Committee

All of these committees are formally constituted and are convened by independent governors.

### Composition of the Board

The Board comprises independent and academic persons appointed in accordance with the School's governing instruments, which were last revised in December 2020. The majority of governors are non-executive and independent, serving alongside ex-officio and elected staff, student and trade union governors.

Since 1 December 2020, and in line with its new Order of Council and Articles of Association, the School's Board of Governors comprises:

- Between ten and seventeen independent governors.
- The Chair, appointed by the Board of Governors.
- The Director and Principal of the School as a governor ex officio.
- Two staff governors appointed by being elected by the staff of the School from among their own number, one of whom is elected by the academic staff of the School, and the other by the professional support staff of the School.
- Two trade union governors appointed in accordance with rules approved by the Board of Governors as follows:
  - one by being nominated by a trade union from among the academic staff of the School, who are members of a branch of a trade union that has a connection with the School.
  - one by being nominated by a trade union from among the support staff of the School, who are members of a branch of a trade union that has a connection with the School.
- Two student governors appointed by being nominated by the Students' Association of the School from among the students of the School in accordance with rules approved by the Board of Governors.

During the reporting period:

- Two student governors were appointed: Ms Alicia Bickerstaff (1 August 2024), and Mx Rachel Dennis (1 August 2024).
- One Staff Governor (Academic) was reappointed for a second term: Mr Digger Nutter (1 December 2024).
- Four independent governors were appointed to the Board: Dr Catriona Campbell (17 April 2025), Ms Sarah Lavers (3 February 2025), Ms Jane Morrison-Ross (5 February 2025), and Ms Marion Venman (14 March 2025).

During the year, the Secretary and Registrar, Ms Emma Williams, continued to act as Company Secretary.

Staff governors and trade union governors hold office for an initial term not exceeding three years, and may be reappointed for up to two further periods of up to three years. Student governors hold office for an initial term not exceeding one year, and may be reappointed for one further period of up to one year.

Independent governors are appointed for a term of office not exceeding three years, at the conclusion of which they may be reappointed for up to two further terms of three years, subject to review and approval by the Governance and Nominations Committee. The balance of skills and experience among independent governors is monitored closely to ensure that this is sufficient to enable the Board to meet its primary responsibilities and to ensure stakeholder confidence. A register showing the balance of skills, attributes and experience required across the Board's membership, including attributes and goals (having due regard to applicable law relating to equality and diversity), is published on the GSA's website.

When an independent governor demits office, or the School seeks to appoint a new governor, the Governance and Nominations Committee, or a subgroup thereof, reviews the balance of skills in the membership of the Board against the *Register of the Balance of Skills, Attributes and Experience*. This informs the appointment process and supports the School in maintaining a coherent and effectively functioning governing body. The Board also recognises its responsibility to demonstrate leadership in promoting and facilitating equality and diversity, and ensures that, where changes occur in the Board's composition, due and proper account is taken of aiming for a balance across all protected characteristics, recognised under the Equality Act 2010, as part of the Governance and Nominations Committee's appointment process.

Following a Board recruitment exercise in winter 2024, four new independent governors were appointed between February and April 2025. In preparation for this exercise, a full review of the *Register of Balance of Skills, Attributes and Experience* was carried out to help determine the skills required for the Board. New appointees were sought with skills and expertise in the following areas: arts and creative cultures; legal knowledge and understanding; accounting and finance; strategy, innovation, and commercial awareness; and digital futures.

As at 31 July 2025, the School's Board consists of a total membership of twenty-five members, eighteen of whom are independent governors (including the Chair of the Board): with the gender balance amongst the latter being 53% female: 47% male, achieving the gender representation objective of 50% female non-executive members.

During the period, one independent governor, Dr Graham Sharp, was granted Leave of Absence from their position as member of the Board of Governors, with effect from 1 January 2025 to 31 December 2025.

In accordance with GSA's governing instruments, the Board may appoint up to two Vice Chairs of the Board of Governors from among the independent governors. Ms Kristen Bennie has held the Vice Chair position since 2022. Following an expression of interest, the Governance and Nominations Committee recommended the appointment of Professor Anne Trefethen as the second Vice Chair to the Board of Governors. Professor Trefethen's appointment commenced on 29 May 2025.

### Induction and Governor Development

All new governors receive a full induction upon joining the Board, with continued support available throughout their time in office. The induction process and information provided is reviewed on an ongoing basis to ensure that it remains current and takes all relevant developments into account. Governors attend a welcome meeting with the Chair of the Board of Governors, followed by a governance briefing session with the Secretary and Registrar, the latter including information on the responsibilities of the Board, an overview of developments in the higher education sector, the School's Strategic Plan, and the overall governance and financial situation; they are also afforded the opportunity to meet with the Director and Principal, and members of the Senior Leadership Group. In addition, all governors are invited to participate in an annual governance briefing to refresh their knowledge, with this being mandatory for staff and trade union governors.

Throughout the academic session, governors are invited to participate in briefings, presentations and tours to keep members up-to-date with developments within the School. These also serve to increase members' knowledge and sense of connection with staff and students. The School remains committed to governor development, and Board members are kept informed of upcoming seminars and conferences relevant to higher education governance, for example those delivered by Advance HE through its Governor Development Programme. New governors (including student governors) are strongly encouraged to participate in the annual Scotland-specific training session.

The Chair undertakes a review of members' individual contributions at least every two years, which represents a further occasion for members to identify and seek personal development opportunities. Following completion of the reviews, the Chair: identifies any points to be followed up with individual governors, including any training requirements; any points for wider consideration by either the Governance and Nominations Committee or the Board; and any points to be factored into the wider review of board effectiveness.

## Board Committees

All Board committees continued to meet via video conference in session 2024/25, unless otherwise preferred by the convenor.

As outlined above, the transition to the new committee structure necessitated that the first meetings of the session functioned under previous remits, memberships and titles, whereas the remaining meetings of the session progressed under the revised remits, memberships and, where appropriate, titles. These are detailed below.

The **Audit and Risk Committee** met four times in session 2024/25: the Internal Auditor was present at all meetings, with the External Auditor present at three out of four. The Institutional Risk Register continues to be scrutinised in detail by the Audit and Risk Committee, with the most significant risks shared with the Board via a Board Assurance Framework. The **Audit and Risk Committee** is responsible for reviewing the effectiveness of the School's financial systems, internal control environment, and risk arrangements, providing appropriate assurance to the Board on these areas.

The **Business and Estates Committee** met once in session 2024/25. The **Finance and Resources Committee** superseded the Business and Estates Committee in November 2024, extending the remit of the latter by covering the School's digital and physical estate, and matters related to sustainability. The **Finance and Resources Committee** met three times in session 2024/25. The Committee is responsible for providing oversight and assurance on the short and long-term financial sustainability and financial resilience of the institution, monitoring income and expenditure, and risks to operating cash and financial sustainability. The Committee has delegated authority from the Board of Governors to monitor performance in the areas of Finance, Estates, and Resources and Assets in their widest sense.

A joint meeting of the **Audit and Risk Committee/Finance and Resources Committee** took place in session 2024/25 to consider the draft Annual Report and Financial Statements to 31 July 2024, prior to Board approval and submission to the Scottish Funding Council.

The **Human Resources Committee** met once in session 2024/25 and was responsible for the review and approval, subject to Board amendment, of policies relating to the employment of staff and the monitoring of the effective management of these affairs, along with matters relating to equality. The **People and Culture Committee** superseded the Human Resources Committee in November 2024, and met three times in session 2024/25. The Committee is responsible for strategic oversight and seeking assurance, on behalf of the Board of Governors, that the Senior Leadership Group, through the School's People Strategy, policies and procedures, is effectively fostering and managing a positive culture for the School's staff and students.

The **Nominations Committee** met once in session 2024/25 and oversaw and recommended to the Board the appointment and renewal of independent governors, and the appointment of Board office-holders. The **Governance and Nominations Committee** superseded the Nominations Committee in November 2024, expanding the remit of the latter by assuming responsibility for oversight of governance arrangements at the School (this previously sat within the remit of the Audit and Risk Committee), the conduct and effectiveness of the Board, governor development, and the implementation of good governance practice. The Governance and Nominations Committee met three times in session 2024/25.

The **Remuneration Committee** met three times in session 2024/25. The Remuneration Committee is responsible for agreeing the remuneration of those senior staff not covered through national pay scales, and for considering the terms and conditions and severance payments for such staff (subject to Scottish Funding Council guidance). The work of the Remuneration Committee is governed by the Remuneration Committee Framework. The Framework provides clarity on the circumstances under which remuneration for senior roles should be considered and what the process is, the information that should be used as a basis for decision-making, and the parameters and process for approval.

While not a Board committee, the **Steering Group (Mackintosh)** is convened by an independent governor. In addition to independent governors, it also includes external members. The Steering Group provides constructive challenge to the Project Development Board (Mackintosh) and offers insights to the Finance and Resources Committee as appropriate. The Board of Governors has overall and final authority for all works on the Mackintosh Building in alignment with the primary responsibilities set out in the GSA's Statement of Corporate Governance: that is, as the principal financial and business authority of the School, taking all final decisions on matters of major concern to the School. On all matters pertaining to the works of the Mackintosh Building, the Board continue to be informed by the views and recommendations of the Finance and Resources Committee.

## Board Committee Membership

The following persons served on the committees of the Board during the financial year reported in these accounts and into academic session 2024/25:

### **Audit and Risk Committee:**

Mr Andrew Sutherland, Professor Adrienne Scullion, Professor Anne Trefethen (from November 2024), Ms Jacquie Coyle Dow (from November 2024), Professor Penny Macbeth, Ms Sarah Lavers (from February 2025).

### **Finance and Resources Committee** (*formerly Business and Estates Committee*):

Dr Simon Learoyd, Ms Ann Priest, Professor Stephen Hodder, Mr Harry Rich, Mr James Sanderson, Dr Graham Sharp (until 31 December 2024), Professor Andrea Siodmok, Professor Penny Macbeth, Mr Digger Nutter (from September 2024), Ms Alicia Bickerstaff, Ms Jane Morrison-Ross (from February 2025).

### **People and Culture Committee** (*formerly Human Resources Committee*):

Ms Kristen Bennie, Professor Graham Caie, Mr Tsz Wu, Dr Kate Lampitt Adey (from November 2024), Professor Penny Macbeth, Dr Catriona Campbell (from April 2025), Ms Jacquie Coyle Dow, Mr Thomas Greenough, Ms Rachel Dennis (from November 2024).

### **Governance and Nominations Committee** (*formerly Nominations Committee*):

Ms Ann Priest, Ms Kristen Bennie, Professor Graham Caie, Dr Simon Learoyd, Mr Andrew Sutherland, Professor Penny Macbeth, Mr Craig Laurie (from November 2024), Ms Alicia Bickerstaff, Ms Marion Venman (from March 2025).

### **Remuneration Committee:**

Professor Graham Caie, Ms Ann Priest, Ms Kristen Bennie, Professor Anne Trefethen, Mr Digger Nutter, Ms Alicia Bickerstaff.

## Board Effectiveness

Following an independent governance effectiveness review of The Glasgow School of Art, undertaken between late August 2023 and early January 2024, a Governance Effectiveness Working Group was established. Led by the Secretary and Registrar, the primary purpose of the Group was to oversee the creation and implementation of a GSA Action Plan to address the recommendations contained within the Governance Effectiveness Report. The Working Group was also tasked with developing a Board Assurance Framework as a strategic means for shaping and informing the work of the Board of Governors, ensuring its alignment to the School's strategy and key risks, and as a tool for determining the work of, and assurance from, the Board committees.

Throughout 2024/25 the following took place:

### **Restructuring of the Board Committees**

In early August 2024 the Governance Effectiveness Working Group was consulted on proposed changes to the Board committees in line with the proposed committee restructuring. The Group's subsequent comments helped to inform and shape the revised committee remit and memberships, which were approved by the Board of Governors at an extraordinary meeting held on 21 August 2024.

### **360-Degree Exercise**

A 360-degree review was undertaken between June and July 2024 in order to identify the collective and independent development needs for all members of the Board of Governors and the School's Senior Leadership Group. The key themes arising from the review will contribute to the design of a Collective Development Plan for the Board, which will be complemented by tailored 'Contribution Plans' for Board members aimed at supporting their individual development via a range of elective sessions covering key governance areas.

### **Oversight of the Governance Effectiveness Programme**

In May 2025, oversight of the Governance Effectiveness Programme and accompanying Action Plan moved to the Governance and Nominations Committee.

### **Effective Report-Writing Workshop**

Further to the recommendation contained in the external Governance Effectiveness Report, the GSA partnered with Board Intelligence in October 2024 to deliver a workshop on effective report-writing for members of the Senior Leadership Group, designed to enhance management reporting at Board level in support of governance decision-making and the delivery of the GSA's strategic objectives. The Corporate Governance Office received positive feedback from attendees, who have implemented techniques covered during the session in their reporting to the Board and its committees.

## Risk Management Framework

The Governance Effectiveness Working Group convened in late 2024 to discuss proposed changes to the School's Risk Management Framework and Institutional Risk Register (IRR). Both documents continue to provide the mechanisms through which the GSA monitors, manages and mitigates risk, and its appetite for risk, while assurance to the Board is now provided through a Board Assurance Framework, the latter bringing clearer focus to the most significant strategic risks in order to inform the work of the Board. Following feedback from the School's two fiduciary committees, the format of the Institutional Risk Register was enhanced as the GSA moved to align with the Board Assurance Framework. Under the refreshed Risk Management Framework, the Audit and Risk Committee now monitors and reviews all risks via the Institutional Risk Register, with each Board committee responsible, through the Board Assurance Framework, for highlighting the most significant risks related to their respective remit.

## Attendance at meetings between 1 August 2024 and 31 July 2025

The attendance of the individual Governors at Board and principal committee meetings between 1 August 2024 and 31 July 2025 was as follows:

Governor Attendance	Board of Governors	Audit and Risk	Finance & Resources (formerly Business & Estates)	People & Culture (formerly HR)	Governance & Nominations (formerly Nominations)	Remuneration	Joint ARC / FRC (formerly Joint ARC / BEC)
	5*	4	4	4	4	3	1
Ms Kristen Bennie	4 of 5			3 of 4	2 of 4	1 of 3	
Ms Alicia Bickerstaff	5 of 5		4 of 4	1 of 1 *****	3 of 4	1 of 3	0 of 1
Mx Rachel Dennis	5 of 5			2 of 3 ***	1 of 1 *****	1 of 1 *****	
Professor Graham Caie	5 of 5			4 of 4	4 of 4	3 of 3	
Dr Catriona Campbell	2 of 2 **			1 of 1 **			
Ms Jacquie Coyle Dow	4 of 5	3 of 3 ***		4 of 4			1 of 1
Mr Thomas Greenough	4 of 5			4 of 4			
Professor Stephen Hodder	5 of 5		3 of 4				0 of 1
Mr Craig Laurie	5 of 5				3 of 3 ***		
Dr Kate Lampitt Adey	5 of 5			2 of 3 ***			
Ms Sarah Lavers	3 of 3 **	1 of 1 **					
Dr Simon Learoyd	5 of 5		4 of 4		4 of 4		1 of 1
Professor Penny Macbeth	5 of 5	4 of 4	4 of 4	4 of 4	3 of 4	3 of 3	1 of 1
Ms Jane Morrison Ross	3 of 3**		1 of 1**				
Mr Digger Nutter	4 of 5		4 of 4	1 of 1 ***		3 of 3	1 of 1
Ms Ann Priest	5 of 5		4 of 4		4 of 4	3 of 3	1 of 1
Mr Harry Rich	5 of 5		3 of 4				1 of 1
Mr James Sanderson	5 of 5		4 of 4				0 of 1
Professor Adrienne Scullion	3 of 5	4 of 4					1 of 1
Dr Graham Sharp	2 of 2 ****		1 of 2 ****				1 of 1
Professor Andrea Siodmok	4 of 5		3 of 4				0 of 1
Mr Andrew Sutherland	5 of 5	4 of 4			4 of 4		1 of 1
Professor Anne Trefethen	3 of 5	1 of 3 ***				2 of 3	1 of 1
Mr Tsz Wu	4 of 5			3 of 4			
Ms Marion Venman	3 of 3 **				1 of 1**		
Secretary and Registrar*****	5 of 5	4 of 4	3 of 4	4 of 4	4 of 4	3 of 3	1 of 1

\* The full Board met four times, and also held an away-day, in 2024/25.

\*\* New independent governors were appointed between February and April 2025 with their first formal engagements in the latter half of the session.

\*\*\* New committee membership as of November 2024 committee cycle.

\*\*\*\* Dr Graham Sharp commenced a leave of absence on 1 January 2025 (until 31 December 2025).

\*\*\*\*\* Student Governor President and Vice President deputised for one another by way of exception and as agreed with the respective convenors.

\*\*\*\*\* The Secretary and Registrar may attend any meeting of the Board.

## Corporate strategy

The Board's responsibilities include providing input into approving and monitoring the School's long-term strategic plans. The Director and Principal is responsible for providing governors with advice on the strategic direction of the School. Throughout the course of session 2024/25, the Board received regular reports from the Director and Principal on progress against the GSA's strategic objectives. The Board also dedicated time during its annual away-day in February 2025 to a detailed review of progress against the strategic lead indicators at the mid-point of the current Strategic Plan, taking account of the rapidly changing operating environment and opportunities for the future.

## Risk management

The Risk Management Framework establishes the processes that the GSA follows in order to monitor, manage and mitigate risk and the institution's appetite for risk across its portfolio of work. This is the overarching approach the School has in place to identify, manage, mitigate and monitor all risks in relation to achieving its strategic objectives and operational performance. The most recent iteration of the Risk Management Framework was reviewed in 2024 as described above. The Institutional Risk Register and associated Board Assurance Framework is comprehensively reviewed annually in line with the development of Annual Implementation Plans, and thereafter reviewed on a quarterly basis. The Framework will also be reviewed in line with the mid-point review of the Strategic Plan.

The School's Risk Appetite is designed to provide guidance to staff to ensure that they have confidence in being innovative and ambitious or conservative and compliant, and to know the parameters; for example, where it is necessary to refer to the Senior Leadership Group, which will in turn engage with the Board (including Board committees) as appropriate. Overall responsibility for ensuring that the School undertakes activities in line with its appetite for risk lies with the Director and Principal, with the support of members of the GSA's Senior Leadership Group.

The Senior Leadership Group reviews the Institutional Risk Register on a quarterly basis to consider risks, update mitigations, and amend the risk profile. A senior staff member from the outsourced Internal Audit service attends the Senior Leadership Group on a quarterly basis (prior to the submission of the Institutional Risk Register to the Audit and Risk Committee) in order to review the Institutional Risk Register and to provide external guidance and advice on the scope of assurance for managing risk provided by the GSA's internal audit programme. In line with the Risk Management Framework, responsibility for reviewing and approving the Institutional Risk Register continues to reside with the Audit and Risk Committee.

The School has in place a Business Continuity Planning Team, the membership of which encompasses the Senior Leadership Group with the addition of co-opted members. Members of the Continuity Planning Team have been selected for their collective understanding of business processes at the GSA, and for their ability to engage others in the detailed planning as well as all phases of managing a major incident. This is updated at least annually and presented to the Audit and Risk Committee. In April 2024 the School's Business Continuity and Major Incident Response Plan was revised with the addition of a Cyber Incident Response Plan, and in May 2025 the results of a mock cyber training exercise were reported along with the work on Business Impact Assessments for each school and department. The Plan provides the GSA with a framework for managing its response to events that pose a major threat to people, property, reputation or service delivery, and which require special measures beyond the day-to-day to restore operations. The aim of the Plan is to mitigate the impact of major incidents on the School's core business, and to facilitate community recovery and the restoration of normal services.

## Internal control

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### The Purpose of the System of Internal Control

The Board is responsible for the School's system of internal control and for reviewing its effectiveness. Such a system is designed to manage, rather than eliminate, the risk of failure to achieve business objectives, and therefore can only provide reasonable, and not absolute, assurance against material misstatement or loss. The process for reviewing the effectiveness of the system of internal control is through management reports, as well as reports from the Internal Auditor to the various committees, and, in particular, the Audit and Risk Committee. The Board of Governors and the Audit and Risk Committee review the Institutional Risk Register. Internal Audit reviews provide a mechanism for the GSA's approach to risk and business continuity, and these reports are provided to the Audit and Risk Committee in line with the annual Internal Audit Plan.

## Review of effectiveness of the internal control system

The School's Internal Audit service is outsourced to a professional firm of auditors, which operates in accordance with the requirements of the Scottish Funding Council's Financial Memorandum. The work of the internal audit service is informed by an analysis of the risks to which the School is exposed, and annual audit plans are based on this analysis. The analysis of risks and the internal audit plans are endorsed by the Board on the recommendation of the Audit and Risk Committee. The Internal Auditor provides the governing body with an annual report on internal audit activity in the School. The report includes the Internal Auditor's independent opinion on the adequacy and effectiveness of the School's system of risk management, controls and governance processes.

In November 2025, the Internal Auditor conveyed their Annual Statement of Assurance, confirming that no limitations had been placed on the scope of internal audit and reporting that, in their view, based on the reviews undertaken during the period, and in the context of materiality:

- In four of the six areas reviewed, the risk management activities and controls in the areas which they examined were found to be adequately designed to achieve the specific risk management, control and governance arrangements. In four of the six areas reviewed (based on their verification reviews and sample testing), risk management, control and governance arrangements were operating with sufficient effectiveness to provide reasonable, but not absolute, assurance that the related risk management, control and governance objectives were achieved for the period under review.
- In their review of Partnership Management and Income Management, they identified that further work was required to ensure robust processes. As such, they were not able to provide reasonable assurance, based on their verification review and sample testing, that risk management, control and governance arrangements were designed and operating with sufficient effectiveness in these areas to provide reasonable assurance that the related risk management, control and governance objectives were achieved for the period under review.
- An assurance that the auditor arrived at taking into consideration:
  - All internal audits undertaken by BDO LLP during 2024/25.
  - Any follow-up action taken in respect of audits completed.
  - Whether any significant recommendations have not been accepted by management and the consequent risks.
  - The effects of any significant changes in the organisation's objectives or systems.
  - The requirements of the Public Sector Internal Audit Standards and Institute of Internal Audit Standards.

The External Auditor also reports to the Chief Finance Officer and the Audit and Risk Committee on any internal control issues that they identify during their normal audit activities.

## The Scottish Code of Good Higher Education Governance

In line with the expectations of the Scottish Funding Council, the GSA adopted the revised Scottish Code of Good Higher Education Governance (published in March 2023) during session 2023/24. In the opinion of the Governing Body, the institution complied with all the principles and provisions of the revised Code through the year. Amendments to existing governance documentation, which were required to reflect updates in the 2023 Code, were approved via Board committees in session 2024/25, and were reviewed in 2025/26 to ensure ongoing compliance.

## Going concern

The Group's and the School's activities, and the factors likely to affect its future development, performance and position, are set out in the Strategic Report. Its financial performance for the year to 31 July 2025, income and expenditure, assets, liquidity and cash flows, are set out in more detail in the Notes to the Financial Statements. 2020/21 saw the final cohort of students graduate from the academic programmes that we ran in Singapore. The company ceased operations on 31 July 2021. To effect its dissolution, the company entered a Members Voluntary Liquidation on 1 September 2023. GSofA Singapore pte Ltd was dissolved on 3 January 2025 and all remaining balances were transferred to the School. The Group and the School have adequate financial resources, and its current forecasts and projections show it able to manage its activities, having taken account of risks and uncertainties highlighted in the Annual Report and Financial Statements. The Board of Governors considers that the Group and the School has adequate resources to continue in operation for the foreseeable future and, for this reason, the going concern basis continues to be adopted when preparing the Financial Statements.

## Conclusion

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In conclusion, the Board is satisfied with the corporate governance and internal control arrangements in place.



**Ann Priest**, Chair of the Board of Governors  
11 December 2025



**Professor Penny Macbeth**, Director and Principal  
11 December 2025

# INDEPENDENT AUDITOR'S REPORT



## Independent auditor’s report to the Board of Governors of The Glasgow School of Art

### Opinion

We have audited the financial statements of The Glasgow School of Art (‘the institution’ or ‘the School’) and its subsidiaries (the ‘Group’) for the year ended 31 July 2025, which comprise the Statement of Comprehensive Income and Expenditure, Balance Sheet, Cash Flow Statement, Statement of Changes in Reserves, and the related notes 1 to 33, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards including FRS 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland” (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the Group’s and School’s state of affairs as at 31 July 2025 and of the income and expenditure, recognised gains and losses, changes in reserves, and of the Group’s statement of cash flows for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been properly prepared in accordance with the Statement of Recommended Practice: Accounting for Further and Higher Education, and relevant legislation; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 14 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor’s responsibilities for the audit of the financial statements section of our report below. We are independent of the Group and the School in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC’s Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Board of Governors’ use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group or School’s ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

### Other information

The Board of Governors is responsible for the other information. The other information comprises the information included in the annual report set out on pages 1-44, other than the financial statements and our auditor’s report thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in this report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of the other information, we are required to report that fact. We have nothing to report in this regard.

### Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic Report and the Directors’ Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Directors’ Report have been prepared in accordance with applicable legal requirements.

## Independent auditor's report to the Board of Governors of The Glasgow School of Art (continued)

### Opinion on other matters prescribed by the Scottish Funding Council's Financial Memorandum with Higher Education Institutions

In our opinion, based on the work undertaken in the course of the audit, in all material respects:

- The Scottish Funding Council's accounts direction have been met;
- funds from whatever source administered by the institution for specific purposes have been applied properly to those purposes and, if relevant, managed in accordance with relevant legislation, and any other terms and conditions attached to them; and
- funds provided by the Scottish Funding Council have been applied in accordance with the requirements of the Scottish Funding Council Financial Memorandum with Higher Education Institutions.

### Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charity Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- The information given in the Strategic Report is inconsistent in any material respect with the financial statements; or
- proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

### Responsibilities of the Board of Governors

As explained more fully in the Responsibilities of the Board of Governors for accounting and the financial statements set out on page 33, the Board (who are Trustees for the purpose of charity law and Directors for the purpose of company law) is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Board of Governors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board of Governors is responsible for assessing the Group's and School's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Governors either intend to liquidate the institution or to cease operations, or have no realistic alternative but to do so.

### Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We obtained an understanding of the legal and regulatory frameworks within which the Group and School operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements.

The laws and regulations we considered in this context were the Charities and Trustee Investment (Scotland) Act 2005, the Companies Act 2006 and regulation 14 of the Charity Accounts (Scotland) Regulations 2006 (as amended).

We identified the greatest risk of material impact on the financial statements from irregularities including fraud to be:

- Management override of controls to manipulate the institution's key performance indicators to meet targets;
- Income recognition for specific income streams; and
- Compliance with relevant laws and regulations which directly impact the financial statements and those that the Group and School needs to comply with for the purpose of trading.

## Independent auditor's report to the Board of Governors of The Glasgow School of Art (continued)

Our approach was as follows:

- We assessed the susceptibility of the financial statements to material misstatement, including how fraud might occur by meeting with management to understand where they considered there was susceptibility to fraud. We also considered performance targets and their influence on efforts made by management to manage income and expenditure. Where this risk was considered higher, we performed audit procedures to address the risk of fraud and management override. These procedures included testing manual journals and were designed to provide reasonable assurance that the financial statements were free from fraud or error;
- We have performed analytical and/or substantive procedures over all significant revenue streams;
- We understood how the institution is complying with those frameworks by making enquiries of management and those responsible for legal and compliance procedures. We corroborated our enquires through our review of the Board minutes and papers provided to the Audit and Risk Committee, as well as consideration of the results of our audit procedures to either corroborate or provide contrary evidence which was then followed up;
- Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Our procedures involved enquiries of management, those charged with governance and those responsible for legal and compliance procedures; journal entry testing with a focus on journals indicating large or unusual transactions based on our understanding of the business and a review of Board minutes to identify any non-compliance with laws and regulations.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

### Use of our Report

This report is made solely to the Board of Governors, as a body, in accordance with regulation 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended). Our audit work has been undertaken so that we might state to the Board of Governors, as a body, those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than The Glasgow School of Art and the Board of Governors as a body, for our audit work, for this report, or for the opinions we have formed.

Andrew Shaw  
for and on behalf of AAB Audit & Accountancy Limited  
Statutory Auditor  
81 George Street  
Edinburgh  
EH2 3ES

Date: December 2025

# FINANCIAL STATEMENTS



## Group and School Statement of Comprehensive Income

### Year ended 31 July 2025

	Note	Year ended 31 July 2025		Year ended 31 July 2024	
		Consolidated	School	Consolidated	School
		£000	£000	£000	£000
<b>Income</b>					
Tuition fees and education contracts	1	29,575	29,575	23,639	23,639
Funding body grants	2	15,780	15,780	15,998	15,998
Research grants and contracts	3	1,341	1,341	1,410	1,410
Other income	4	4,783	4,783	4,762	4,762
Insurance income	4	8,086	8,086	15	15
Development Trust income	4	-	-	4	-
Investment income	5	881	881	1,952	1,952
	6	<b>60,446</b>	<b>60,446</b>	<b>47,780</b>	<b>47,776</b>
<b>Expenditure</b>					
Staff costs	7	31,472	31,472	29,338	29,338
Other operating expenses	8	18,164	18,164	16,057	16,053
Mackintosh Building debris clearance and stabilisation work	8	-	-	-	-
Depreciation	12	2,918	2,918	2,701	2,701
Interest and other finance costs	9	47	47	22	22
		<b>52,601</b>	<b>52,601</b>	<b>48,118</b>	<b>48,114</b>
<b>Surplus/(deficit) before other gains losses and share of operating surplus of joint ventures and associates</b>		<b>7,845</b>	<b>7,845</b>	<b>(338)</b>	<b>(338)</b>
Accumulated income retained within specific endowments	14	64	64	64	64
(Loss)/Gain on investments - appreciation of endowment assets	14	15	15	499	499
<b>Surplus before tax</b>		<b>7,924</b>	<b>7,924</b>	<b>225</b>	<b>225</b>
Taxation	11	-	-	-	-
<b>Surplus for the year</b>		<b>7,924</b>	<b>7,924</b>	<b>225</b>	<b>225</b>
<b>Other comprehensive income</b>					
Actuarial gain in respect of pension schemes	28	1,131	1,131	(18,401)	(18,401)
Revaluation of heritage assets	13	86	86	(35)	(35)
Reserve exchange rate adjustment		-	-	-	-
<b>Total comprehensive income for the year</b>		<b>9,141</b>	<b>9,141</b>	<b>(18,211)</b>	<b>(18,211)</b>
Represented by:					
Endowment comprehensive income for the year		80	80	563	563
Restricted comprehensive income for the year		-	-	-	-
Unrestricted comprehensive income for the year		8,975	8,975	(18,739)	(18,739)
Revaluation reserve comprehensive income for the year		86	86	(35)	(35)
		<b>9,141</b>	<b>9,141</b>	<b>(18,211)</b>	<b>(18,211)</b>

## Group and School Statement of Changes in Reserves

Year ended 31 July 2025

	Endowment	Restricted	Income and expenditure reserve	Revaluation reserve	Total
	£000	£000	£000	£000	£000
<b>CONSOLIDATED</b>					
<b>Balance at 1 August 2023</b>	5,535	8,367	49,943	15,419	79,264
Total comprehensive income	563	-	(18,739)	(35)	(18,211)
Transfers between revaluation and income and expenditure reserve	-	-	94	(94)	-
<b>Balance at 1 August 2024</b>	<b>6,098</b>	<b>8,367</b>	<b>31,298</b>	<b>15,290</b>	<b>61,053</b>
Total comprehensive income	80	-	8,975	86	9,141
Exchange rate difference on transfer	-	-	(27)	-	(27)
Transfers between revaluation and income and expenditure reserve	-	-	94	(94)	-
<b>Balance at 31 July 2025</b>	<b>6,179</b>	<b>8,367</b>	<b>40,340</b>	<b>15,282</b>	<b>70,167</b>
<b>SCHOOL</b>					
<b>Balance at 1 August 2023</b>	5,535	7,910	48,731	15,341	77,517
Total comprehensive income	563	-	(18,739)	(35)	(18,211)
Transfers between GSA Development Trust and School restricted reserves	-	132	-	-	132
Transfers between revaluation and income and expenditure reserve	-	-	94	(94)	-
<b>Balance at 1 August 2024</b>	<b>6,098</b>	<b>8,042</b>	<b>30,086</b>	<b>15,212</b>	<b>59,438</b>
Total comprehensive income	80	-	8,975	86	9,141
Transfers between revaluation and income and expenditure reserve	1	2	95	(95)	3
Transfer in on dissolution of GSoA Singapore	-	-	1,183	-	1,183
<b>Balance at 31 July 2025</b>	<b>6,179</b>	<b>8,044</b>	<b>40,340</b>	<b>15,203</b>	<b>69,766</b>

## Group and School Balance Sheet

As at 31 July 2025

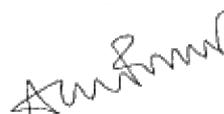
	Note	Year ended 31 July 2025		Year ended 31 July 2024	
		Consolidated	School	Consolidated	School
		£000	£000	£000	£000
<b>Non-current assets</b>					
Fixed assets	12	105,505	105,505	101,741	101,741
Heritage assets	13	13,974	13,831	13,888	13,745
Investments	14	6,179	6,179	6,098	6,098
		<b>125,658</b>	<b>125,515</b>	121,727	121,584
Pension asset	20	-	-	-	-
<b>Current assets</b>					
Stock	16	196	196	185	185
Debtors greater than one year	17	252	-	252	-
Trade and other receivables	17	1,983	1,973	2,612	3,396
Cash and cash equivalents	23	15,479	15,479	8,942	6,918
		<b>17,910</b>	<b>17,648</b>	11,991	10,499
<b>Less Creditors:</b> amounts falling due within one year	18	<b>(14,906)</b>	<b>(14,902)</b>	(12,502)	(12,482)
<b>Net current assets</b>		<b>3,004</b>	<b>2,746</b>	(511)	(1,983)
<b>Total assets less current liabilities</b>		<b>128,662</b>	<b>128,261</b>	121,216	119,600
<b>Creditors:</b> amounts falling due after more than one year	19	<b>(58,059)</b>	<b>(58,059)</b>	(59,660)	(59,660)
<b>Provisions</b>					
Pension provisions	20	(436)	(436)	(503)	(503)
<b>Total net assets</b>		<b>70,167</b>	<b>69,766</b>	61,053	59,438
<b>Restricted Reserves</b>					
Endowment reserve	21	6,179	6,179	6,098	6,098
Restricted reserve	22a	8,367	8,044	8,367	8,042
<b>Unrestricted Reserves</b>					
Income and expenditure reserve	22b	40,340	40,340	31,298	30,086
Revaluation reserve	22c	15,281	15,203	15,290	15,212
<b>Total Reserves</b>		<b>70,167</b>	<b>69,766</b>	61,053	59,438

The financial statements were approved by the Board of Governors on 11 December 2025 and were signed on its behalf on that date by:



**Professor Penny Macbeth**, Director and Principal

Company no: SC002271



**Ann Priest**, Chair of the Board of Governors

# Group Statement of Cash Flows

Year ended 31 July 2025

	Note	2025 £000	2024 £000
<b>Cash flow from operating activities</b>			
Surplus/(deficit) for the year		7,924	225
<b>Adjustment for non-cash items</b>			
Depreciation	12	2,918	2,701
(Increase) in stock	16	(11)	(15)
(Increase)/decrease in debtors	17	629	4,930
(Decrease)/increase in creditors	18	2,493	1,698
(Decrease) in pension provision	20	(66)	(67)
Tax paid	11	-	-
Staff costs - FRS102 pension adjustment	7	1,104	(165)
<b>Adjustment for investing or financing activities</b>			
Release of deferred capital grants	19	(1,090)	(1,191)
Loss/(gain) on investments	14	(15)	(499)
Accumulated income of endowment investments	21	(65)	(64)
Investment income	5	(881)	(1,952)
Interest payable	9	47	22
<b>Net cash inflow from operating activities</b>		<b>12,987</b>	<b>5,623</b>
<b>Cash flows from investing activities</b>			
Investment income	5	881	1,065
Payments made to acquire fixed assets	12	(6,683)	(15,658)
		<b>(5,802)</b>	<b>(14,593)</b>
<b>Cash flows from financing activities</b>			
Interest paid	9	(20)	(22)
New unsecured loans	18,19	-	-
Repayments of loan amounts borrowed	18,19	(628)	(628)
		<b>(648)</b>	<b>(650)</b>
<b>Increase in cash and cash equivalents in the year</b>		<b>6,537</b>	<b>(9,621)</b>
Cash and cash equivalents at beginning of the year	23	8,942	18,563
Cash and cash equivalents at end of the year	23	15,479	8,942
<b>Increase in cash and cash equivalents in the year</b>		<b>6,537</b>	<b>(9,621)</b>

The reconciliation of net debt appears in Note 24.

## Statement of principal accounting policies and estimation techniques

Year ended 31 July 2025

### 1. General information

The Glasgow School Art is a registered company, and its registered number is SC002271. It is also a registered charity in Scotland and its registered number is SC012490. The registered address is 167 Renfrew Street, Glasgow, G3 6RQ. The Glasgow School of Art is registered under The Further and Higher Education (Scotland) Act 1992.

### 2. Basis of preparation

The financial statements have been prepared in accordance with United Kingdom Accounting Standards, including Financial Reporting Standard 102 (FRS 102) 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice), the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended), the Accounts Direction issued by the Scottish Funding Council, and the Statement of Recommended Practice: Accounting for Further and Higher Education (2019 edition).

The Glasgow School of Art is a public benefit entity and therefore has applied the relevant public benefit requirement of the applicable accounting standards.

The financial statements have been prepared under the historical cost convention, subject to the revaluation of certain fixed assets.

The effect of events relating to the year ended 31 July 2025, which occurred before the date of approval of the financial statements by the Board of Governors, have been included in the financial statements to the extent required to show a true and fair view of the state of affairs as at 31 July 2025 and of the results for the year ended on that date.

The presentation currency is pounds sterling, and the financial statements are rounded to the nearest £000.

### 3. Going concern

The Group's activities, together with the factors likely to affect its future development, performance and position, are set out in the Strategic Report. Within that report is a review of the Institution's financial performance, its cash flows, liquidity position and borrowing facilities.

The Board of Governors has reviewed financial forecasts, including plans for future student recruitment, and after reviewing the assumptions utilised in the forecast scenarios, it is satisfied that the GSA is expected to be able to meet its commitments and obligations for at least the next twelve months from the date of the signing of this report.

The GSA has prepared a 3-year financial plan that forecasts that the Group will generate income and manage its expenditure such that it will generate and maintain sufficient working capital to deliver its activities and projects, and anticipates that the Group will continue to do so over the period of those future financial plans. In addition, the Group continues to carry cash balances to support liquidity in the event of an adverse financial event.

Having taken account of risk and uncertainty, the Board

considers that the School and Group have adequate resources to continue in operation for the foreseeable future, and, for this reason, it continues to adopt the going concern basis of accounting in preparing the annual financial statements.

### 4. Exemptions under FRS 102

The Group has taken the exemption under section 3.3 of the SORP (1.12(b) of FRS 102) to not produce a cash flow statement for the School, a Consolidated cash flow is, however, provided.

### 5. Basis of consolidation

These financial statements comprise the results of the School and of its Group. The group financial statements include the School and its subsidiary, GS of A Singapore Pte Ltd. The GS of A Singapore Pte Ltd was dissolved on 3<sup>rd</sup> January 2025 and will therefore no longer be consolidated from 2025/26. The group financial statements also include The Glasgow School of Art Development Trust which has been deemed as being controlled by GSA. Intra-group transactions and balances are eliminated fully on consolidation.

The activities of the GSA Students' Association have not been consolidated because The Glasgow School of Art does not exert control or dominant influence over the Association's policy decisions.

### 6. Recognition of Income

Government revenue grants, including the Scottish Funding Council's block grant and research grants, are recognised in income over the periods which the GSA recognises the related costs for which the grant is intended to compensate in line with the accruals model. Where part of a government grant is deferred, it is recognised as deferred income within creditors and allocated between creditors due within one year and due after more than one year as appropriate.

Non-recurring grants from the SFC or other Government bodies received in respect of the acquisition of fixed assets are treated as deferred Government capital grants and amortised in line with depreciation over the life of the assets.

Income from contracts and other services rendered is included to the extent of the completion of the contract or service concerned.

Non-government revenue and capital grants are recognised as income once any performance conditions have been met.

Income from tuition fees is recognised in the financial period it relates to and includes all fees payable by students or their sponsors. Income from short-term deposits is credited to the Statement of Comprehensive Income in the period in which it is earned. Income from specific endowments, not expended in accordance with the restrictions of the endowment, is transferred from the Statement of Comprehensive Income to specific endowments.

In The Glasgow School of Art Development Trust's financial statements, the pledges and funding from the UK Government and matched funding from the Scottish Government are shown as incoming resources.

At group level, the funding from the UK and Scottish Governments are in substance deferred Government capital grants and have been treated as such within the Group figures.

Funds received and disbursed as a paying agent on behalf of a funding body or other body, where the GSA is exposed to minimal risk or enjoys minimal economic benefit related to the receipt and subsequent disbursement of the funds, are excluded from the Statement of Comprehensive Income.

Insurance income receipts are recognised in full in year of receipt.

#### 7. Interest receivable

Interest receivable is recognised in the Statement of Comprehensive Income when receivable.

#### 8. Interest payable

Finance costs are charged to the Statement of Comprehensive Income over the term of the debt using the effective interest method that the amount charged is at a constant rate on the carrying amount. Issue costs are initially recognised as a reduction in the proceeds of the associated capital instrument.

#### 9. Pension Schemes

The Glasgow School of Art participates in two pension schemes providing benefits based on final pensionable pay, the Scottish Teachers Superannuation Scheme (STSS) and the Strathclyde Pension Fund (SPF). All schemes are available to staff of more than one employer, and the assets of the schemes are held separately from those of School. The Funds are valued by actuaries, the rates of contributions being determined by the trustees on the advice of the actuaries.

##### **Strathclyde Pension Fund**

The scheme is a defined benefit scheme and is accounted as a defined benefit scheme under Financial Reporting Standard 102.

Pension scheme assets are measured using market values. For quoted securities, the current bid price is taken as market value.

Pension scheme liabilities are measured using a projected unit method and discounted at the current rate of return on a high-quality corporate bond of equivalent term and currency to the liability.

The pension scheme surplus (up to the value of any actuarially defined asset ceiling) or deficit is recognised in full. The movement in the scheme surplus/deficit is recognised in the Statement of Comprehensive Income.

##### **Scottish Teachers' Superannuation Scheme**

Members of the academic staff are members of the Scottish Teachers' Superannuation Scheme, to which the GSA contributes. It is not possible to identify each participating institution's share of the underlying assets and liabilities on a consistent and reasonable basis. Accordingly, the GSA has utilised the provisions of FRS 102, whereby the contributions to the scheme are recognised as if it were a defined contribution scheme. The cost recognised within the Statement of Comprehensive Income will be equal to the contribution payable to the scheme for the year. Under statute, accounts for this scheme are prepared by the relevant body.

A small number of staff are in other defined contribution pension schemes, but the GSA would only contribute if the employee was ineligible to join one of the two main public sector schemes.

#### 10. Employment benefits

Short-term employment benefits, such as salaries and compensated absences, are recognised as an expense in the year in which the employees render service. Any unused benefits, such as holiday entitlements earned but not taken at the balance sheet date, are accrued and measured as the additional amount expected to be paid as a result of the unused entitlement.

#### 11. Foreign currencies

Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are retranslated at the rate of exchange at the Balance Sheet date. The resulting exchange differences are taken to the Statement of Comprehensive Income in the year.

#### 12. Leased assets

Operating leases and the total payments made under them are charged to the Statement of Comprehensive Income on a straight-line basis over the lease term, in compliance with FRS102 Section 20.

Lease agreements which transfer substantially all the benefits and risks of ownership of an asset are treated as if the asset had been purchased outright. The assets are included in fixed assets and the capital element of the leasing commitments are shown as obligations under finance leases. The lease rentals are treated as consisting of capital and interest elements. The capital element is applied in order to reduce outstanding obligations and the interest element is charged to the Statement of Comprehensive Income on a straight-line basis over the term of the lease. Assets held under finance leases are depreciated over the shorter of the lease term or the useful economic lives of equivalent owned assets.

#### 13. Property, plant and equipment

##### **Land and Buildings**

Land is stated at cost or valuation and is not depreciated while buildings are stated at cost or valuation, less a provision for depreciation. The basis of the valuation is depreciated replacement cost. The last valuation was carried out on 31 July 1995 by Grimleys, Chartered Surveyors. All additions since that date have been included at historical cost and their value is deemed to be at least equal to the cost incurred. Buildings are depreciated over their expected useful lives of up to 50 years, with subsequent improvements to buildings depreciated over their useful lives of 15 years.

Costs incurred in increasing the value of a building are capitalised if the cost of the improvement is over £5,000. If the cost incurred is over £5,000, but not considered to increase the value of the building, it will be written off in the year it is incurred. Where the property improvement cost that is to be capitalised has been incurred with the aid of a specific Government grant, it is depreciated as above.

The related Government grant is treated as a deferred capital grant and released to the Statement of Comprehensive income over the period stated above.

Assets under construction are accounted for at cost, based on the value of architects' certificates and other direct costs, incurred to 31 July 2025. They are not depreciated until they are brought into use.

#### **Maintenance of Premises**

The cost of routine maintenance is charged to the Statement of Comprehensive Income as incurred.

#### **Equipment**

All equipment and minor building improvements costing less than £5,000 for an individual item, or group of related items, is written off to the Statement of Comprehensive Income in the year of acquisition. All other equipment is capitalised at cost.

Capitalised equipment is depreciated over its useful economic life as follows:

- Telephone equipment: 10 years straight line.
- Other IT equipment and software: 6 years straight line
- Furniture, fittings and minor building improvements: 10 years straight line.
- Other equipment: 6 years straight line.
- Minor building improvements 15 years straight line.

Where the equipment that is to be capitalised has been acquired with the aid of a specific Government grant, it is depreciated as above. The related grant is treated as a deferred capital grant and released to the Statement of Comprehensive Income over the period stated above. A review for impairment is carried out if events or changes in circumstances indicate that the carrying amount of any fixed assets may not be recoverable. Depreciation is charged from the date of acquisition.

Non-government grants received to fund a capital asset are recognised as income when any performance conditions have been met.

#### **Impairment**

A review for impairment of property, plant and equipment is carried out if events or changes in circumstances indicate that the carrying amount of the property, plant and equipment may not be recoverable.

#### **14. Assets held for the Nation: Heritage Assets**

The Glasgow School of Art holds and conserves heritage assets for future generations. As a general policy, all heritage assets are recognised in the Balance Sheet. The costs or values have been obtained by a range of independent valuers or, where information on cost or value is not available and the cost of obtaining the information outweighs the benefits to the users of the financial statements, an estimated value is assigned to the asset based on previous valuations and the research, experience and knowledge of staff.

The carrying value of heritage assets is based on the insurance value as at 31 July 2025 and is updated on a quarterly basis to reflect ongoing acquisitions. The carrying value is reviewed where there is evidence of impairment, e.g. where an item has suffered physical deterioration, damage or breakage. Any disposal of heritage assets will be noted in the Balance Sheet and will follow the procedures as set out in section 16 of the Collections Development Policy.

#### **15. Investments**

**Investments in subsidiary undertakings** are stated at cost less provision for impairment in the Balance Sheet.

**Endowment Asset Investments** are included in the Balance Sheet at market value as at the year-end.

**Current asset investments** are liquid resources held as a readily disposable store of value. They include term deposits >3 months, government securities and loan stock held as part of treasury management activities. They exclude any such assets-held as endowment asset investments.

#### **16. Stocks**

Stocks are stated at the lower of cost or net realisable value.

#### **17. Cash and cash equivalents**

Cash flows comprise increases or decreases in cash. Cash includes cash in hand, deposits repayable on demand and overdrafts.

Deposits are repayable on demand if they are in practice available within 24 hours without penalty. No investments, however liquid, are included as cash. Cash equivalents include deposits held for a maturity of less than 3 months.

#### **18. Debtors**

Short-term debtors are measured at the transaction price, less any impairment.

#### **19. Creditors**

Short-term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

#### **20. Salix loan**

Salix is a non-departmental public body, owned wholly by Government, and provides Government funding to the public sector to improve energy efficiency, reduce carbon emissions, and lower energy bills. In line with FRS 102, the School has made an accounting policy choice to recognise this loan as a public benefit concessionary loan, meaning that the loan is recognised at its principal value on initial recognition.

#### **21. SFC University Financial transactions**

The SFC University Financial transaction programme for financial year 2020/21 offered access to low-interest loans to support carbon reduction activity, estates development, and the student experience. The GSA was successful in securing access to such a loan for works at the Stow Building. In line with FRS 102, the School has made an accounting policy choice to recognise this loan as a public benefit concessionary loan, meaning that the loan is recognised at its principal value on initial recognition.

## 22. Government capital grants

Government Capital Grants, at amounts approved by The UK Government, The Scottish Government, Glasgow City Council, or any other government agency, are treated as a deferred capital grant and are released to income in accordance with the accrual model over the useful life of the asset it relates. The accrual model requires recognition of income on a systematic basis over the period in which the related costs for which the grant is intended to compensate are recognised.

## 23. Government revenue grants

Government revenue grants are recognised using the accrual model, which means the School recognises the grant in income on a systematic basis over the period in which the School recognises the related costs for which the grant is intended to compensate.

## 24. Non-government grants

Non-government capital and revenue grants are recognised using the performance model. If there are no performance conditions attached, the grants are recognised as revenue when the grants are received or receivable.

A grant that imposes specific future performance-related conditions on the recipient is recognised as revenue only - when the performance related conditions are met.

A grant received before the revenue recognition criteria are satisfied is recognised as a liability.

## 25. Provisions

Provisions are recognised when the School or Group has a present legal or constructive obligation as a result of a past event, and if it is probable that a transfer of economic benefits will be required to settle the obligation, and a reliable estimate can be made of the obligation.

## 26. Financial instruments

The School and Group only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable, loans from banks and related parties.

Debt instruments (other than those wholly repayable or receivable within one year), including loans and other accounts receivable and payable, are initially measured at the present value of the future cash flows and subsequently at amortised cost using the effective interest method. Debt instruments that are payable or receivable within one year, typically trade payables or receivables are measured, initially and subsequently, at the undiscounted amount of the cash or other consideration, expected to be paid or received.

However, if the arrangements of a short-term instrument constitute a financing transaction, like the payment of a trade debt deferred beyond normal business terms or financed at a rate of interest that is not a market rate or in case of an outright short-term loan at market rate, the financial asset or liability is measured, initially at the present value of the future cash flow discounted at a market rate of interest for a similar debt instrument, and subsequently at amortised cost.

Financial assets are derecognised when contractual rights to the cash flows from the assets expire, or when the School or

Group has transferred substantially all the risks and rewards of ownership.

Financial liabilities are derecognised only once the liability has been extinguished through discharge, cancellation or expiry.

## 27. Contingent assets and liabilities

A contingent asset arises where an event has taken place that gives the School or Group a possible asset whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the School or Group.

A contingent liability arises from a past event that gives the School or Group a possible obligation whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the School or Group. Contingent liabilities also arise in circumstances where a provision would otherwise be made but either it is not probable that an outflow of resources will be required, or the amount of the obligation cannot be measured reliably. Contingent assets and liabilities are not recognised in the Balance Sheet but are disclosed in the notes.

## 28. Taxation Status

The Glasgow School of Art is a charity within the meaning of the Charities and Trustee Investment (Scotland) Act 2005 and as such is a charity within the meaning of Para 1 of Schedule 6 to the Finance Act 2010 and is recorded on the index of charities maintained by the Office of Scottish Charity Regulator (Charity No. SC012490). Accordingly, the GSA is potentially exempt from taxation in respect of income capital gains received within categories covered by sections 478-488 of the Corporation Tax Act 2010 (CTA 2010) (formerly enacted Section 505 of the Income and Corporation Taxes Act 1988 (ICTA)) or Section 256 of the Taxation of Chargeable Gains Act 1992 the extent that such income or gains are applied to exclusively charitable purposes. The GSA receives no similar exemption in respect of Value Added Tax. Irrecoverable VAT on inputs is included in the costs of such inputs. Any irrecoverable VAT on allocated tangible fixed assets is included in their cost.

The subsidiary commercial company, GS of A Singapore Pte, is subject to the tax laws of Singapore.

Revaluation gains relate to charitable activities and as such no deferred tax is recognised in respect of these unrealised gains.

## 29. Endowment funds

Where charitable donations are to be retained for the benefit of the institution as specified by the donors, these are accounted for endowments. There are three main types:

Restricted permanent endowment – the donor has specified that the fund is to be permanently invested to generate an income stream to be applied to a particular objective.

Unrestricted permanent endowment – the donor has specified that the fund is to be permanently invested to generate income stream for the general benefit of the GSA.

Restricted expendable endowment – the donor has specified a particular objective allowing conversion of the endowed capital into income.

### 30. Critical accounting estimates and judgements

In preparing the financial statements, management is required to make estimates and assumptions which affect the application of accounting policies and reported income, expenses, assets, and liabilities. These estimates and associated assumptions are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Actual results in the future could differ from such estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Judgement is often required in respect of items where the choice of specific policy, accounting estimate or assumption to be followed could materially affect the reported results or net asset position of the School.

The Governors are satisfied that the accounting policies are appropriate and applied consistently.

#### **KEY SOURCES OF ESTIMATION UNCERTAINTY**

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are described below.

##### ***Useful lives of property, plant and equipment***

Property, plant and equipment represent a significant proportion of the School's total assets. Therefore, the estimated useful lives can have a significant impact on the depreciation charged and the School's reported performance.

Where assets are funded by a capital grant which is deferred, the grant is amortised over the useful life of the asset. Like depreciation, therefore, the estimated useful lives can have a significant impact on the deferred capital grant released to income and the School's reported performance.

Useful lives are determined at the time the asset is acquired and reviewed regularly for appropriateness. The lives are based on historical experience with similar assets as well as anticipation of future events.

The carrying value of tangible assets and the annual depreciation charge for the year are set out in note 12, and deferred capital grant balances and releases are set out in note 19.

##### ***Recoverability of debtors***

The provision for doubtful debts is based on our estimate of the expected recoverability of those debts. Assumptions are made based on the level of debtors which have defaulted historically, coupled with current economic knowledge. The provision is based on the current situation of the customers, the age profile of the debt and the nature of the amount due.

##### ***Obligations under the Strathclyde Pension Scheme and pension enhancements on early retirement***

The actuarial valuation involves making assumptions about discount rates, future salary increases, mortality rates and

future pension increases. The assumptions of the scheme's actuary have been reviewed and are considered reasonable and appropriate.

Due to the complexity of the evaluation, the underlying assumptions and the long-term nature of these plans, such estimates are subject to significant uncertainty. Recognising that, the financial impact of that uncertainty is quantified in the sensitivity analysis of the principal assumptions used to measure the scheme liabilities included in note 28.

#### **KEY SOURCES OF JUDGEMENT UNCERTAINTY**

The judgements that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are described below.

##### ***Scottish Teachers' Pension Scheme***

Management are satisfied that the Scottish Teachers' Pension Scheme meets the definition of a multi-employer scheme. As the School is unable to identify its share of the underlying assets and liabilities in that multi-employer defined benefit scheme on a reasonable and consistent basis, it accounts as if the scheme were a defined contribution scheme.

##### ***Impairment of fixed assets***

Management make judgements as to whether any indicators of impairment are present for any of the School's assets.

There was consequential damage to the Reid, Bourdon and Assembly buildings, arising from the 2018 Mackintosh Building fire. In the aftermath of the fire, the value of those buildings has been impaired, equal to the proportion that the damage element represented of the net book value of the whole asset immediately following the fire.

Following the fire in June 2018, the capital value of the works performed to date in restoring the Mackintosh Building from the first fire in 2014 was fully impaired as part of the financial statements for the year ended 31 July 2018.

##### ***Mackintosh project expenditure***

The costs incurred in 2018/19 to 2020/21, in respect of stabilising the remaining structure and site clearance costs were expensed. 2021/22 marked a transition from work associated with clearance and stabilisation to one where the preliminary efforts related to the building's reconstruction began, and, since when, costs incurred in relation to that building are capitalised.

##### ***Strathclyde Pension Fund - Pension Asset***

The quantum of the asset ceiling calculated by the actuary and applied in the assessment of the recognition of the pension surplus is a key area of judgement, materially impacting the balance sheets' net assets.

##### ***Valuation of heritage assets***

The balance sheet valuation of the archives is based on their insurance value and that of the collection assets is based on an assessment of their commercial value. Those sums arise out of the valuations carried out by a range of expert valuers.

##### ***Leases***

Management make judgement in determining whether a lease should be defined as an operating lease or a finance lease by considering the extent that risks and rewards associated with the ownership of the asset have been transferred to the School. The GSA has not identified any of its leases as finance leases.

## Notes to the financial statements

### 1 Tuition fees and education contracts

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated £000	School £000	Consolidated £000	School £000
Scotland home domicile fees	3,373	3,373	2,391	2,391
EU domicile fees	-	-	893	893
RUK domicile fees	4,000	4,000	3,418	3,418
Non-EU domicile fees	21,101	21,101	16,167	16,167
Education contracts	664	664	361	361
Non-credit bearing course fees	437	437	409	409
	<b>29,575</b>	<b>29,575</b>	<b>23,639</b>	<b>23,639</b>

### 2 Funding body grants

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated £000	School £000	Consolidated £000	School £000
General fund - Teaching	8,061	8,061	9,070	9,070
General fund - Research and Knowledge Exchange	1,554	1,554	1,601	1,601
Small specialist institution grant	4,391	4,391	3,496	3,496
Other SFC grants	715	715	672	672
Deferred capital grants released in year: Buildings	1,059	1,059	1,059	1,059
Equipment	-	-	100	100
	<b>15,780</b>	<b>15,780</b>	<b>15,998</b>	<b>15,998</b>

### 3 Research grants and contracts

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated £000	School £000	Consolidated £000	School £000
Research councils	343	343	440	440
Research charities	14	14	22	22
Government (UK and overseas)	942	942	934	934
Industry and commerce	42	42	-	-
Other	-	-	14	14
	<b>1,341</b>	<b>1,341</b>	<b>1,410</b>	<b>1,410</b>

### 4 Other income

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated £000	School £000	Consolidated £000	School £000
Residences	3,291	3,291	3,118	3,118
Release from deferred capital grants (Non-SFC)	32	32	32	32
Other income generating activities	206	206	233	233
Other income	1,254	1,254	1,379	1,379
	<b>4,783</b>	<b>4,783</b>	<b>4,762</b>	<b>4,762</b>
Insurance monies (including accrued income)	8,086	8,086	15	15
Development Trust income	-	-	4	-

## 5 Investment income

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated £000	School £000	Consolidated £000	School £000
Investment income on endowments	407	407	385	385
Other investment income	474	474	680	680
Net return on pension scheme (note 28)	-	-	887	887
	<b>881</b>	<b>881</b>	1,952	1,952

## 6 Segmental reporting

The group activities are carried out in Glasgow and Singapore.  
Group Turnover for these two markets is split as:

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated £000		Consolidated £000	
Glasgow	60,447		47,780	
Singapore	-		-	
	<b>60,447</b>		47,780	

## 7 Staff costs

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated £000	School £000	Consolidated £000	School £000
Salaries	24,350	24,350	22,949	22,949
Social security costs	2,623	2,623	2,279	2,279
Pensions	3,321	3,321	4,254	4,254
Pension FRS 102 service charge (note 28)	1,104	1,104	(165)	(165)
Severance and redundancy costs	74	74	21	21
Total	<b>31,472</b>	<b>31,472</b>	29,338	29,338

### Staff costs per activity

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated £000	School £000	Consolidated £000	School £000
Academic	12,876	12,876	13,429	13,429
Academic support	4,811	4,811	5,037	5,037
Research	2,497	2,497	1,126	1,126
Other support	3,032	3,032	3,069	3,069
Admin and central services	4,641	4,641	4,519	4,519
Premises	2,130	2,130	1,996	1,996
Residences	308	308	306	306
Pension FRS 102 service charge (note 28)	1,104	1,104	(165)	(165)
Severance and redundancy costs	73	73	21	21
	<b>31,472</b>	<b>31,472</b>	29,338	29,338

The average number of staff employed by the School expressed as full-time equivalents was:

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated Nos	School Nos	Consolidated Nos	School Nos
Academic	128	128	131	131
Academic support	93	93	94	94
Research	20	20	17	17
Other support	46	46	48	48
Admin and central services	52	52	52	52
Premises	61	61	60	60
Residences	5	5	5	5
	<b>405</b>	<b>405</b>	407	407

**Emoluments of Director**

	Year ended 31 July 2025	Year ended 31 July 2024
	Consolidated & School £000	Consolidated & School £000
<i>Emoluments of Director</i>		
Salary	224	206
Pension contributions	58	49
	<b>282</b>	<b>255</b>

The ratio of the remuneration of the Director to the median salary of a permanent staff member is 6.85:1 (2023: 5.42:1)

**Compensation for loss of office payable to senior post holders**

	Year ended 31 July 2025	Year ended 31 July 2024
	Consolidated & School Number      £000	Consolidated & School Number      £000
Payments in excess of £100k during the year	-      -	-      -

**Key management personnel**

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the institution. Staff costs include compensation paid to key management personnel. The GSA defines its key management personnel as being members of its Senior Leadership Group and staff governors. The key management personnel emoluments are made up as follows:

	Year ended 31 July 2025	Year ended 31 July 2024
	Consolidated & School £000	Consolidated & School £000
Salaries	1,730	1,715
Employer's National Insurance	225	213
Pension contributions	319	377
Total emoluments	<b>2,274</b>	<b>2,305</b>
	Number	Number
The number of directors receiving benefits under defined benefit schemes:	<b>5</b>	<b>6</b>

The emoluments of the key management personnel, excluding pension contributions, in the following ranges were:

	Year ended 31 July 2025	Year ended 31 July 2024
	Consolidated & School Number	Consolidated & School Number
£100,001 to £110,000	-	1
£110,001 to £120,000	2	1
£120,001 to £130,000	-	1
£130,001 to £140,000	3	1
£190,001 to £200,000	-	-
£200,001 to £220,000	-	1
£220,001 to £230,000	1	-
	<b>6</b>	<b>5</b>

**Governors' emoluments**

Only the Chair of the Board of Governors and those GSA staff who serve as governors receive payment for their services. Those emoluments are made up as follows:

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated & School £000		Consolidated & School £000	
<i>Emoluments of Chair</i>				
Salaries	20		20	
Employer's National Insurance	4		2	
Pension contributions	-		-	
	<b>24</b>		<b>22</b>	
<i>Emoluments of Staff Governors</i>				
Salaries	438		416	
Employer's National Insurance	56		51	
Pension contributions	95		95	
	<b>589</b>		<b>562</b>	
<i>Total emoluments of Chair and Staff Governors</i>				
Salaries	457		436	
Employers National Insurance	60		53	
Pension contributions	95		95	
Total emoluments	<b>612</b>		<b>584</b>	

**8 Other operating expenses**

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated £000	School £000	Consolidated £000	School £000
Academic and related expenditure	3,051	3,051	3,129	3,129
Administration and central services	4,172	4,172	3,782	3,782
Premises	5,834	5,834	4,217	4,217
Residences, catering and conferences	2,673	2,673	2,954	2,954
Development Trust expenditure	-	-	4	-
Research grants and contracts	659	659	418	418
Other expenses	1,775	1,775	1,553	1,553
	<b>18,164</b>	<b>18,164</b>	<b>16,057</b>	<b>16,053</b>

**9 Interest and other finance costs**

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated £000	School £000	Consolidated £000	School £000
Mortgage and loan interest	20	20	22	22
Net charge on pension scheme (note 28)	27	27	-	-
	<b>47</b>	<b>47</b>	<b>22</b>	<b>22</b>

## 10 (Deficit)/surplus

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated £000	School £000	Consolidated £000	School £000
The deficit is stated after charging for:				
External auditor's remuneration: audit of the financial statements	5	54	53	53
External auditor's remuneration: subsidiaries	4	-	4	-
External auditor's remuneration: taxation compliance	7	7	7	7
External auditor's remuneration: other audit work	6	6	6	6
Internal auditor's remuneration in respect of audit services	39	39	35	35
Depreciation - owned assets	2,918	2,918	2,701	2,701
Operating leases - land and buildings	1,751	1,751	2,271	2,271

## 11 Taxation

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated £000	School £000	Consolidated £000	School £000
Recognised in the statement of comprehensive income				
Current tax				
School	-	-	-	-
Tax re GSofA Singapore Pte Ltd	-	-	-	-
Total tax expense	-	-	-	-

No corporation tax was due on the activities of the School (2023: nil).

## 12 Fixed assets

Group and School	Freehold Land and Buildings	Equipment and Fixtures & Fittings	Assets in the Course of Construction	Total
	£000	£000	£000	£000
<b>Cost/valuation</b>				
At 1 August 2024	110,137	13,379	14,879	138,395
Additions	2,268	1,203	3,211	6,682
Transfers to/(from) assets in the course of construction	-	-	-	-
Disposals	(106)	(657)	-	(763)
<b>At 31 July 2025</b>	<b>112,299</b>	<b>13,925</b>	<b>18,090</b>	<b>144,314</b>
<b>Consisting of valuation as at:</b>				
1 July 1995	15,890	-	-	15,890
Cost	96,409	13,925	18,090	128,424
	<b>112,299</b>	<b>13,925</b>	<b>18,090</b>	<b>144,314</b>
<b>Depreciation</b>				
At 1 August 2024	26,371	10,283	-	36,654
Charge for the year	2,070	848	-	2,918
Disposals	(106)	(657)	-	(763)
<b>At 31 July 2025</b>	<b>28,335</b>	<b>10,474</b>	<b>-</b>	<b>38,809</b>
<b>Net book value</b>				
<b>At 31 July 2025</b>	<b>83,964</b>	<b>3,451</b>	<b>18,090</b>	<b>105,505</b>
At 31 July 2024	83,766	3,096	14,879	101,741

In May 2014 the School's Mackintosh Building was badly damaged by a major fire. A valuation of the building obtained after the fire valued the building considerably in excess of the depreciated figure used in the accounts. Accordingly, it was deemed that, in this circumstance, it was satisfactory not to impair the Mackintosh Building. In June 2018 the Mackintosh Building suffered a second, more extensive, fire. Given the extent of the damage, the value of the building was fully impaired, leaving only the land value within total fixed assets. The costs incurred in 2018/19, 2019/20, 2020/21 and 2021/22 in respect of stabilising the remaining structure and site clearance costs have been expensed.

The School's policy is that assets are retained at either their 1995 valuation or their historic cost for additions since that date. Land and Buildings were valued in 1995 by a firm of independent chartered surveyors on a depreciated replacement cost basis. All additions since that date have been included at historic cost and their value is deemed to be at least equal to the cost incurred.

Buildings with a net book value of £907,434 (2023: £1,034,627) have been funded from Treasury sources. Should these particular buildings be sold, the School would have to surrender the proceeds to the Treasury or use them in accordance with the Financial Memorandum with the Scottish Funding Council.

#### Valuation of Land & Buildings (Including Inherited Land & Buildings)

Land and buildings have been included at valuation with the following amounts:

Increase from valuation of inherited buildings
Increase from valuation of purchased buildings
Aggregate depreciation on revalued amount
<b>Net book value</b>

As at 31 July 2025	As at 31 July 2024
£000	£000
<b>3,346</b>	3,346
<b>877</b>	877
<b>(2,850)</b>	(2,756)
<b>1,373</b>	1,467

The inherited land and buildings concerned were all inherited prior to the 1995 valuation at nil cost. The net book value is £1,116,971 (2023/24: £1,191,225).

The revalued buildings were purchased prior to the revaluation in 1995.

### 13 Heritage assets

The heritage assets include the School's institutional archives dating back to 1845, along with archives from artists, societies and alumni associated with the School; and the museum collection includes the Charles Rennie Mackintosh Collection – a Recognised Collection of National Significance, and significant collections of artworks, textiles and silverware. It also includes the library's rare and valuable books collection. The balance sheet valuation of the archives is based on their insurance value, and that of the collection assets is based on an assessment of their commercial value. Additions to the collection are valued at the time of acquisition, and individual collections are reviewed periodically to ensure the accuracy of the valuation. Further information about the School's collections is publicly available on its website.

The heritage assets held by The Glasgow School of Art Development Trust were donated, with the intention being that they will be sold to realise their value.

	2025	2024	2023	2022	2021
	£000	£000	£000	£000	£000
<b>School</b>					
Value of heritage assets acquired by donation, 1 August	<b>13,745</b>	13,780	13,393	13,411	13,205
Adjustments to valuation or cost	<b>86</b>	(35)	387	(18)	206
Balances as at 31 July	<b>13,831</b>	13,745	13,780	13,393	13,411
<b>Glasgow School of Art Development Trust</b>					
Value of heritage assets acquired by donation, 1 August	<b>143</b>	143	143	96	66
Adjustments to valuation or cost	<b>-</b>	-	-	47	30
Balances as at 31 July	<b>143</b>	143	143	143	96
<b>Group Total</b>	<b>13,974</b>	13,888	13,923	13,536	13,507

### 14 Endowments

Group and School	2025	2024
	£000	£000
<b>At 1 August</b>	<b>6,098</b>	5,535
Additions	<b>2,217</b>	869
Disposals	<b>(2,940)</b>	(584)
New endowments	<b>-</b>	-
Increase/(decrease) in cash balances held at fund managers	<b>789</b>	(221)
Appreciation of endowment asset investments in year	<b>15</b>	499
<b>At 31 July</b>	<b>6,179</b>	6,098

## 15 Non-current investments

The School's investment, at the balance sheet date, in the share capital of subsidiary companies comprises the following:

Company	Principal activity	Class of shares	Percentage owned
The Glasgow School of Art Development Trust	The principal activity of The Glasgow School of Art Development Trust, an unincorporated body, is to raise funds to support the strategic priorities of The Glasgow School of Art.	n/a	n/a

The School's investment in GS of A Singapore pte Ltd was liquidated in January 2025, hence there are no longer holdings in this entity at 31/07/2025.

## 16 Stock

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated £000	School £000	Consolidated £000	School £000
General consumables	196	196	185	185
	<b>196</b>	<b>196</b>	185	185

## 17 Trade and other receivables

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated £000	School £000	Consolidated £000	School £000
Amounts falling due within one year:				
Trade debtors	355	346	595	584
Debts due from students	337	337	347	347
Amounts due from subsidiary companies	-	-	-	795
Prepayments and accrued income	1,291	1,291	1,670	1,670
	<b>1,983</b>	<b>1,974</b>	2,612	3,396
Amounts falling due in more than one year:				
Development funding debtor	252	-	252	-

## 18 Creditors: amounts falling due within one year

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated £000	School £000	Consolidated £000	School £000
Trade creditors	493	493	513	513
Unsecured loan	628	628	628	628
Payments in advance	8,154	8,154	6,278	6,278
Deferred capital grants	1,074	1,074	1,190	1,190
Taxation and social security	-	-	3	3
Research contracts accrual	960	960	910	910
Accruals and deferred income	3,597	3,593	2,980	2,960
	<b>14,906</b>	<b>14,902</b>	12,502	12,482

## 19 Creditors: amounts falling due in more than one year

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated £000	School £000	Consolidated £000	School £000
Unsecured loan	7,461	7,461	8,088	8,088
Deferred capital grants	50,598	50,598	51,572	51,572
	<b>58,059</b>	<b>58,059</b>	59,660	59,660
<b>Analysis of secured and unsecured loans:</b>				
Due within one year or on demand (note 18)	628	628	628	628

Due after more than one year				
Due between one and two years	628	628	628	628
Due between two and five years	1,500	1,500	1,628	1,628
Due in five years or more	5,332	5,332	5,832	5,832
	<b>7,460</b>	<b>7,460</b>	<b>8,088</b>	<b>8,088</b>
Total secured and unsecured loans	<b>8,088</b>	<b>8,088</b>	<b>8,716</b>	<b>8,716</b>
Unsecured loan	<b>8,088</b>	<b>8,088</b>	8,716	8,716
	<b>8,088</b>	<b>8,088</b>	<b>8,716</b>	<b>8,716</b>

#### Details of loans

Salix loan: An unsecured loan, repayable by bi-annual instalments until April 2027. This loan is a public benefit concessionary loan and is repayable with no interest charged over the duration of the loan.

SFC Financial Transactions: An unsecured loan, repayable in quarterly instalments. This loan, from the Scottish Funding Council under the Universities Financial Transactions Programme to fund the further development of the Stow Building, is repayable over 20 years with a fixed interest rate of 0.25%.

#### Deferred Capital Grants

Included within creditors are the following items of income which have been deferred until specific performance related conditions have been met.

Group	Funding Council £000	Other grants & benefactions £000	Total £000
<b>As at 1 August 2024</b>			
Buildings	42,643	10,119	52,762
Equipment	-	-	-
	<b>42,643</b>	<b>10,119</b>	<b>52,762</b>
<b>Released to Income and Expenditure</b>			
Buildings	(1,058)	(32)	(1,090)
Equipment	-	-	-
	<b>(1,058)</b>	<b>(32)</b>	<b>(1,090)</b>
<b>As at 31 July 2025</b>			
Buildings	<b>41,585</b>	<b>10,087</b>	<b>51,672</b>
Equipment	-	-	-
	<b>41,585</b>	<b>10,087</b>	<b>51,672</b>
<b>School</b>			
<b>As at 1 August 2024</b>			
Buildings	42,643	10,119	52,762
Equipment	-	-	-
	<b>42,643</b>	<b>10,119</b>	<b>52,762</b>
<b>Released to Income and Expenditure</b>			
Buildings	(1,058)	(32)	(1,090)
Equipment	-	-	-
	<b>(1,058)</b>	<b>(32)</b>	<b>(1,090)</b>
<b>Received in year</b>			
Buildings	-	-	-
Equipment	-	-	-
	<b>-</b>	<b>-</b>	<b>-</b>
	<b>41,585</b>	<b>10,087</b>	<b>51,672</b>
	-	-	-
	<b>41,585</b>	<b>10,087</b>	<b>51,672</b>

#### Expected release of Deferred Capital Grants:

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated £000	School £000	Consolidated £000	School £000
Expected within one year or on demand	1,074	1,074	1,090	1,090
Expected between one and two years	1,074	1,074	1,075	1,075
Expected between two and five years	3,220	3,220	3,220	3,220
Expected in five years or more	46,304	46,304	47,377	47,377
	<b>51,672</b>	<b>51,672</b>	<b>52,762</b>	<b>52,762</b>

## 20 Pension provisions and assets

Group and School	Pension on termination <sup>1</sup> £000	Defined benefit obligation <sup>2</sup> (note 28) £000	Total Pension Provisions £000
At 1 August 2024	503		<b>503</b>
Income and expenditure movement	(66)		(66)
Actuarial gain		(1,131)	(1,131)
Asset ceiling restriction		1,131	1,131
<b>Provision/(asset) at 31 July 2025</b>	<b>437</b>	<b>0</b>	<b>437</b>

<sup>1</sup> The provision for past service pensions relates to unfunded enhanced early retirements given in prior years. The provision was calculated by a firm of actuaries in July 2023 and the valuation was amended for movements in the current and prior year.

<sup>2</sup> The actuarial review of GSA's participation in the Strathclyde Pension Fund at 31 July 2022, for accounting purposes, signalled a change from a net liability to a net asset, a situation that prevailed into the following year. In those prior years, the actuary calculated an asset ceiling in excess of the pension surplus. The consequent lack of any restriction in the surplus precipitated recognition of a Pension asset in those years. Evolution of the approach among Local Government Pension Scheme practitioners over the past year has led to the actuary calculating an asset ceiling which reduces GSA's pension surplus to £nil at this year-end.

## 21 Endowment reserves

Group and School	Restricted permanent endowments £000	Expendable endowments £000	2025 TOTAL £000	2024 TOTAL £000
<b>Balances at 1 August</b>				
Capital	5,664	371	<b>6,035</b>	5,496
Accumulated income	64	-	<b>64</b>	39
	<b>5,728</b>	<b>371</b>	<b>6,099</b>	5,535
Investment income	439	-	<b>439</b>	419
Expenditure	(374)	-	<b>(374)</b>	(354)
Increase/(decrease) in market value of investments	15	-	<b>15</b>	498
<b>Total endowment comprehensive income for the year</b>	<b>80</b>	<b>-</b>	<b>80</b>	563
<b>At 31 July</b>	<b>5,808</b>	<b>371</b>	<b>6,179</b>	6,098
<b>Represented by:</b>				
Capital	5,743	371	<b>6,114</b>	6,034
Accumulated income	65	-	<b>65</b>	64
	<b>5,808</b>	<b>371</b>	<b>6,179</b>	6,098
<b>Analysis by type of purpose:</b>				
Prize funds	5,808	-	<b>5,808</b>	5,727
General	-	371	<b>371</b>	371
	<b>5,808</b>	<b>371</b>	<b>6,179</b>	6,098
<b>Analysis by asset:</b>				
Current and non-current asset investments			<b>4,527</b>	5,236
Cash & cash equivalents			<b>1,652</b>	862
			<b>6,179</b>	6,098

Restricted permanent endowments are where the donor has specified the fund is to be permanently invested to generate an income stream to be applied to a particular objective. Expendable endowments are where the School is free to convert the capital to income and apply it to an appropriate objective as it sees fit.

## 22a Restricted reserves

Reserves with restrictions are as follows:

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated £000	School £000	Consolidated £000	School £000
<i>Campus redevelopment reserve</i>				
<b>Balances at 1 August</b>	<b>8,367</b>	<b>8,044</b>	8,367	7,910
Income	-	-	4	-
Expenditure	-	-	(4)	-
<b>Total restricted comprehensive income for the year</b>	<b>-</b>	<b>-</b>	-	-
<b>Transfer from GSA Development Trust to School</b>	<b>-</b>	<b>-</b>	-	134
<b>At 31 July</b>	<b>8,367</b>	<b>8,044</b>	8,367	8,044
<i>Analysis of other restricted funds/donations by type of purpose</i>				
Campus redevelopment (including Mackintosh restoration)	<b>8,367</b>	<b>8,044</b>	8,367	8,044

## 22b Income and expenditure reserve

This reserve includes all current and prior year retained surpluses or deficits.

## 22c Revaluation reserve

The revaluation reserve consists of unrealised gains in respect of investments and the revaluation of properties.

## 23 Cash and cash equivalents

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated £000	School £000	Consolidated £000	School £000
<b>Balance at 1 August</b>	<b>8,942</b>	<b>6,918</b>	18,563	16,404
Cash flow, in year	<b>6,537</b>	<b>8,561</b>	(9,621)	(9,486)
<b>Balance at 31 July</b>	<b>15,479</b>	<b>15,479</b>	8,942	6,918

## 24 Consolidated reconciliation of net debt

	2025 £000	
<b>Net debt 1 August</b>	<b>(226)</b>	
Decrease in cash and cash equivalents	(6,537)	
Repayment of borrowings	<b>(629)</b>	
<b>Net debt 31 July</b>	<b>(7,391)</b>	
<b>Change in net debt</b>	<b>(7,166)</b>	

	2025 £000	2024 £000
<b>Cash and Cash equivalents</b>	<b>15,479</b>	8,942
<b>Borrowings: amounts falling due within one year</b>		
Unsecured loans	<b>628</b>	628
	<b>628</b>	628
<b>Borrowings: amounts falling due after more than one year</b>		
Unsecured loans	<b>7,460</b>	8,088
	<b>7,460</b>	8,088
<b>Net debt/(positive net cash position)</b>	<b>(7,391)</b>	(226)

## 25 Lease obligations

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated £000	School £000	Consolidated £000	School £000
Total rentals payable under operating leases:				
<b>Future minimum lease payments due:</b>				
Not later than 1 year	<b>1,672</b>	<b>1,672</b>	2,213	2,213
Later than 1 year and not later than 5 years	<b>4,885</b>	<b>4,885</b>	5,176	5,176
Later than 5 years	<b>10,991</b>	<b>10,991</b>	12,212	12,212
<b>Total lease payments due</b>	<b>17,548</b>	<b>17,548</b>	19,601	19,601

All lease obligations at the current and prior year ends relate to land and buildings.

## 26 Subsidiary and Joint Venture undertaking

### *GSofA Singapore pte Ltd*

The school has a wholly owned subsidiary incorporated in Singapore. The School owns 100% of the share capital being 1SGD. Its financial results have been consolidated into the accounts for the year to 31 July 2025.

There were no transactions between the GSA and GSofA Singapore (2024: nil). GS of A was dissolved on 3<sup>rd</sup> January 2025.

### *The Glasgow School of Art Development Trust*

This was established, as an unincorporated body, in 2010 to support the major capital priorities of The Glasgow School of Art. Following the 2014 fire in the Mackintosh Building, the Trust delivered the Mackintosh Campus Appeal to support the School to recover from the consequences of the fire. It is an independent charitable trust governed by a deed of trust and is registered with OSCR.

Its financial results have been consolidated into the accounts for the year to 31 July 2025.

The audit fee £4,266 (2024: £3,465) is paid on behalf of The Glasgow School of Art Development Trust by the GSA.

## 27 Related party transactions

Due to the nature of the School's operations and the composition of the Board of Governors (being drawn from local public and private sector organisations) it is inevitable that transactions will take place with organisations in which a governor may have an interest. All transactions involving organisations in which a governor may have an interest are conducted at arm's length and in accordance with the School's financial regulations and normal procurement procedures.

The Board of Governors consider the relationship that the School has with GSA Students' Association (GSASA) to have the characteristics of related parties under the Financial Reporting Standard (FRS) 102:

- Grants paid to GSASA in 2024/25 totalled £324,000 (2023/24 £303,845). In addition, a sum of £163,248 was provided to Dundee University Students' Association (DUSA) to deliver services to GSASA.
- The balance owed to the GSA at the year end, and included in debtors remains £12,340.

## 28 Pension schemes

The School's employees belong to two principal pension schemes: the Scottish Teachers' Pension Scheme (STPS), and a Local Government Pension Scheme administered by the Strathclyde Pension Fund (SPF), which are of the defined benefit type. The cash cost of the SPF scheme was £699,000 for the Group and School (2023/24: £1,895,000), and the cost of the STPS was £2,577,000 for the Group and School (2023/24: £2,309,000). Other pension costs totalled £45,000 for the Group and School (2023/24: £50,000).

### a. Strathclyde Pension Fund (SPF)

The Strathclyde Pension Fund provides benefits on final pensionable salary for employees of local government and some other institutions. This scheme, a multi-employer defined benefits scheme, covers both past and present employees. An FRS102 valuation of the School's benefit obligations has been estimated by a qualified independent actuary and the assumptions are as at 31 July 2024. That valuation identified that the closing fair value of the scheme's assets exceeded the closing defined benefit obligations, resulting in a defined benefit plan surplus. Such a surplus can be recognised to the extent that the School can recover the surplus through refunds from the plan or reductions in future contributions. However, applying the assumption that the employer has no unconditional right to a refund from the Fund, and that to receive any refund the employer would need to end its ongoing participation in the fund, the actuary has calculated an asset ceiling which reduces the GSA's pension surplus to £nil.

The employer contribution rate for the period from 1 August 2023 to 31 March 2024 was 25.9% of pay. Following the publication of the triennial actuarial valuation, the employer contribution fell to 6.5% for the period 1 April 2024 to 31 July 2024. That reduction in the employer contribution is a temporary reduction to 6.5%, for a 24-month period, followed by a staged increase to 17.5% on 1 April 2026, before, subject to the next triennial actuarial valuation, returning to an estimated "normalised" level of 21.2% from 1 April 2026.

The employee contribution rate was variable during 2023/23 depending upon the individual level of remuneration. The range was from 5.5% to 10.4%. There were no outstanding pension contributions at the year end. Principal actuarial assumptions (expressed as weighted averages) at the end of the year were as follows:

#### Financial assumptions

	2025	2024
Pension increase	2.75%	2.75%
Salary increase rate	3.45%	3.45%
Discount rate	5.80%	5.00%

#### Mortality assumptions

The average future life expectancies at age 65 used to determine benefit obligations are as follows:

	Male	Female
Current pensioners	20.7	22.6
Future pensioners	21.2	24.2

#### Fair value of the plan assets and the return on those assets were as follows:

	2025 £000	2024 £000
Equities	45,152	42,551
Bonds	16,284	17,158
Property	6,662	6,177
Cash	5,921	2,745
	<b>74,019</b>	<b>68,631</b>

#### Analysis of the amount shown in the balance sheet

	2025 £000	2024 £000
Fair value of plan assets	74,019	68,631
Present value of funded benefit obligations	(45,600)	(49,359)
Net pension asset before effect of the asset ceiling	28,419	19,272
Effect of the asset ceiling	(28,419)	(19,272)
–Net pension asset	-	-

**Analysis of the amounts charged to Profit & Loss**

	2025 £000	2024 £000
Service costs	1,803	1,675
Employer contributions	(699)	(1,840)
<b>Net Service Costs</b>	<b>1,104</b>	<b>(165)</b>
Interest income on plan assets	(3,432)	(3,136)
Interest cost on defined benefit obligation	2,496	2,249
Interest on the effect of the asset ceiling	963	-
<b>Net interest</b>	<b>27</b>	<b>(887)</b>
<b>Net gain on pension liability to SOCI</b>	<b>1,131</b>	<b>(1,052)</b>
Return on assets excluding amounts included in net interest	1,845	2,559
Experience gains and losses arising on the scheme liabilities	453	(4,795)
Changes in financial and demographic assumptions	7,017	3,107
Changes in the effect of the asset ceiling	(8,184)	(19,272)
<b>Actuarial gain recognised in Other Comprehensive Income</b>	<b>1,131</b>	<b>(18,401)</b>

**Analysis of movements in present value of the scheme liabilities**

	2025 £000	2024 £000
<b>Opening defined benefit obligation</b>	<b>49,359</b>	<b>44,048</b>
Current service cost	1,803	1,675
Interest cost	2,496	2,249
Contribution by members	686	613
Actuarial gains	(7,017)	(3,107)
Experience gains and losses	(453)	5,363
Benefits paid	(1,274)	(1,482)
<b>Closing defined benefit obligation</b>	<b>45,600</b>	<b>49,359</b>

**Analysis of movements in fair value of the scheme assets**

	2025 £000	2024 £000
<b>Opening fair value of employer assets</b>	<b>68,631</b>	<b>61,493</b>
Expected return on assets	3,432	3,136
Contributions by members	686	613
Contribution by employer	699	1,840
Actuarial (losses)/gains	1,845	3,031
Benefits paid	(1,274)	(1,482)
<b>Closing fair value of employer assets</b>	<b>74,019</b>	<b>68,631</b>

The School expects to contribute approximately £1,043k to the Strathclyde Pension Fund in the next year.

**Sensitivity analysis**

The sensitivities regarding the principal assumptions used to measure the SPF scheme liabilities are set out below:

Change in assumptions at 31 July 2026	Approximate % increase to Defined Benefit Obligation	Approximate monetary amount (£000)
0.1% decrease in Real Discount Rate	2%	855
1 year increase in member life expectancy	4%	1,824
0.1% increase in the Salary Increase Rate	0%	43
0.1% increase in the Pension Increase Rate	2%	836

## b. Scottish Teachers' Pension Scheme

The Glasgow School of Art participates in the Scottish Teachers' Superannuation Scheme. The scheme is an unfunded statutory public service pension scheme with benefits underwritten by the UK Government. The scheme is financed by payments from employers and from those current employees who are members of the scheme and paying contributions at progressively higher marginal rates based on pensionable pay, as specified in the regulations.

The Glasgow School of Art has no liability for other employers' obligations to the multi-employer scheme. As the scheme is unfunded, there can be no deficit or surplus to distribute on the wind-up of the scheme or withdrawal from the scheme.

The scheme is an unfunded multi-employer defined benefit scheme. It is accepted that the scheme can be treated for accounting purposes as a defined contribution scheme in circumstances where The Glasgow School of Art is unable to identify its share of the underlying assets and liabilities of the scheme.

The rate of employer contributions is set with reference to a funding valuation undertaken by the scheme actuary:

- The most recent valuation of the STPS based on scheme data as at 31 March 2020 has set the rate of employer contributions for the period 1 April 2024 to 31 March 2027 at 26%. Member contributions, again, continued at the same rates, within a range of 7.2% to 11.9%, anticipated to deliver a yield of 9.6% of pensionable pay.
- Under existing legislation, the next valuation will be based on scheme data as at 31 March 2024 and will set employer contributions for the period 1 April 2027 to 31 March 2031.

The Glasgow School of Art's level of participation in the scheme was 0.3% based on its 2024/25 cost as a proportion of employer contributions.

## 29 Bursary and Other Student Support Funds

	International Student Fund £000	HE discretionary fund £000	Childcare fund £000	2025 Total £000	2024 Total £000
Balance brought forward at 1 August		-	-	-	-
Funds returned		-	-	-	-
Funds available for distribution		96	12	108	96
Expenditure in year		(96)	(12)	(108)	(96)
Balance carried forward at 31 July	-	-	-	-	-

## 30 Capital commitments

At 31 July 2025 there were no capital commitments (2024: £125,000).

## 31 Contingent asset

At the time of the fire in June 2018, the Mackintosh Building was covered by an owner-controlled insurance program, designed to coordinate general liability coverage for all eligible parties working on the construction project.

That insurance comprises two elements, covering the contract works and the pre-existing structure. Interim payments made by the insurers in relation to the contract works have been recognised as income in the periods in which they were received. The value and method of receipt of sums relating to the existing structure have still to be agreed, so represent a contingent asset.

## 32 Events after the reporting period

There are no events to report after the reporting period.

## 33 US Department of Education - Financial Responsibility Supplemental Schedule

In satisfaction of its obligations to facilitate students' access to US federal financial aid, the GSA is required, by the US Department of Education, to present, the following Supplemental Schedule in a prescribed format.

The amounts presented within the schedules have been:

- prepared under the historical cost convention, subject to the revaluation of certain fixed assets;
- prepared using United Kingdom generally accepted accounting practice, in accordance with Financial Reporting Standard 102 (FRS 102) and the Statement of Recommended Practice: Accounting for Further and Higher Education (2019 edition);
- presented in pounds sterling.

The schedules set out how each amount disclosed has been extracted from the financial statements. As set out above, the accounting policies used in determining the amounts disclosed are not intended to and do not comply with the requirements of accounting principles generally accepted in the United States of America.

The aim of the schedules is to support the GSA in meeting the requirements of the US Department of Education's Federal Loan scheme, and not the requirements of the SORP; the schedule does not form part of the SORP; and the schedules have not been considered nor reviewed by the Financial Reporting Council.

**Primary Reserve Ratio:**

Yr ending 31 July 2025

Yr ending 31 July 2024

£GBP

£GBP

£GBP

£GBP

		<b>Expendable Net Assets:</b>						
24	Statement of Financial Position - Net assets without donor restrictions	Net assets without donor restrictions	Note 22b and 22c	Page 45		£ 55,620,000		£ 45,406,000
30	Statement of Financial position - Net assets with donor restrictions	Net assets with donor restrictions	Note 21 and 22a	Page 45	£ 14,546,000		£ 14,465,000	
4	Statement of Financial Position - Related party receivable and Related party note disclosure*	Secured and Unsecured related party receivable						
4	Statement of Financial Position - Related party receivable and Related party note disclosure*	Unsecured related party receivable				£ -		£ -
8	Statement of Financial Position - Property, Plant and Equipment, Net*	Property, Plant and Equipment, net (includes construction in progress)	Note 12	Page 56	£ 105,505,000		£ 101,741,000	
FS Note line 8A	Note of the Financial Statements – Statement of Financial Position - Property, Plant and Equipment, net – pre-implementation	Property, Plant and Equipment, net – pre-implementation	Note 12	Page 56		£ 60,344,000		£ 62,950,000
FS Note line 8B	Note of the Financial Statements - Statement of Financial Position- Property, Plant and Equipment, net post-implementation with outstanding debt for original purchase*	Property, Plant and Equipment, net – post-implementation less any construction in progress with outstanding debt for original purchase with debt*				£ -		£ -
FS Note line 8D	Note of the Financial Statements - Statement of Financial Position- Property, Plant and Equipment, net post-implementation without outstanding debt for original purchase*	Property, Plant and Equipment, net – post-implementation less any construction in progress with outstanding debt for original purchase without debt*	Note 12	Page 56		£ 26,594,000		£ 23,435,000
FS Note line 8C	Note of the Financial Statements – Statement of Financial Position- Property, Plant and Equipment, Construction in progress	Construction in progress	Note 12	Page 56		£ 18,567,000		£ 15,356,000
9	Statement of Financial Position – Lease right-of-use asset*	Lease right-of-use asset*			£ -		£ -	
Excluded 9 Note Leases	Note of Financial Statements - Statement of Financial Position – Lease right-of-use asset pre-implementation	Lease right-of-use asset pre-implementation				£ -		£ -
M9 Note Leases	Note of Financial Statements - Statement of Financial Position – Lease right-of-use asset post-implementation	Lease right-of-use asset post-implementation				£ -		£ -
10	Statement of Financial Position – Goodwill*	Intangible Assets				£ -		£ -
17	Statement of Financial Position – Post-employment and pension liability*	Post-employment and defined pension plan liabilities	Notes 18,19 & 20	Pages 58 - 60		£ 437,000		£ 503,000

14,20,22	Statement of Financial Position – Notes payable and Line of Credit (both current and long-term) and Line of Credit for Construction in process*	Long term debt- for long-term purposes	Note 19	Page 59		£ 8,089,000		£ 8,716,000
M24,20,22 Note Debt A	Statement of Financial Position – Notes payable and Line of Credit (both current and long-term) and Line of Credit for Construction in process*	Long term debt- for long-term purposes pre-implementation				£ -		£ -
M24,20,22 Note Debt B	Statement of Financial Position – Notes payable and Line of Credit (both current and long-term) for purchase of Property, Plant and Equipment	Long-term debt for long-term purposes post implementation	Note 19	Page 59		£ 8,089,000		£ 8,716,000
M24,20,22 Note Debt C	Statement of Financial Position – Notes payable and Line of Credit (both current and long-term) and Line of Credit for Construction in progress	Line of Credit for Construction in process				£ -		£ -
21	Statement of Financial Position- Lease right –of-use assets liability (both current and long term)*	Lease right-of-use liability				£ -		£ -
Excluded Line 21 Note Leases	Statement of Financial Position- Lease right –of-use assets liability pre-implementation	Pre-implementation right-of-use leases				£ -		£ -
Line 21 Note Leases	Statement of Financial Position- Lease right –of-use assets liability post-implementation	Post-implementation right-of-use leases				£ -		£ -
25	Statement Of Financial Position - Annuities	Annuities with donor restrictions				£ -		
26	Statement Of Financial Position - Term Endowments	Term endowments with donor restrictions				£ -		
27	Statement Of Financial Position - Life Income Funds	Life income funds with donor restrictions				£ -		
29	Statement Of Financial Position - Perpetual Funds	Net assets with donor restrictions: restricted in perpetuity				£ -		
		<b>Total Expenses and Losses</b>	Note 7,8,9,12&13	Page 43		£ 51,751,000		£ 48,083,000
		-	-	-		-		
43	Statement of Activities - Total Operating Expenses (Total from Statement of Activities prior to adjustments)	Total expenses without donor restrictions - taken directly form the Statement of Activities	Note 7,8,9, & 12	Page 43	£ 51,665,000		£ 48,118,000	
(35), 45,46,47,48,49	Statement of Activities – Non Operating (Investment return appropriated for spending), Investments, net of annual spending gain (loss), Other components of net periodic pension costs, Pension related changes other than net periodic pension, Change in value of split interest agreements and other gains (loss) (Total from Statement of Activities prior to adjustments)	Non Operating and Net Investment (loss)	Note 13	Page 43		£ 86,000		-£ 35,000
(35), 45	Statement of Activities – Non Operating (Investment return appropriated for spending), Investments, net of annual spending gain (loss)	Net Investment losses				£ -		£ -
47	Statement of Activities - Pension related charges other than periodic pension	Pension related charges other than periodic pension				£ -		£ -

Lines	<b>Equity Ratio</b>							
		<b>Modified Net Assets</b>	-					
24	Statement of Financial Position - Net assets without donor restriction	Net assets without donor restrictions	Note 22b and 22c	Page 45	-	£ 55,620,000		£ 45,406,000
30	Statement of Financial position - Net assets with donor restrictions	Net assets with donor restrictions	Note 21 and 22a	Page 45		£ 14,546,000		£ 14,465,000
10	Statement of Financial Position – Goodwill*	Intangible Assets				£ -		£ -
4	Statement of Financial Position - Related party receivable and Related party note disclosure*	Secured and Unsecured related party receivable				£ -		£ -
4	Statement of Financial Position - Related party receivable and Related party note disclosure*	Unsecured related party receivable				£ -		£ -
		<b>Modified Assets:</b>						
12	Statement of Financial Position - Total assets	Total assets	Note 12,13,14,16,17&23	Page 45		£ 143,568,000		£ 133,718,000
Excluded 9 Note leases	Note of Financial Statements - Statement of Financial Position – Lease right-of-use asset pre-implementation	Lease right-of-use asset pre-implementation				£ -		£ -
Excluded Line 21 Note Leases	Statement of Financial Position - Lease right-of-use assets liability pre-implementation	Pre-implementation right-of-use leases				£ -		
10	Statement of Financial Position – Goodwill*	Intangible Assets				£ -		
4	Statement of Financial Position - Related party receivable and Related party note disclosure*	Secured and Unsecured related party receivable				£ -		
4	Statement of Financial Position - Related party receivable and Related party note disclosure*	Unsecured related party receivable				£ -		
Lines		<b>Net Income Ratio:</b>	-	-				
51	Statement of Activities - Change in Net assets Without Donor Restrictions	Change in Net Assets Without Donor Restrictions	Surplus/(deficit) plus Note 13&28	Page 45		£ 9,062,000		£ 18,774,000
38, (35), 50	Statement of Activities - (Net assets released form restriction), Total Operating Revenue and Other Additions and Sale of Fixed Assets gains (losses)	Total Revenue and Gains	Note 6	Page 45		£ 59,510,000		£ 47,780,000