UHI | PERTH

Board of Management

Agenda

Meeting reference: Board 2025-26/03
Date: Tuesday 31 March 2026 at 5.00pm
Location: Brahan Boardroom (Room 019)
Purpose: Scheduled meeting

* Denotes items for discussion/approval.
Members should contact the Secretary in advance of the meeting if they wish to request an item be starred.

	Agenda Items	Author	Led by	Paper
1	Welcome and Apologies		Interim Chair	
*2	UHI Transformation – Full Business Case Feedback	UHI	UHI Director of Transformation	Paper 1
3	Additions to the Standard Agenda		Interim Chair	
4	Declaration of a Conflict of Interest in any Agenda Item		Interim Chair	
*5	Minutes of the Board meeting held on 19 January 2026	Clerk	Interim Chair	Paper 2
*6	Actions arising from previous minutes		Interim Chair	Verbal
7	**Items for Approval/Endorsement**			
*7.1	International Strategy	Director of International Partnerships	Depute Principal	Paper 3
*7.2	SFC Priority Funding – confirmation of online approval	Interim Principal	Interim Principal	Paper 4
*7.3	BSc Sport & Fitness Fees – confirmation of approval	APUC	Clerk	Paper 5
*7.4	Commercial Associate Trainers – confirmation of online approval	APUC	Clerk	Paper 6
*7.5	Review of Board & Committee Terms of Reference	Clerk	Clerk	Paper 7

8	**Standing & Additional Reports**			
8.1	Interim Chair's Report	Interim Chair	Interim Chair	Paper 8
8.2	Interim Principal's Report	Interim Principal	Interim Principal	Paper 9
8.3	HISA Perth Report	HISA Perth	Student Board Member	Paper 10
8.4	Recruitment of Principal & Chief Executive	Interim Chair	Interim Chair	Paper 11
9	**Audits & Financial Reporting**			
9.1	Strategic Risk Register	Chief Financial Officer	Chief Financial Officer	Paper 12
9.2	Financial Forecast – Year to 31 July 2026 at 31 January 2026	Director of Finance	Director of Finance	Paper 13
10	**Standing Committee Summaries**			
10.1	Recovery Plan Monitoring Committee • 16 February 2026 • 16 March 2026	Chair - RPM	Interim Chair - BoM	Paper 14a Paper 14b
10.2	Chairs Committee • 03 March 2026	Interim Chair – BoM	Chair – LEC	Paper 14c
10.3	Learner Experience Committee • 04 March 2026	Chair – LEC	Chair – RPM	Paper 14d
10.4	Finance & Resources Committee • 10 March 2026	Chair – F&R	Chair – F&R	Paper 14e
11	**Items of Reserved Business**			
11.1	Tay Cities Deal	Campus Transformation Officer	Interim Principal	Paper 15
12	Any Other Competent Business		Interim Chair	
13	Date & Time of Next Meeting • **Tuesday 16 June 2026, 5:00pm**	Clerk		
*14	Review of Meeting (Committee to check against the Terms of Reference to ensure all competent business has been covered)		Chair	Paper 16

<u>Feedback and Proposed Actions – Feb 26</u>

The first draft of the FBC and associated appendices were issued to a range of stakeholders during January 2026. Feedback has been received from in scope partners and specialist partners Boards of Management, from UHI Court and from SFC.

The feedback points have been considered by the Transformation Team and grouped into the following classifications and response types:

- **For noting –** Points acknowledged and responded to
- **For discussion/clarification**– Detailed responses provided to address queries and clarify issues.
- **FBC – minor change/grammar –** Minor edits or narrative adjustments to be made during the FBC redraft.
- **FBC - proposed amendment –** More substantial work required, to be undertaken in the next phase of FBC development.

The proposed FBC amendments have been themed to guide the actions needed to meet Board requirements ahead of seeking approval for Government submission in December 2026.

Theme	Main areas of feedback	Proposed actions	Dependencies
Academic & Curriculum	• The FBC is described as HE focused, with FE needs and realities inadequately addressed. • There is concern that FE learners, local delivery, and community impact are not sufficiently prioritised. • Lack of specificity around research. • How option 6 will keep abreast with educational/pedagogical trends and enhance the overall student experience. • Student survey data provides useful comments, but it is unclear how the proposed model change actually addresses any of these points, and so it feels like it has been included to give the	**Academic/Curriculum Needs Analysis & Framework including Research Strategy -** Define how the new model delivers, and enhances / prioritises FE, including local delivery commitments **Student Working Group** Direct dialogue to create a clear mechanism to enable student feedback to shape the organisational model, governance, and service redesign.	**Partner FE data; Local delivery impact information** **Student reps coming on board**

	illusion of engagement and consultation with student representatives.		
Constitutional Form & Operating Model	• Support that the current UHI operating model is no longer financially or operationally sustainable and that transformation is required to secure long-term resilience. • Clarification is sought on end state constitutional arrangements for option 6 to clarify TUPE, Pensions, staffing implications as well as implementation routes and transformation costs. • Key liabilities (pensions, TUPE, VAT) are late-stage risks with insufficient mitigation. • What is the strategic "offer" of partners in the new model. • Agreement that narrative needs strengthened on alignment to public sector reform.	**End-State Constitutional Model Definition (Public Vs Private)** Address clarity gaps around TUPE, pensions, liabilities, governance, decision rights, and partner roles. Set out the legal model, governance arrangements, delegated authorities, and Board roles. Detail of staffing implications, payroll, pension liabilities, and TUPE considerations Expand the strategic narrative to reflect national policy drivers and public sector reform expectations Consider political changes to sector policies post administration	**Legal model definition and selection** **HR workforce data**
FBC Analysis, Options & Assurance (Mainly for clarification)	• Covers quality of analysis, methodological issues, options appraisal, and Green Book assurance requirements.	**Refresh of Options Appraisal Approach** review to ensure option 3 or 6 robustness, transparency, and defensibility. **Green Book Compliance Review** Independent check to ensure all assurance requirements are met. **Provide clarity on queries to Partners**	**Decision made and all party agreement** **FBC Draft 2**
Organisational Capability & Implementation	• Boards are seeking clearer milestones, outcomes, and benefits during the early phases of implementation.	**Implementation Roadmap & Milestones (Years 1–3)** Define early phase deliverables, benefits, and success measures. **With Plan B** alternative	**Constitutional model** **Options analysis**

	• No clear contingency plan if the proposed transformation fails • No credible plan for the scale of OD, resourcing, skills and business as usual capacity required. • Need to take account of lessons learnt (primarily NWH merger).	route, and governance triggers if implementation falters. **Organisational Design & Resourcing Plan** **Lessons Learned Integration (NWH Merger & Others)**	**As above**
Local Vs Regional Considerations	• While Option Six demonstrates strong value for money at regional level, the analysis relies on aggregated assumptions. • Perceived risk of weakening local community presence through centralisation. • Lacks visibility on how costs, benefits and risks distribute across individual partners, making it difficult to judge equity and proportionality. • Implications for specialist partners.	**Local Delivery Impact Assessments** Assess how the proposed model affects each partner, their communities, and protected local services. Provide clear partner level breakdowns of costs and benefits Regional and Local procurement approaches Clarify how specialist institutions fit within the regional model and opt in routes	**Constitutional form**
Benefits, Finance & Value	• The FBC focuses heavily on long-term (10-year) outcomes but does not define what success looks like in the short to medium term (years 1–3). • Absence of clear risk sharing, reserve protection, and partner level financial impact undermines board assurance. • Adequate ROI for the Scottish Government is unclear. • Overall assurance that the FBC option and its stated benefits are achievable is low.	**Short to Medium Term Benefits (Years 1–3)** Clear articulation of measurable early benefits Strengthen clarity on ROI, early years impact, financial distribution, and risk sharing Explore ways to achieve financial resilience, partner protection, and equitable distribution Top-Slice & Funding Mechanism Review	**Implementation roadmap** **Needs clarity on legal/operational structure**

	• Comments and recommendations about the current impact or use of the top slice; or about funding allocation mechanisms in the future organisation.		

Governance and Leadership	• There is a lack of clarity on:
	  ○ The ongoing role and authority of College Boards
	  ○ What powers transfer, when, and under what conditions - This creates risk that Boards are asked to approve change without effective control.
	• Roles, decision rights, escalation routes, and what happens if delivery fails are insufficiently defined.
		Provide clarity on Boards' authority, powers, escalations, and what happens if delivery fails
		Clearly define the ongoing role of College Boards post transition and main oversight arrangements.
		
		Set out what authority changes, when, and under what conditions **/** dispute resolution Define the process, triggers, and corrective action if progress stalls.
			Constitutional model
			
			Implementation roadmap
			
			Contingency plan

In addition to the work packages outlined above, several supplementary documents are required to describe programme approaches for areas highlighted as important but out of scope for the FBC, such as estates and reserves. These will be set out in the following documents:

Funding Approach

While the FBC addresses affordability and overall financial viability, the Funding Approach will detail how the project will be financed — including funding sources, conditions, and the decision-making routes through either BAU governance or additional processes if required. This document will complement the FBC and will be developed with in scope partnership Finance Directors and agreed through the appropriate governance boards.

Resourcing Approach

As the FBC does not cover physical estates changes, a separate partnership Resourcing Approach — including an Estates Strategy — will be developed. This will set out the key steps required to optimise the physical estate and facilities to meet the business needs of the new operating model and support students, communities and stakeholders.

Summary of FBC Draft 1 Feedback Analysis

as at 02/03/2026

Feedback Source	Points Raised
UHI Argyll	29
UHI Inverness	128
UHI Moray	57
UHI NWH	11
UHI Perth	125
UHI Shetland	0
UHI	29
UHI Orkney	0
HTC	1
SAMS	8
SMO	10
SFC	33
Total	**431**

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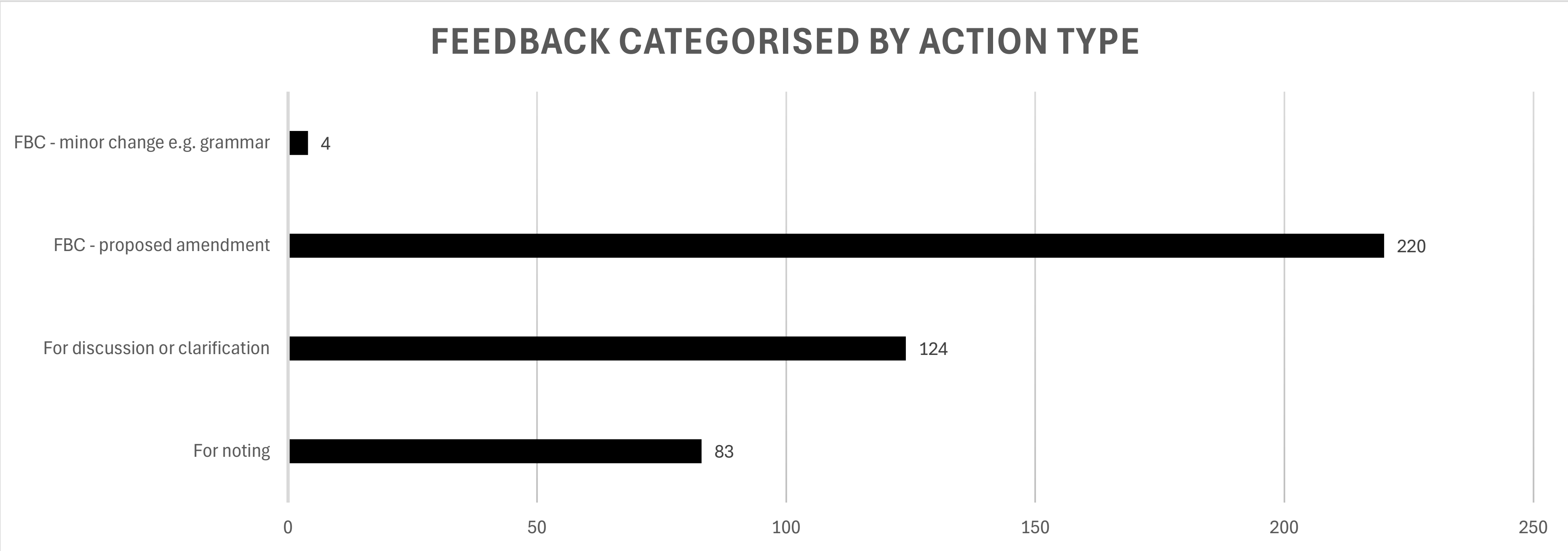

Themes	Points Raised
FBC Analysis, Options & Assurance	104
Benefits, Finance & Value	91
Academic & Curriculum	46
Organisational Capability & Implementation	57
Stakeholders & Communication	20
Local Vs Regional Impact	39
Governance and Leadership	29
Constitutional Form	26
Subtotal	412

Programme Strategy	Points Raised
Funding Approach	11
Resourcing Approach (Staff & Estates)	8
Subtotal	19

Total	431

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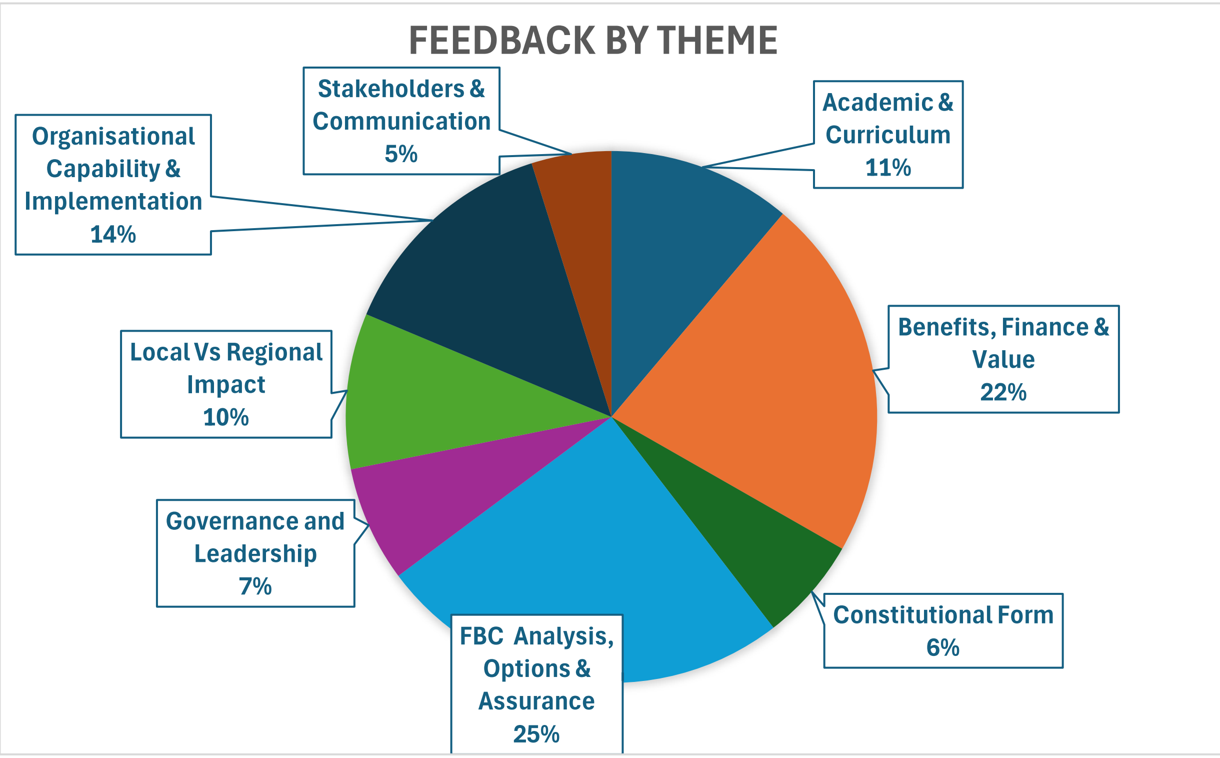

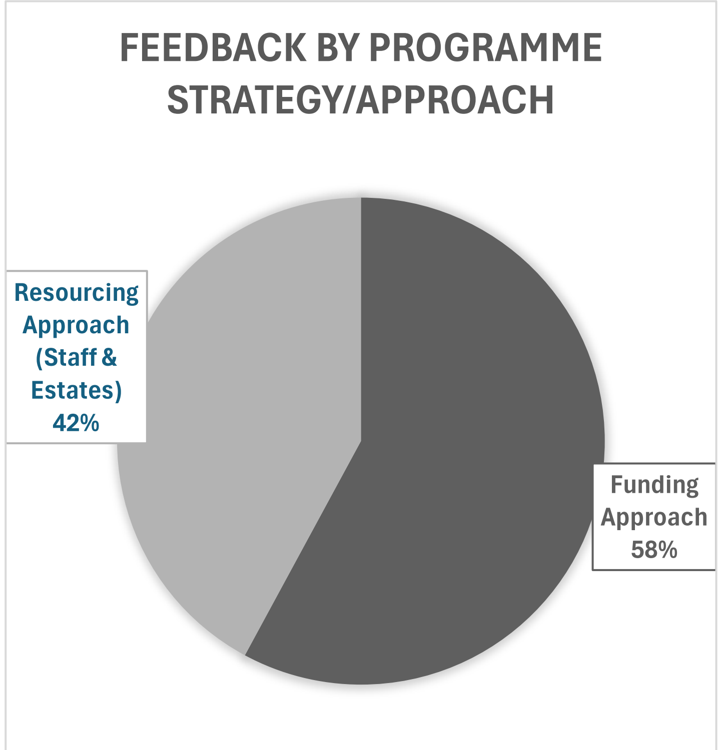

Details for Count of Change ID - Raised By: UHI Perth, Change Type: FBC - proposed amendment

Change ID	UHI Version	Case	Feedback	Source	Date Raised	Raised By	Change Type	Theme	Programme Strategy	Response
PER-1	1.3	General	There is no detailed, fine grain analysis of the Academic Partners (APs), which significantly limits understanding of how the transformation will affect different parts of the partnership. Such granular writing on the partnership would strengthen claims about the UHI unique character and distinctiveness	Operating Model FBC Feedback Form 29.01.26	30/01/2026	UHI Perth	FBC - proposed amendment	Local Vs Regional Impact		The proposed workstream on Local Vs Regional, Local Delivery Impact Assessments will be undertaken to assess how the proposed model affects each partner including how specialist institutions fit within the regional model
PER-12-1	1.3	Strategic	The claims made for the importance of UHI for the regions is poorly evidenced. It is clear that the colleges impact within their regions, but the contribution of the UHI needs to be established. On page 15 reference is made to the transformational impact the UHI aspires to achieve. This is a big claim (and one made by many universities and colleges elsewhere). We need to be explicit about what we seek to transform and how the UHI will bring this about.	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	FBC - proposed amendment	Local Vs Regional Impact		This comment will be considered whilst redrafting the Strategic Case.
PER-12-2	1.3	Strategic	As regards Perth, there is little in the document about Perth's role within its region, what it is and what it can be. There is a passing reference to the Tay Cities deal, but no expansion on how UHI Perth, let alone the UHI, can build upon and generate additionality from this funding.	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	FBC - proposed amendment	Local Vs Regional Impact		The proposed workstream on Local Vs Regional, Local Delivery Impact Assessments will be undertaken to assess how the proposed model affects each partner including how specialist institutions fit within the regional model
PER-12-3	1.3	Strategic	Reference is made on page 14 to the Cromarty Firth Green Freeport and the opportunities this presents, but this is likely to benefit largely the north eastern partners. Even so, not only should a more compelling case be made for the potential of the Cromarty initiative, but equally powerful cases should be made for the potential benefits an integrated UHI could bring to each of the main UHI regions.	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	FBC - proposed amendment	Benefits, Finance & Value		The proposed workstream on Benefits, Finance & Value will aim to provide clarity on these points in addition to further reworking of the Financial model.
PER-12-4	1.3	Strategic	Critical too would be an assessment of how a unified UHI as proposed in option 6 would produce benefits beyond those that the partner colleges are capable of achieving otherwise.	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	FBC - proposed amendment	Benefits, Finance & Value		The proposed workstream on Benefits, Finance & Value will aim to provide clarity on these points in addition to further reworking of the Financial model.
PER-13	1.3	Strategic	There are a number of assertions made in this section, however frequently these lack any form of supporting evidence or data to back them up. As an example, "Through streamlined leadership and governance arrangements, a unified model enhances transparency, accountability and impact across the region" - how?!	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	FBC - proposed amendment	Governance and Leadership		The next phase of updating the draft FBC now provides an opportunity to address these points and further clarity will be brought to the strategic case.

Details for Count of Change ID - Raised By: UHI Perth, Change Type: For discussion or clarification

Change ID	UHI Version	Case	Feedback	Source	Date Raised	Raised By	Change Type	Theme	Programme Strategy	Response
PER-13-7	1.3	Strategic	o There is also inconsistency of case & outcome, for example at one point it notes "with the university partnership which is a key employer across two thirds of Scotland"; however, a large element of the transformation is a change to Professional Service delivery which seeks to reduce the number of roles – this is dressed up using a variety of terms but is essentially job/role losses.	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	For discussion or clarification	Organisational Capability & Implementation		Across the FBC and in the new operating model there are a number of tensions which exist. There is no doubt that job security is important and providing well paid jobs across the region is a core principal of UHI. However, the current financial challenges means that the partnership must seek ways of creating a more financially sustainable platform from which to grow and provide greater certainty in the future. The means of achieving both these aims are a critical factor in the implementation approach and the management case outlines, and will further develop, the consideration of these seemingly conflicting aims.
PER-17	1.3	Economic	Option 6 does not serve our needs even if it makes sense overall	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	For discussion or clarification	FBC Analysis, Options & Assurance		This point is noted and can be discussed further for clarification.
PER-18	1.3	Economic	The case made for an integrated tertiary institution stands up on the basis of the figures presented. Heroic assumptions have been made however of the advantages of option 6.	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	For discussion or clarification	FBC Analysis, Options & Assurance		This point is noted and can be discussed further for clarification.
PER-22	1.3	Economic	After option six is declared the preferred option for executive office, the paper goes into further into detail on option six, but I'd like to see more detail for option three.	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	For discussion or clarification	FBC Analysis, Options & Assurance		In accordance with the Green Book methodolgy, the cases within an FBC focus on the preferred option.
PER-22-1	1.3	Economic	o Does the Target Operating Model assume option six? Is there an equivalent for option three? See figures 3, 4, 5, 6, and 7	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	For discussion or clarification	FBC Analysis, Options & Assurance		The underpinning target operating model is essentially the same for options 3 and 6 - with constitutional form, governance and leadership being the key differences between the options.
PER-26-2	1.3	Financial	o It's unclear whether the transformation costs include a provision for VS/CR around the Professional Services efficiencies, and so not clear whether all costs have been full accounted for.	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	For discussion or clarification	Benefits, Finance & Value		The FBC includes a 5% provision of total staffing costs for restructuring. This will be revisited as the FBC develops
PER-26-3	1.3	Financial	o Again in this section, there are huge gaps and points kicked down the road, for example "Develop a long-term capital investment plan, so the Financial Case reflects the actual cost of maintaining safe, compliant infrastructure across the UHI partnership." giving little confidence that the costs presented are the final costs – I fear that once "transformed", the begging bowl comes out again.	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	For discussion or clarification	Organisational Capability & Implementation		This is reflective of the current information available from the UHI Partnership on estates costs.
PER-28-2	1.3	Financial	• The assumption that curriculum misalignment requires organisational merger does stand up to basic scrutiny. The argument links curriculum planning challenges to structural fragmentation, implying that merger is necessary to achieve coherence. There are clear cleavages in the economic and regional drivers within the UHI 'area' that cry out for the ability to drive a different curriculum from AP to AP. Yes, collaborative curriculum can be achieved through coordinated planning frameworks, shared services, or regional compacts without full institutional merger or a fixed curriculum institution wide. No evidence is presented that governance consolidation is the most effective route to curricular reform, indeed collaboration with regional drivers in mind strikes more common sense (and is more in line with UHI's principles 3 and 4 to enable transformation).	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	For discussion or clarification	Academic & Curriculum		The delivery of a coherent and integrated curriculum planning framework is not contigent on the merger of partners and is deliverable under both option 3 and option 6, though the FBC does highlight challenegs within our current arrangements.
PER-28-5	1.3	Financial	• The conflation of workforce reductions with structural inefficiency stand out as contradictory and somewhat flimsy. The FBC links staff reductions to internal inefficiencies, yet the drivers identified—flat budgets, inflation, rising energy costs, and declining international income—are external. There is no evidence that merged institutions would avoid similar workforce pressures. The argument assumes that structural change would protect staffing levels without demonstrating how. It seems to be a rather moot argument when UHI leant on APs to reduce staff costs in recent troubled times.	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	For discussion or clarification	Stakeholders & Communication		The FBC recognises that without a change to the sector wide funding settlement over an extended period deficits do become unmanageable and there is no local / partnership wide resolution to this issue. However, the UHI Partnership can make savings through the introduction of a new operating model that is less impactful on staff that maintaining the current approach.
PER-29	1.3	Financial	Can we get a financial case for option three? For the partner college boards to be able to make an informed decision on whether option six is their preferred option or whether they prefer option three, we need to see both options fully explored. The case issued as part of the FBC heavily focuses on option six.	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	For discussion or clarification	FBC Analysis, Options & Assurance		In accordance with the Green Book methodolgy, the financial case within an FBC focusses exclusively on the preferred option.
PER-38	1.3	Management	I can see and appreciate how much work has gone into the management case but again this talks exclusively about option six. Figures 10 & 11 are very useful as well as the sections 7.2.3.1 to 7.2.3.4.	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	For discussion or clarification	FBC Analysis, Options & Assurance		In accordance with the Green Book methodolgy, the management case within an FBC focusses exclusively on the preferred option.
PER-4	1.3	General	Option 3 should be full explored and open to review.	Operating Model FBC Feedback Form 29.01.26	30/01/2026	UHI Perth	For discussion or clarification	FBC Analysis, Options & Assurance		Option 3 is included within the FBC
PER-40	1.3	Annexes	Appendix A Stakeholder Engagement (Page 167) in the table it references a Director of HR & OD, UHI Perth. We do not have a Director of HR & OD at UHI Perth going forwards. Will there be another?	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	For discussion or clarification	Stakeholders & Communication		The stakeholder engagement reflects the point in time that the FBC was drafted. It is a decision for UHI Perth as to whether they recruit a Director of HR / OD
PER-48-1	1.3	General	o It would be great if this could be an interactive document, with cross refencing, click throughs, ability to drill down etc. I am particularly interested in the costs and savings. Do all the CFOs/DoFs been involved and contributed to the numbers? I am reading the document assuming that the numbers have integrity, the assumptions behind them have been debated and there is consensus for all relevant parties. Is this the case? I appreciate there is a lot of detail and so the scope of what has been considered is clearly wide but it is difficult to place reliance on numbers as given without fully understanding the process to produce them.	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	For discussion or clarification	Benefits, Finance & Value		Given the size of the document it is not practicable during this process to convert it into an interactive format. The data used within the FBC was provided by each partner and the assumptions that underpin the FBC were discussed with the finance directors and agreed with the SFC.
PER-49-4	1.3	General	o EIS-FELA exists precisely because college staff operate within different professional realities — heavy teaching loads, industry-linked curricula, and learner cohorts that UHI must reach. Withdrawing from sector-wide representation risks isolating staff, fragmenting collective bargaining, and undermining hard-won protections at a time when colleges face chronic underfunding, workload intensification, and workforce instability. It also goes against UHI's principles 1 and 5 to enable transformation. Indeed I can almost sense the mother of all industrial actions.	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	For discussion or clarification	Stakeholders & Communication		There is no reference in the FBC from withdrawing from sector wide staff representation
PER-5	1.3	General	The long standing debates surrounding the top slice are not addressed, this represents a significant omission given how central this issue is to the sustainability of the partnership. Without meaningful engagement with this topic, the FBC financial case is lacking.	Operating Model FBC Feedback Form 29.01.26	30/01/2026	UHI Perth	For discussion or clarification	Benefits, Finance & Value		The top slice will be addressed and discussed at meetings to be held during March 2026.

Details for Count of Change ID - Raised By: UHI Perth, Change Type: For noting

Change ID	UHI Version	Case	Feedback	Source	Date Raised	Raised By	Change Type	Theme	Programme Strategy	Response
PER-10	1.3	General	Option 6 therefore risks undermining UHI Perth's local autonomy, hamper decision- making and ability to act decisively and strategically within its tertiary regional context and international market. It is important to underscore that in an educational market as competitive as Perthshire and Tayside, any shortfall of responsiveness is not a trivial issue. Failure to recognise and protect UHI Perth's distinctiveness risks weakening rather than strengthening UHI's overall position in the southern part of its geographic footprint. As such, I am not convinced that option 6 is good for UHI Perth.	Operating Model FBC Feedback Form 29.01.26	30/01/2026	UHI Perth	For noting	Local Vs Regional Impact		The proposed workstream on Local Vs Regional, Local Delivery Impact Assessments will be undertaken to assess how the proposed model affects each partner including how specialist institutions fit within the regional model
PER-11	1.3	Strategic	I have concerns that, although the Strategic case is argued well, it omits to direct focus on the main issue for me: UHI was a brilliant idea when remote education had no systematic route for access.	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	For noting	Benefits, Finance & Value		This comment will be considered whilst redrafting the Strategic Case.
PER-11-1	1.3	Strategic	However Covid has brought in the massive expansion and embedding of systems of digital education at a speed never conceived to be possible. I have the essential question in my mind – has UHI become redundant as a concept now? I personally feel that an argument can be made to say that it has – in terms of educational delivery.	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	For noting	Academic & Curriculum		These comments will be noted by the Academic Affairs WS and passed to the PVC and Chair of Court
PER-11-2	1.3	Strategic	However it still has the one golden unique contribution to make and that is with liaison and partnership with local industry and businesses. To this end, amalgamation of all UHI colleges MUST retain that local connection and relevance or I fear it will become utterly redundant. The two options, 3 and 6 are both good ones in many ways, option 6 may well be the one that make the most economic sense.	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	For noting	Academic & Curriculum		The proposed workstream on Academic & Curriculum is intended to take forward the definition of how the new model delivers, and enhances / prioritises FE, including local delivery commitments including research.
PER-11-3	1.3	Strategic	But option 6 does nothing to help Perth. We are unique. We are not in the Highlands and Islands. We can't compete in terms of remote need – we are surrounded by good universities and colleges. We get nothing from option 6 and potentially lose our local relevance – THE crucial point of our raison d'etre. It is, in my opinion, possibly a dangerous path for us to go down. I understand in average terms why UHI may choose option 6, and that makes sense for YOU, but it doesn't serve our needs – even allowing for us to make many sacrifices and compromises - so I'm afraid I can't support.	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	For noting	FBC Analysis, Options & Assurance		These comments will be noted by Transformation and passed to the PVC / Chair of Court
PER-13-10	1.3	Strategic	o The case notes previous attempts at change, but it is unclear how this business case is actually going to deliver anything different or be more successful. Again, the language and tone used here comes across aggressively and so weakens any positive case being made. For example, "Other attempts of reform have led to some small changes, such as coherent branding, but otherwise the organisation collectively has failed to address the major issues that stand in the way of UHI reaching its full potential. Either the UHI partnership must agree a collective change and direction of travel, or change must be mandated by the Scottish Government as the status quo is not unsustainable." - a "do this or else" threatening approach.	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	For noting	Stakeholders & Communication		These comments will be noted by Transformation and passed to the PVC / Chair of Court
PER-13-11	1.3	Strategic	Don't underestimate the efforts required for cultural change – and I fear this may be the case!	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	For noting	Stakeholders & Communication		The culture integration workstream is running through the entire programme and we are committed to genuine engagement and the appropriate level of support through any change.
PER-15-2	1.3	Strategic	A 'one UHI student experience across all locations and online' does not seem viable to me. Students are going to have different experiences in different locations due to having different needs, socio-economic backgrounds, social environments, and lifestyles. If you are online this is inherently different as there is a wider range of a student may be coming from!	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	For noting	Stakeholders & Communication		These comments will be noted by Transformation and will be discussed with HISA
PER-15-3	1.3	Strategic	I can see we have looked at learning lessons from UHIs North Highland, West Highland and Outer Hebrides merging into UHI North, West, Hebrides. We have also looked other mergers across Scotland? https://audit.scot/uploads/docs/report/2015/nr_150402_scotlands_colleges_supp1.pdf	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	For noting	Organisational Capability & Implementation		This point is noted. Lessons learned are a key component of our approach in addition to gaining experience from leaders within UHI who have been involved in other mergers and bring that experience into the transformation programme.
PER-19-4	1.3	Economic	o The ongoing RSB approach is difficult to unpick and comprehend why this makes sense as a long-term model.	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	For noting	Constitutional Form		RSB responsibilities are set out in primary legislation and therefore require Scottish parliamentary support to change. Discussion will be held with the new Scottish administration post election to explore any necessary changes to legislation that are required to facilitate the changes that UHI are seeking to make. This will include consideration of the RSB arrangements
PER-21-1	1.3	Economic	Perthshire benefits from its position within Scotland's central belt periphery, maintaining stronger connectivity to major urban centres like Edinburgh, Glasgow, and Dundee (it's often said Perth is 90 minutes from anywhere). This accessibility creates different educational needs than the dispersed, remote communities of the Highlands and Islands. Perth itself functions as a regional hub supporting a concentration of services and infrastructure that enables, and requires, it to offer more traditional education options and allows it to have greater flexibility on delivery method. In short Perth can offer many more 'on campus' classes due to its location. This allows Perth to deliver learning and teaching which is fully tertiary in nature, meets the educational needs of our community (and beyond) and, in turn, enhancing the student experience (in line with UHI's principles 2, 3, and 7 to enable transformation).	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	For noting	Academic & Curriculum		The comments will be noted by the Academic affairs workstream
PER-21-3	1.3	Economic	o The Highlands and Islands face acute challenges with youth retention and demographic decline. Tertiary education becomes a regional development tool as much as an educational service, with institutions explicitly tasked with supporting community sustainability, indigenous language preservation, and economic diversification. Programs often integrate community engagement, reflecting understanding that graduates must find local employment or communities lose investment in their education.	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	For noting	Stakeholders & Communication		These comments will be noted by Transformation
PER-21-4	1.3	Economic	o Perthshire experiences similar rural challenges but benefits from stronger transport links and proximity to employment centres, indeed this has meant that Perth has become an enviable dormitory settlement and families have come here meaning Perth must offer a wider range of less localised programmes/courses. Students may leave for education but return more readily.	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	For noting	Stakeholders & Communication		These comments will be noted by Transformation and passed to the Academic Affairs workstream
PER-24	1.3	Financial	The operational deficit has to be cut. Without question. However I'm afraid I didn't understand the economic benefits overall. I understand that transformation would cost £163M - an unjustifiable amount in my view. And if everything stays the same in the HE/College sector then we'd break even by 2033? But AI is transforming the world at an incredible rate and 8 years will see an immense change in needs from educational institutions. I'm afraid I feel that this is a very slow, disjointed, and old-fashioned way of tackling an economic problem using traditional techniques which are no longer relevant in this new age of AI. The saving is not enough. We need a root and branch way of economically benefitting and it will take something much stronger than this I fear.	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	For noting	Organisational Capability & Implementation		This point is noted and further discussions are welcome.
PER-31	1.3	Commercial	This hasn't been thought through – the whole case has imponderables liberally sprinkled throughout. We, in Perth, have come across real problems of unforeseen and unpredictable pension strain costs.....so I'm afraid that I absolutely agree with your case here – there is much that could trip us up and cost a lot of money!	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	For noting	Benefits, Finance & Value		This feedback is noted
PER-34	1.3	Management	This was the section that filled me with the most confidence. I acknowledge that consideration is being given to the risks of people management and I am confident that there are enough talented people within the overall wider organisation to provide consistent leadership throughout transition.	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	For noting	Organisational Capability & Implementation		This point is noted and it's important to emphasise that the talent and capability across the wider organisation will be essential to delivering a successful programme outcome. The success of the transformation programme will be dependant upon boards and leadership teams supporting the involvement of key personnel in the programme.
PER-35	1.3	Management	This is all pretty obvious.	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	For noting	FBC Analysis, Options & Assurance		The feedback is noted.
PER-36	1.3	Management	The case notes the previous failures at change, but fails to fully explore what is different this time and how it will have a different outcome. There are some elements in "cultural integration" but this is underdeveloped as a theme, and gives little confidence that an alternative outcome will be delivered. At one point it notes, "Existing boards of management also have a primary duty to their own college rather than to the partnership as a whole, which can inhibit decision making for the transformation programme." This is an important recognition that this programme may result in adverse outcomes for the individual colleges, which must not be underestimated. Linked back to previous tone & language, its disappointing that a more positive case for change could not be brought forward by management. Given the intention to commence implementation prior to legislative change, it would be beneficial to have more detail on what the plan is should that not be delivered or is extensively delayed – there is a note around engaging with Scottish Government, but that can only go so far. I'm unconvinced that the timescales are realistic, especially given the delays to date, and there seems little provision for delay in the schedule. At points it seems like there is a huge amount of simultaneous change, which comes with huge levels of risk of failure.	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	For noting	Organisational Capability & Implementation		These points are noted and will be referred to the cultural integration workstream lead for consideration
PER-39	1.3	Management	I see this as being key to the success of whatever option comes into play. If there is genuine agreement across the partnership moving forward then it should be possible to implement it successfully. However, there are a lot of key risks which need to be navigated and they could easily derail the progress.	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	For noting	FBC Analysis, Options & Assurance		The Transformation Team facilitates risk management processes for TEB and the programme workstreams and projects, and implementation is the responsibility of the assigned risk owners. For the Transformation programme we will support programme assurance using our Risk Approach which uses 'Three lines of defence' model; therefore, risks will be managed at the project and programme level and overseen by workstream project boards, TEB and TOB.
PER-41	1.3	Annexes	Appendix C "Multiple attempts have been made to make whole systems change but they have largely failed, primarily because of the trust, behaviour and culture of the partnership has not been mature enough to support further integration" - what is different now – this is a question that repeatedly is not answered through the document.	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	For noting	Governance and Leadership		We have undertaken a significant amount of work over the last couple of years to address the cultural issues within the UHI partnership, and whilst this is not resolved, and culture take a significant amount of time to change, we are in a better position than in previous change attempts
PER-43	1.3	Annexes	Some of these might be better if moved the main body of the text.	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	For noting	FBC Analysis, Options & Assurance		Consideration will be given to the detail that sits in the main body of the FBC and the Annexes at the re-drafting phase
PER-48-2	1.3	General	o Broadly, I am supportive of the need for colleges to come together in order to share common services, better serve industry and the business community and create a more enticing proposition for domestic and international students. I am also a great believer in creating opportunity for Scotland's rural communities, even more so at this moment in time, where many job roles are flexible and can be combined with cottage industries, for example.	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	For noting	Organisational Capability & Implementation		The feedback is noted.
PER-48-3	1.3	General	o Hybrid working also gives rise to opportunities for people to develop new skills and put these into employed use whilst remaining in their local or chosen community. Sharing services will undoubtedly produce immense savings.	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	For noting	Organisational Capability & Implementation		The feedback is noted.
PER-48-4	1.3	General	o There are many initiatives across Government departments to combine corporate services to reduce the burden on the public purse and so we should really be adopting similar. It could also make for far more attractive careers for those who specialise in e.g. HR, finance etc as the diversity of issues that they will need to consider will make for far more fulfilling careers.	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	For noting	Constitutional Form		The feedback is noted. The FBC states the potential benefits for professional development and career progression within a shared services model.
PER-48-5	1.3	General	o One thing that UHI drove in its early days was technology and the ability to open up education programmes to those there were not in the immediate geography of the delivery. UHI no longer has this advantage as every educational establishment has developed this technology.	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	For noting	Organisational Capability & Implementation		The feedback is noted.
PER-49	1.3	General	I cannot help but notice the section on P40 that suggests the National Agreement is not justified because its work "does not fit higher education models and research priorities" fundamentally misunderstands both the purpose of the union and the nature of Scotland's college sector. It also suggests that the aim to become fully 'tertiary' in everything we do is misleading (FE teaching will still be taking place and FE staff can be involved in research). If your commitment to me that you were totally committed to the NA was true, then take this bit out. The notion that this agreement does not fit these parts of our sector is rubbish, it's a timetabling issue, APs had a rich research ethic until recently. There are many many many staff members across the partnership who are already delivering research on FE contracts, so to be saying that it can't work is hypocrisy. In addition, often an argument of being "REFable" is used and they may try to argue that FE contracts mean that we can't be included in and REF submissions in future. This is also factually incorrect... REF do not care about contract type they care about one specific word "research" and as long as they can evidence staff are given "research" on their timetables, they can include them in REF, again evidenced by the many who are already doing it.	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	For noting	Academic & Curriculum		This feedback is noted and will passed to the Academic Affairs workstream. It is notable that this is included within the FBC because of concerns raised by other UHI staff members.
PER-49-1	1.3	General	o Colleges should not be peripheral to higher education. They are distinct institutions with a core mission rooted in teaching excellence, widening access, applied scholarship, and regional economic and social impact. To dismiss collective representation on the basis that it does not mirror traditional HE research is a weird notion of the value of academics, suggest that FE teaching is not valued (or desired), and in turn, does not allow us to promote the UHI as a unique tertiary institution which stands out from 'traditional HE institutions'.	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	For noting	Academic & Curriculum		These comments will be noted by the Academic Affairs workstream
PER-6	1.3	General	Additional analysis is needed on how option 6 may influence UHI's position in UK and Scottish league tables. This is an important point to explore.	Operating Model FBC Feedback Form 29.01.26	30/01/2026	UHI Perth	For noting	FBC Analysis, Options & Assurance		This feedback is noted.
PER-9	1.3	General	It is essential to recognise that UHI Perth is fundamentally different from its other UHI Academic Partners, and this distinctiveness should be explicitly acknowledged and unpacked within the FBC. Perth is UHIs most adaptive and strategically positioned institutions. It operates within a markedly different geographical and competitive environment, characterised by a configuration of educational challenges and opportunities. Within a 30 mile radius of UHI Perth are four universities and two large FE colleges. This creates a highly competitive tertiary education landscape, while at the same time offering significant opportunities for potential collaboration, articulation pathways, shared provision, and strategic partnerships. Thus, Perth is a unique UHI partner and is ideally placed to step-up and take forward and enact many of the very recent tertiary education policy aspirations and imperatives.	Operating Model FBC Feedback Form 29.01.26	30/01/2026	UHI Perth	For noting	Academic & Curriculum		The proposed workstream on Academic & Curriculum is intended to take forward the definition of how the new model delivers, and enhances / prioritises FE, including local delivery commitments including research.

Details for Count of Change ID - Raised By: UHI Perth, Change Type: FBC - minor change e.g. grammar

Change ID	UHI Version	Case	Feedback	Source	Date Raised	Raised By	Change Type	Theme	Programme Strategy	Response
PER-13-2	1.3	Strategic	o At various points, the section (and wider document) blends across describing distinct areas (e.g. Perthshire, Moray etc.) to referring solely to Highlands & Islands and in some cases a singular "region". This gives rise to concerns that all parts of the partnership are not being treated equally and that the focus is only on the centre.	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	FBC - minor change e.g. grammar	FBC Analysis, Options & Assurance		This comment will be considered whilst redrafting the Strategic Case.
PER-13-3	1.3	Strategic	o The section notes that "UHI is financially disadvantaged as the costs of rural and island service delivery are much higher than urban and city locations…", however I can't see anything in the cases which actually addresses this, other than the request for additional grant. It's disappointing that there has not been any creative thinking around how to transform this challenge into an opportunity e.g. residential programmes across the partnership etc.	Perth 2 email Collation of draft UHI FBC Feedback	30/01/2026	UHI Perth	FBC - minor change e.g. grammar	Benefits, Finance & Value		The issue of rurality payments and sustainable funding is outwith the remit of the FBC but it is a point that should be expressed more clearly within the financial case narrative
PER-3	1.3	General	The term "Delivery Units" feels overly clinical and risks undermining the academic and professional identity of staff. Further consideration of terminology would be good.	Operating Model FBC Feedback Form 29.01.26	30/01/2026	UHI Perth	FBC - minor change e.g. grammar	Local Vs Regional Impact		"Delivery unit" is a working title and will be amended to an agreed description in the final FBC

UHI PERTH

Board of Management

DRAFT Minutes

Meeting reference:	Board 2025-26/02
Date and time:	Monday 19 January 2026 at 5.00pm (rescheduled from 16 December 2025)
Location:	Online

Members present: Alistair Wylie, Interim Chair, Board of Management
Sarah Cordwell, Board Member
Mary Fraser, Board Member
Rosie Howie, Board Member (until Item 8.2)
Chris Lusk, Board Member
John McMullen, Board Member
Ian Robotham, Board Member
Chris Whatley, Board Member
Catherine Etri, Interim Principal & Chief Executive
Andi Garrity, Student Board Member
Patrick O'Donnell, Staff Board Member
Richard Fyfe, Staff Board Member
Ronnie Dewar, Trade Union Board Member (until Item 9.2)

In attendance: Jill Elder, Depute Principal
Lynn Murray, Depute Principal (Operations)
Gail Dunn, Chief Financial Officer
Fiona Cameron, Interim Director of Finance
Ian McCartney, Clerk to the Board of Management
Vicki Nairn, UHI Principal (Item 2 only)
Lorna Walker, UHI (Item 2 only)
Michael Baxter, UHI (Item 2 only)
Brian Williams, UHI (Item 2 only)
Roger Sendall, UHI (Item 2 only)
Max Brown, UHI (Item 2 only)
Lynn Thrower, UHI (Item 2 only)
Liz Stewart, UHI Court Observer

Apologies: Deirdre Joy, Board Member
Debbie McIlwraith-Cameron, Board Member

Chair: **Alastair Wylie**
Minute Taker: Ian McCartney
Quorum: 10

MINUTES

Item		Action
1.	**Welcome and Apologies** Interim Chair welcomed all to the meeting, and noted apologies.	
2.	**UHI Transformation – Full Business Case** Interim Chair invited UHI to present Paper 1 to Board prior to a question-and-answer session. UHI Director of Transformation led the initial presentation, with other UHI Directors inputting as appropriate. UHI Principal noted that the Final Business Case as presented was still in draft form, and this meeting should be seen as a platform to discuss change, with particular reference to the positive Scottish Budget settlement. UHI Principal noted that the FBC is linked to the mission set out in the UHI 2030 Strategic Plan, but is not the final solution, and no final decisions have been reached as feedback will inform the next stage, however there is an expectation that things will move forward at pace. UHI CFO noted that the draft FBC had been presented to UHI Court and shared among key stakeholders, who had also been asked to complete a feedback form which will be summarised and presented to Court in February. SFC had also commissioned PWC to review the draft FBC and their report is expected to be issued to SFC by the end of January or early February. Interim Chair thanked UHI for their presentation and additional clarification before opening the floor for Board Member contributions. Staff Board Member noted that there was a great deal of repetition in the FBC due to the Green Book format, but felt there was a lack of granular analysis of comparison and contrast with Academic Partners, and would have liked to have seen more on how initiatives such as the Green Free Port investments could be beneficial. UHI CFO agreed that thee was a lack of granularity re Academic Partners, however there was a need at this stage to focus on the work required on the benefits to the Partnership as a whole before looking at delineations. Staff Board Member queried why Option 3 hadn’t been more fully explored. UHI CFO noted that the Economic Case compared Option 3 to Option 6 and once Option 6 had been identified as the viable option on this basis, the other Cases focused on the delivery of Option 6. Staff Board Member suggested that, while Option 6 may be the best option for the rest of the Academic Partners, that was not necessarily	

	the case for UHI Perth. UHI Principal agreed that that may be UHI Perth's position, however Option 6 was not focused on centralising everything, and allows for economic development focus around initiatives such as Tay Cities Deal. However, there is a need for the future composition of Court to better represent the Academic Partnership. Staff Board Member advised that the contractual issue will be very sensitive and there is a need for the provision of intentions and clarity in this area. UHI Principal noted that the final composition of contracts will depend on the model chosen, and there is an expectation that the final proposal would look quite different to what is currently provided. Staff Board Member noted the existence of National Agreements and queried whether there was sufficient flexibility within tight timescales to move within these parameters. UHI Principal advised that it is expected that the timescales identified in the FBC will change based on feedback from Boards, and will need to take into account Scottish Elections happening later in the year. UHI Director of Transformation add there were no savings assumed related to staff Terms & Conditions. Board Member queried whether advisor costs were included in the implementation phase of the Transformation Project. UHI Director of Transformation advised that considerable costs had been built into the FBC but discussion is required with SFC and the Scottish Government to fund the costs of the project, including the option ongoing deficit positions to provide a stable platform. Such issues will be resolved once a final route map is determined. Interim Principal asked UHI Principal whether there was any sense that an agreement around a single option across the Partnership was achievable given the uniqueness of all the Academic Partners, and if there wasn't instant agreement around a single option, how much risk does this introduce around time slippage? UHI Principal noted that this meeting represented the 5th such meeting with Academic Partners and themes were emerging around Boards wanting more information on their own position given their duties to make the right decision for their colleges, therefore there is a need to better understand some of the risks, particularly around public and private models. It is also clear that Boards are looking for guarantees that centralisation won't take over. UHI Principal noted that all Boards are focused on change, but there is a need to know how this change will be delivered, and there is an expectation that an amended model will be presented to the next meeting of Court. UHI Principal concluded that there would be an issue for SFC if any Academic Partner could not get on board with change.	

	Interim Chair thanked UHI colleagues for their time, and noted that feedback forms should be sent to Clerk in the first instance before a collated response is issued to UHI for consideration at UHI Court.	
3.	**Additions to the Agenda** Interim Chair noted the late addition of Paper 19 for the meeting – this would be dealt with as part of Item 8.2.	
4.	**Declaration of Interest in any Agenda Item** Meeting noted that a number of UHI Perth Board Members had contributed to the UHI Transformation Project prior to the Full Business Case being presented, as follows: • Alistair Wylie • Chris Lusk • Chris Whatley • Elain Piggott (resigned Board Member)	
5a.	**Minutes of the Board Meeting held on 07 October 2025** Minutes were approved as being an accurate record of the meeting.	
5b	**Minutes of the Extraordinary Board Meeting held on 18 December 2025** Minutes were approved as being an accurate record of the meeting.	
6	**Matters Arising from Previous Minutes** Interim Chair noted that all items of Matters Arising would be dealt with as part of scheduled Agenda Items.	
7.1	**UHI Perth Group Report & Financial Statements for Year Ended 31 July 2025** Depute Principal (Operations) presented Paper 3, and highlighted slight amendments from version presented at Extraordinary Joint Finance & Resources and Audit Committees meeting of 13 January 2026, noting in particular the extra costs related to Resource Group. Board **APPROVED** Paper 3.	
7.2	**External Audit Annual Report 2024-2025, including Letter of Representation** Depute Principal (Operations) presented Papers 4a and 4b, and highlighted slight amendments from version presented at Extraordinary	

	Joint Finance & Resources and Audit Committees meeting of 13 January 2026. Board **APPROVED** Papers 4a and 4b.	
7.3	**Internal Audit Annual Report 2024-2025** Depute Principal (Operations) presented Paper 5, noting that there were no amendments to this paper from the Joint Finance & Resources and Audit Committees meeting of 13 January 2026. Board **APPROVED** Paper 5.	
7.4	**Audit Committee Annual Report to the Board of Management** Clerk presented Paper 6 and highlighted slight amendments from version presented at Extraordinary Joint Finance & Resources and Audit Committees meeting of 13 January 2026. Board **APPROVED** Paper 6	
7.5	**Procurement Contract Extension – Travel Management Services** Board received Paper 7 from APUC for approval, and noted that Board-level approval is required for this contract due to the likely expenditure requirements across the duration of the contract. Following a query from a Board Member, Board were advised that approval of the contract did not mean UHI Perth were required to use the Contractor for all travel bookings, however there were benefits for certain complex travel arrangements in terms of time spend by the Finance Team in processing expenses claims for staff. Board **APPROVED** Paper 7.	

7.6	**Resource Group – confirmation of online approval** Board received Paper 8 as confirmation of an online approval process which had taken place in November 2025, for the purposes of formal recording of approval. Board **APPROVED** Paper 8.	
7.7	**Whistleblowing Policy - Review** Depute Principal (Operations) presented Paper 9 for review, noting minor changes to the existing Policy. Board Member queried the level of consultation with TUs. Depute Principal (Operations) advised that there had been discussion between PLG and TUs on the issue. Board **APPROVED** Paper 9.	
7.8	**Removal & Relocation Expenses Policy – Review** Depute Principal (Operations) presented Paper 10 for review, noting relatively minor changes to the existing Policy. Interim Chair queried whether there was a need for this Policy in the current climate as the onus should be on the individual seeking a new role to incur expenses. Board Member queried whether there were similar policies at other colleges. Board discussed specific aspects of the Policy and its current relevance, including the mileage radius applied, the eligible time-period for application for expenses, and the maximum payment permitted to be allocated. Board **DEFERRED** discussion of Paper 10 to a future meeting to allow comparative analysis of approaches within the Sector.	
8.1	**Interim Chair's Report** Interim Chair presented Paper 11 for information, adding that the UHI Perth appearance before the Public Audit Committee had been well received and the matter has now been concluded, with an official report available to view on the Scottish Parliament's website. Interim Chair advised it was possible that a referral is made to the Education, Children & Young People Committee in the future, Board **NOTED** Paper 11.	

8.2	**Interim Principal's Report** Interim Principal presented Papers 12 and 19. In relation to Paper 12, Board Member queried whether there was an update on timelines re resolution of issues arising from the flooding incident. Interim Principal advised that the matter was in the hands of the Insurers; forensic analysis of the source issue is required, and this may take some time to resolve. Interim Principal noted that Paper 19 provides detail on Phase 2 of the Management Structure required to deliver the Financial Recovery Plan, and provides some additional roles identified following review of current priorities. Interim Chair advised Board that, while this was an operational matter for the Interim Principal to enact, presenting the paper demonstrates openness and transparency, hence it being brough to the Board for information and endorsement. Board Member queried whether the consolidation of some roles would be sustainable or whether this may require to be reconsidered in the future. Interim Principal advised that Director-level positions were not required, although some regarding may be required at a future point if roles expand; however there is an underlying need for staff to take more responsibility at the appropriate level within the organisation. Board **NOTED** Paper 12 and **ENDORSED** Paper 19.	
8.3	**HISA Perth Report** Student Board Member presented Paper 13 for information. Student Board Member advised that the HISA CEO had made the decision to leave the organisation with effect from 16/01/2026, with the new CEO due to start mid-March. Directors, Trustees and the HISA President will cover resulting gaps during this period. In addition, the Development Manager (DM) covering UHIs Orkney & Shetland resigned and left the organisation in December, with cover for that role being provided by the DM for Perth & Moray for the rest of this academic year. As a result, the Perth Local Co-ordinator (LC) is acting as Interim Academic Partner Manager, meaning the HISA Perth team are operating without one full time member of staff for the rest of this academic year, affecting the work that can be delivered during this time. Student Board Member advised on the OBI Awards that HISA Perth runs in partnership with UHI Perth, with nominations open 2nd-24th February, and the Awards Ceremony to take place on the 19th of May.	

	Student Board Member further advised that Student Elections Nominations opened today until 19th February, drawing specific attention to a change in available roles meaning that from 1st July HISA Perth will have a single sabbatical officer with the new title of Perth Depute President, meaning that HISA Perth will not have a part time officer, which will affect the output of the HISA Perth Team next year. The change in HISA officer structures is part of a wider restructure across HISA, however will also see local officer contracts reverting to 12 months from the current 10 months. Board **NOTED** Paper 13.	
8.4	**UHI Transformation Project** Board **AGREED** that this matter had been adequately discussed under Item 2**.**	
8.5	**Recruitment of Principal & Chief Executive** Interim Chair provided Paper 14 to update Board on the current status of the recruitment process. Board **NOTED** Paper 14.	
9.1	**Strategic Risk Register** Depute Principal (Operations) presented Paper 15 for approval, which provided a revised format for the presentation of Strategic Risk within the College, as previously discussed at Board. Board Member agreed that the revised format represented a huge improvement for Board scrutiny purposes however suggested that the addition of proposed completion dates for mitigating actions and a way to provide some scale where Residual Risk exceeds Appetite rather than a simple Y/N option would improve matters further. Board **APPROVED** Paper 15.	
9.2	**Financial Forecast – Year to July 2026 as at 30 September 2025** Interim Director of Finance presented Paper 16 for information, noting that a surplus was projected due mainly to Capital Development Funding having been agreed to be used for Resources, and additional Tuition Fee income exceeding targets. Interim Director of Finance noted that Finance & Resources Committee had agreed to build in a Contingency of 50% of projected surplus at the time of this Forecast.	

	Interim Director of Finance advised that the treatment of the Centre for Mountain Studies requires some attention, and that SAAS payments may be late, which will impact cashflow as staff increments are due to be paid in February 2026. Interim Director of Finance sought clarification that the Bad Debt relating to PKC can be written off, as provided for within the Financial Statements. Interim Director of Finance clarified for Board Members that PKC dispute parts of a contract were delivered despite Internal Auditor confirming they had been; however, the deliverables had been repeatedly changed, and it has not been possible to convince PKC that what had been requested had been delivered. Board **APPROVED** the write-off of the Bad Debt relating to PKC. Depute Principal (Operations) provided Board with an update re discussions with SFC re the treatment of additional costs relating to provision of teaching following AST being entered into Administration. A letter had been received from SFC prior to Xmas stating that the monies provided were an advance of grant funding, as opposed to being additional funding as UHI Perth had been informed. A letter was being drafted for the Interim Principal to issue to UHI Principal on the matter. Board **NOTED** Paper 16.	
9.3	**Section 22 & Wider Scope External Audit Report – Update** Interim Principal noted that the Section 22 matter was closed, however the College may be the subject of an additional Report given that the items discussed at PAC spanned more than one financial year, and that the scope of PAC discussions had widened during the hearings. Depute Principal (Operations) advised that the Internal Auditor had raised concern during Audit Committee around references to the delivery of the Internal Audit Service and approval of the Internal Audit Plan within the initial PAC hearing, noting that it had been assumed that clarifications would have been provided to the PAC before now. A meeting between Internal and External Auditors and Audit Scotland had been facilitated to better understand the issues and it was expected that a letter would be provided to PAC to clarify the matter. Interim Chair noted that there were ongoing discussions with the External Auditors e additional fees, with the Depute Principal (Operations) and Chief Financial Officer due to meet with External Auditors in order to resolve.	

10	**Standing Committee Summaries** Board received and **NOTED** summary reports from the following Committee meetings: • Chairs Committee – 10 November 2025 • Learner Experience Committee – 19 November 2025 • Recovery Plan Monitoring Committee – 29 November 2025 & 11 December 2025 • Finance & Resources Committee – 08 December 2025 • Audit Committee – 08 December 2025 Interim Principal noted, in relation to Paper 17c (Committee Summary for Recovery Plan Monitoring Committee) that there had been some blockages experienced with UHI's External Partnership Steering Committee) around the setting up of an Institution to progress an initiative in China to set up delivery of degrees in aircraft engineering and related subjects. Interim Principal advised that a formal complaint had been sent to the chair of UHI's EPSC to seek to address this issue as soon as possible as approved processes require to be in place by the end of February or income totalling £1.5m in 2026/27 will be at serious risk. Interim Chair suggested that, should no substantive response be forthcoming in a timeous manner from EPSC, a letter on behalf of the Board to the UHI Principal should be issued, particularly given the Regional Strategic Board had signed off on the Financial Recovery Plan with International Growth being a key part of the Plan. This approach was **AGREED** by Board.	
11	**Date & Time of Next Meeting** • Tuesday 31 March 2026, 5:00pm	
12	**Review of Meeting** Board confirmed that the meeting had been conducted in line with the Terms of Reference.	

Information recorded in College minutes are subject to release under the Freedom of Information (Scotland) Act 2002 (FOI(S)A). Certain exemptions apply: financial information relating to procurement items still under tender, legal advice from College lawyers, items related to national security.

Notes taken to help record minutes are also subject to Freedom of Information requests, and should be destroyed as soon as minutes are approved.

Status of Minutes – Open

An **open** item is one over which there would be no issues for the College in releasing the information to the public in response to a freedom of information request.

A **closed** item is one that contains information that could be withheld from release to the public because an exemption under the Freedom of Information (Scotland) Act 2002 applies.

The College may also be asked for information contained in minutes about living individuals, under the terms of the Data Protection Act 2018. It is important that fact, rather than opinion, is recorded.

Do the minutes contain items which may be contentious under the terms of the Data Protection Act 2018? **Yes** ❐ **No** ☑

Committee Cover Sheet

Paper No.3

Name of Committee	Board of Management
Subject	International Strategy
Date of Committee meeting	31/03/2026
Author	Lin Shen, Director of International Partnerships
Date paper prepared	17/03/2026
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	This Strategy sets out UHI Perth's ambition to significantly impact the growth of international recruitment and extend our international activity, both within the UHI Perth campus in Perth and overseas with our international partners.
Committee Consultation Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	Previously considered and endorsed by Perth Leadership Group.
Action requested	☐ For information ☒ For discussion ☐ For endorsement ☒ For approval ☐ Recommended with guidance (please provide further information, below)
Strategic Impact Please highlight how the paper links to the Strategic Objectives of UHI Perth or the UHI Partnership: [Strategic-Plan-2022-27.pdf] If there is no direct link to Strategic Objectives, please provide a justification for inclusion of this paper to the nominated Committee.	As detailed

Committee Cover Sheet

Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	As detailed
Risk implications Does this activity/proposal come with any associated risk to UHI Perth, or mitigate against existing risk? If yes, please provide details.	As detailed
Equality & Diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please provide details.	N/A
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please provide details.	N/A Click or tap here to enter text.
Island communities Does this activity/proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?	N/A If yes, please give details: Click or tap here to enter text.
Status (ie confidential or non-confidential)	Non-Confidential If a paper needs to remain confidential for a prescribed period of time before being made 'open', please advise how long must the paper be withheld: Click or tap here to enter text.

Committee Cover Sheet

Freedom of Information

Please note that **ALL** papers will be included within 'open' business unless a justifiable reason can be provided.

Please select a justification from the list, below:

Its disclosure would substantially prejudice a programme of research	☐	Its disclosure would substantially prejudice the effective conduct of public affairs	☐
Its disclosure would substantially prejudice the commercial interests of any person or organisation	☐	Its disclosure would constitute a breach of confidence actionable in court	☐
Its disclosure would constitute a breach of the Data Protection Act	☐	Other [please give further details] Click or tap here to enter text.	☐

Further guidance on application of the exclusions from Freedom of Information legislation is available via:

http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp

and

http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf

International and Partnerships Strategy 2026-2031

1. Introduction

The International and Partnerships Strategy for UHI Perth is aligned with the UHI Perth Strategy 2022-27 and contributes to and supports the vision for UHI Perth.

It sets out UHI Perth's ambition to significantly impact the growth of international recruitment and extend our international activity, both within the UHI Perth campus in Perth and overseas with our international partners.

We will achieve this through:

1. Growing our international student numbers, both on campus, and overseas.
2. Increasing our international partnerships in delivery of Transnational Education (TNE).
3. Expanding online provision in different countries across the global market.
4. Enhancing international students' experience on campus.
5. Offering international partnership development facilitations to other Academic Partners within the university.
6. Providing opportunities for home students and international students for mobility and industry opportunities globally.
7. Promoting international collaborations in Research, Knowledge Exchange and Innovation through the University.

2. The International and Partnership Strategy links to UHI Perth Strategic Plan 2022-2027

Our overall goal is to embed international collaboration and meaningful global engagement into everything that we do across our core activities in Perth and around the world. We are dedicated to UHI Perth's values of being Student Centred, Innovative, Ambitious, Respectful, Inclusive and Collaborative.

Our current partnerships and programmes reflect our values, with our ongoing international activities, including teaching and learning, actively contributing to creating good global citizens able to engage across cultures and borders.

With the UHI Perth values as a baseline, it is through deepening our partnerships and networks, developing our TNE and focusing our international activities around our curriculum strengths that we can address global challenges, raise our international reputation, generate additional commercial income and strengthen our existing student and staff mobility opportunities and develop new ones in line with our academic priorities.

In developing new international partnerships, our focus is on strategic partnerships that are fit-for-purpose, mutually beneficially, reciprocal, clearly conveyed and transparent in their alignment to wider UHI Perth strategic and academic priorities. At present, UHI Perth has more than 20 active partnerships worldwide across a characteristically diverse assortment of well-respected institutions, ranging from small vocational training colleges to larger multi-campus research universities. Our overall aim is to collaborate more meaningfully as we build alliances globally across universities, industry, politics and society, particularly with communities that are in need of high-quality higher education.

The UHI Perth International and Partnerships Strategy provides a coherent road map for attaining our international goals. UHI Perth will review and revitalise our international partnerships across TNE and exchange, focusing on quality and value over quantity.

3. SWOT Analysis: Justifying a Partnership-Based Approach

Considering the current trends and challenges facing the UK higher education sector, particularly in Scotland, adopting a partnership-based approach rather than focusing solely on direct international student recruitment is a strategic decision.

SWOT Analysis for UHI Perth

Strengths
UHI Perth benefits from competitive tuition fees compared to other UK institutions, small class sizes ensuring personalised attention and a high-quality learning experience, world-leading research centres in specialised fields, strong academic programmes and high-quality courses, and attractive natural landscapes that enhance the student experience.

Weaknesses
Despite these strengths, UHI has not yet achieved a position in major global ranking tables, and many courses are delivered in a networked format rather than face-to-face. The geographic locations are primarily in small towns, which may deter some international students, and accommodation options for international students remain limited.

Opportunities
There are significant opportunities to expand Transnational Education partnerships to reach students who prefer to study in their home countries, leverage digital education to provide flexible learning options to international students, develop strategic alliances with institutions in emerging markets to increase global reach, and offer joint research initiatives and academic exchanges to build institutional reputation.

Threats
Threats include a national decline in direct international student recruitment due to evolving immigration policies and economic factors, increasing competition from institutions with stronger global brand recognition, economic uncertainties and shifting geopolitical landscapes affecting student mobility, and risks related to the Student Visa Route, where students may be rejected or face delays in obtaining visas. Furthermore, the slow responsiveness of current approval structures risks missing time-sensitive opportunities in competitive markets, potentially undermining UHI Perth’s ability to secure new partnerships and maintain momentum in international expansion.

Justification of a partnership-based, market-led approach based on SWOT analysis

Relying solely on direct international recruitment is not a sustainable strategy for UHI Perth due to a variety of challenges highlighted in the SWOT analysis.

Firstly, direct recruitment is highly susceptible to external factors such as shifting immigration policies and economic conditions, which can impact the flow of international students. The risks associated with the Student Visa Route—where students may face visa rejections or delays—further complicate the recruitment process.

Additionally, UHI Perth faces strong competition from institutions with more established global brand recognition, making it harder to attract students solely through direct recruitment efforts. Geographical limitations, such as being located in small towns, coupled with a lack of on-campus accommodation for international students, can also deter potential candidates.

Furthermore, UHI's absence from major global rankings limits its visibility in a highly competitive global education market.

Given these barriers, relying only on direct recruitment could lead to unpredictable results, highlighting the need for more diversified approaches like partnerships and Transnational Education (TNE) to ensure a steady and sustainable influx of international students.

Working with partners offers numerous advantages for UHI Perth, particularly in ensuring long-term sustainability and growth. One key benefit is the longevity that partnerships provide, as they foster ongoing relationships that reduce the uncertainty and volatility associated with direct recruitment. These partnerships enable UHI Perth to attract high-quality student applications from focused, well-prepared students who are specifically suited to the university's strengths.

Moreover, students benefit from a more customised experience through contextualised programs tailored to local needs, ensuring they feel supported both academically and personally. Unlike direct recruitment, partnerships don't rely heavily on global rankings but can help elevate UHI Perth's brand awareness in local regions, building recognition where it matters most. With an established track record of successful international partnerships, UHI Perth is well-positioned to continue expanding its global footprint and providing students with high-quality education and meaningful international experiences.

4. International Student Recruitment and On-Campus Engagement

A cornerstone of our international strategy is to increase the recruitment of international students on campus, enhancing UHI Perth's diverse academic community. We will build upon our existing relationships with international partners, while simultaneously fostering direct connections with potential students through partnership focused marketing campaigns.

Our student recruitment efforts will focus on countries where we see growing demand for high-quality education, such as Brunei, China, and Nepal. Furthermore, we aim to diversify our recruitment strategy by engaging with new markets, particularly in regions where demand for transnational education (TNE) and online learning is rapidly increasing.

To ensure the success of these recruitment efforts, UHI Perth will continue to enhance its international student support services. We aim to provide a seamless transition for students, offering guidance on visa applications, accommodation, cultural integration, and academic support. We will also prioritise the creation of student engagement programs that cater specifically to the needs of international students, helping them feel connected to both their peers and the broader UHI Perth community.

To ensure our recruitment approach is inclusive, our international marketing and communications will use accessible formats and easy-to-understand English, with translations provided where appropriate. We will continue to strengthen pre-arrival and on-campus support, including visa guidance, accommodation support, induction and academic support, so that international students can transition smoothly and succeed.

Through strong recruitment practices and comprehensive student services, we aim to create a vibrant, inclusive international student body that benefits from a rich, collaborative learning environment.

5. Expanding Transnational Education (TNE) Partnerships

UHI Perth has built a solid foundation in Transnational Education (TNE) through its partnerships in China. Moving forward, we will continue to expand our TNE model, capitalizing on the success of the ‘flying faculty’ approach. This model allows for faculty-led delivery of courses in-country, ensuring that students receive a high-quality, UK-based education while remaining connected to their local community.

In addition to China, we will strategically expand this model into other regions, particularly those where demand for UK higher education is increasing, such as Southeast Asia and the Middle East. These partnerships will be developed with leading institutions that align with our academic strengths in Engineering, Technology and Management, ensuring that both teaching and learning outcomes meet our high standards.

We will also continue to assess the viability of TNE opportunities in emerging markets and work closely with potential international partners to ensure mutual benefits, including academic exchange, shared resources, and joint research initiatives. By focusing on long-term, sustainable partnerships, we aim to strengthen UHI Perth’s reputation as a global provider of high-quality education.

6. Online Education Expansion

The growing demand for flexible, online education presents an opportunity for UHI Perth to expand its reach to students in countries such as Iceland, where we already have established online learning partnerships, but also to other countries with new opportunities in the UAE and India. We will continue to enhance our online learning portfolio to cater to a wider international audience, focusing on high-demand fields such as business, engineering and technology.

We will strengthen our digital infrastructure to ensure that our online courses meet the needs of students across different time zones and cultural contexts. This includes adapting our online offerings to local preferences while maintaining the academic rigour and high-quality standards that define UHI Perth.

Collaborating with partners in countries where online education is gaining traction will allow UHI Perth to establish a strong presence in the global market, offering students access to flexible learning opportunities that align with their educational and professional aspirations.

7. Franchising and Collaborative Delivery in Emerging Markets

UHI Perth will continue to explore franchising opportunities in regions where demand for high-quality higher education is increasing, including Nepal, Vietnam and Sri Lanka. The franchise model provides a pathway for expanding our educational offerings in these markets while maintaining strong quality assurance frameworks.

These partnerships will be carefully evaluated to ensure alignment with UHI Perth's academic objectives and values. We will focus on building capacity within partner institutions, offering training, resources, and ongoing academic support to ensure the highest standard of education is maintained. Additionally, we will explore opportunities for collaborative research and professional development that benefit both UHI Perth and our international franchise partners.

Our strategic focus will be on developing scalable, sustainable partnerships that offer long-term benefits to both parties. By carefully selecting partners who share our commitment to academic excellence and student success, we will establish UHI Perth as a trusted partner in higher education across emerging markets.

8. Enhancing Global Mobility and Industry Collaboration

In line with our commitment to fostering a global learning environment, we will expand opportunities for student and staff mobility, including exchange programmes, internships and short-term study visits. We will ensure inclusive recruitment and marketing for mobility opportunities by using accessible formats and easy-to-understand English, with translations provided where appropriate.

We will strengthen pre-arrival and on-campus support for international and mobile students, including clear visa guidance, support with accommodation, structured induction and ongoing academic support. Where mobility activity includes online or blended delivery, we will verify that provision meets accessibility standards and ensure reasonable adjustments are in place, including support for mobility needs.

We will promote belonging and safety throughout the mobility journey by embedding intercultural training and mentoring, and by clearly communicating reporting routes for bullying, harassment and discrimination, particularly for students undertaking placements or study away from campus.

Collaborations with industry partners will play a central role in enhancing the employability of our graduates. We will strengthen our connections with international industries to provide work placement opportunities, internships and industry-specific training, particularly in sectors such as technology, engineering and business.

We will continue to foster these partnerships through joint research initiatives, professional development programmes and shared resources, ensuring that UHI Perth remains at the forefront of global educational and industry trends. Partnership due diligence will include clear Equality Diversity and Inclusivity expectations, confirmation of partner quality assurance and safeguarding arrangements, and appropriate briefing and support for staff involved in overseas delivery.

Committee Cover Sheet

Paper No.4

Name of Committee	Board of Management
Subject	SFC Priority Funding
Date of Committee meeting	31/03/2026
Author	Interim Principal
Date paper prepared	24/03/2026
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	Paper consists of bid to SFC re High Priority Funding for College Capital Maintenance Fund
Committee Consultation Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	Previously approved by Board via online approval
Action requested	☐ For information ☐ For discussion ☐ For endorsement ☒ For approval ☐ Recommended with guidance (please provide further information, below)
Strategic Impact Please highlight how the paper links to the Strategic Objectives of UHI Perth or the UHI Partnership: Strategic-Plan-2022-27.pdf If there is no direct link to Strategic Objectives, please provide a justification for inclusion of this paper to the nominated Committee.	As detailed

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Committee Cover Sheet

Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	As detailed
Risk implications Does this activity/proposal come with any associated risk to UHI Perth, or mitigate against existing risk? If yes, please provide details.	As detailed
Equality & Diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please provide details.	N/A
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please provide details.	N/A Click or tap here to enter text.
Island communities Does this activity/proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?	N/A If yes, please give details: Click or tap here to enter text.
Status (ie confidential or non-confidential)	Non-Confidential If a paper needs to remain confidential for a prescribed period of time before being made 'open', please advise how long must the paper be withheld: Click or tap here to enter text.

Committee Cover Sheet

Freedom of Information

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and

http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf

Application Form for unallocated college capital maintenance fund for FY 2025-26

Title of Project: **Restoration of Core Digital and Lecture Teaching Facilities – Brahan Building**	
Institution Name: UHI Perth	
Project location address:	UHI Perth, Crieff Road, Perth, Scotland, PH1 2NX UK
Funding commitment sought including VAT:	£250 000

College Project Lead	
Name: David Gourley	
Email:	david.gourley@perth.uhi.ac.uk
Telephone: 0781266924	

Approvals			
Approved by Principal?	Yes	Date:26/02/2026	
Date approved by Board / Committee:			
Please ensure the relevant paper is attached to this application.			

Other contacts (if appropriate)	
Name:	
Email:	
Telephone:	

Issue identification

1. Describe the emergency or very high priority maintenance need to be addressed.
What are the current arrangements? Why is this proposal necessary?

In early November, significant flooding occurred within the main Lecture Theatre and main IT Suite at UHI Perth. Both spaces are core teaching facilities used intensively for Further and Higher Education delivery. The flooding has rendered both these areas unusable due to the water ingress which has caused damage to walls, flooring, electrical systems, data infrastructure and fixed teaching equipment.

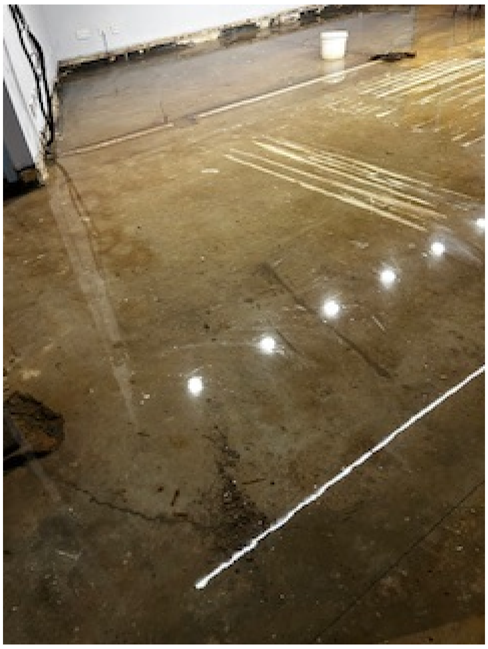
As an interim measure, classes have been relocated to alternative classrooms across the campus. IT-based teaching is being delivered through dispersed computer access, mobile laptop trolleys and reconfigured general classrooms. While this has enabled continuity of provision, it is not sustainable and the experience for the student is poor. The current arrangements requires an increase in teaching staff and has created timetable inefficiencies, we now have limited access to specialist software and assistive technologies, and this is placing additional strain on academic staff, support services and students.

Investigations are ongoing with external building specialists to determine the root cause of the flooding and specify permanent remedial works. However, immediate capital intervention is required to restore the damaged areas, replace compromised infrastructure, and implement preventative measures to avoid recurrence.

This proposal is vital to safeguard curriculum delivery, protect digital infrastructure, ensure health and safety compliance, and minimise further disruption to students and staff. Without urgent funding, the College faces continued operational inefficiencies, reputational risk, and a detrimental impact on the student experience, recruitment and retention.

2. Evidence of extent of issue
Reference surveyors report / building safety reports. Risk assessment and mitigating actions.

Photos of Current State of Lecture Theatre

Photos of Current State of IT HUB

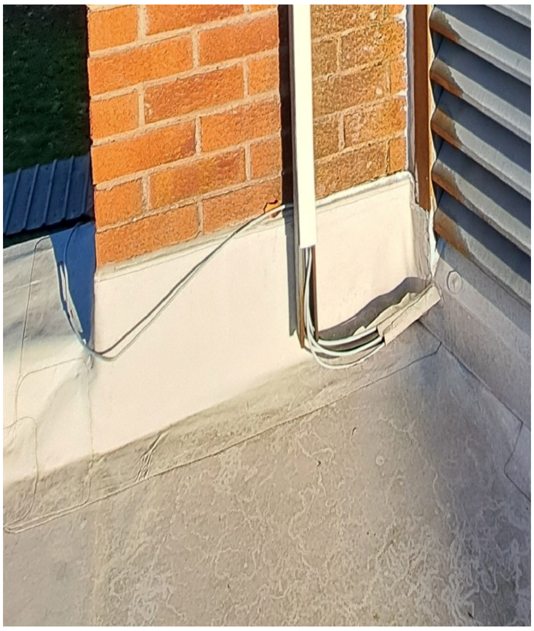



Report on Brahan Building Perth UNI by Richardson & Starling

Having attended site on Thursday the 20th of November we have found the following potential areas for water ingress

Upper Roofs with approx. 35Sqm of run off is discharging directly through one 65mm outlet directly to the roof below.

- Missing down pipe



- Damage to sarnafil roof covering

- Degradation to the brick mortar joints showing direct gaps into the cavity.

It would be highly likely that the water is entering the cavity of the wall fabric and finding its way to the basement. Our recommendation would be to carry out a dye test on this entry point to confirm if this is the case.

To carry out the dye test we would require the following sequence of events to be factored in

- Pump out all water from the basement areas.
- Remove all ducting panels in classroom area.
- Remove section of duct tray and check sub-straight makeup and depth of fixings used.
- Remove all timber flooring and batons from the lecture theatre and remove to skip
- Further investigate the crack in the floor to rule out any addition water penetration point.
- Alloy tower to be erected to provide access and edge protection to the roof area.
- Plant equipment to allow for the dye to be pumped into the cavity.
- Attendances' to monitor pumping of dye.

If this is found to be confirmed as the point of entry the following would need to be done to fix and repair

- Plant equipment.
- Remove, check and repair substrate, repair sarnafil roof covering.
- Fit missing downpipe and appropriate shoe for water to discharge onto roof.
- Remove rotten mortar joints and re-point approx. 2sqm.

Total to carry out this work £14,790 + Vat

Remedial works to be carried out following the repair will be priced in due course.

- Carry out fogging to all basement areas to kill off all mould spores that are present prior to cleaning.
- Clean down all mould affected areas ready for painting.
- Concrete screed all redundant service channels on the basement floor to stop any future water spreading through the floorplate.
- Install new skirtings to all areas damaged by water.
- Repairs to bottoms of door frames damaged by water.

- Install new battens and timber flooring to the auditorium area damaged by water.
- Screed wash carpet tile areas to accept new flooring.
- New carpet tiles for classroom and store areas damaged by water.
- New anti-static carpet tiles to com's room damaged by water.
- Painter to repaint walls previously covered in mould. Anti stain paint to be used.
- Finish all new timbers with 2 coats of paint.

Second point of entry is the Northwest Staircase to be priced once design is confirmed.

Internal.

It appears that the slurry coating installed many years ago is failing due to the appearance of water, cracking and visible salts weeping through.

For this we would recommend the following- installing a water management system around the perimeter of the staircase below ground level tied back into a sump pump chamber.

Re-plaster all walls and finish with white masonry paint

External.

Ground level appears higher than the external blockwork allowing for moisture to penetrate the external cavity.

For this we would recommend reducing the ground level and in addition introduce a gravel margin to allow the moisture to drain naturally.

Forensic Leak Detection 12 and 13th February

A leak detection company LDS limited did forensic leak detection mid February, and we are awaiting the full report.

Water testing:

The water inside the building was tested for chlorine, to determine it was not a burst mains water pipe, this was negative. The mains water system was tested for pressure and leaks , this was negative.

The water was tested and it appeared to have small traces, of ammonia, which indicates it is ground water / run off from fields.

Dye Test:

Over 1000 litres of water was released with an ultra violet dye at the top of the road, to simulate heavy rainfall and the route ground water would take.

Dye result:

Two hours later, the dyed water was inside the building, it was found using an ultra violet light detector. It had travelled through the ground and walls, and the ingress location was found to be a small hatch on the original outside wall, before the building was extended 25 years ago.

The investigation confirms that the flooding is not attributable to isolated pipe failure or surface drainage issues, but to rising water table conditions and hydrostatic pressure forcing groundwater through walls and floor slab interfaces.

This establishes the issue as structural and systemic in nature, requiring engineered groundwater management rather than minor repair. Without installation of a compliant water management system (BSA102), the risk of recurrent flooding remains high, particularly during sustained rainfall periods

3. Impact on students, staff, other users, and curriculum delivery (including financial & credit delivery implications)

For example, summarise for this year:

• Accessibility impacts
• Credit delivery implications
• Student numbers affected
• Impact on other curriculum or commercial activity

The flooding of the IT Suite (S005A and S005B) and Brahan Lecture Theatre has had significant academic and operational impact.

In Semester 1, 28 classes per week (15 in S005A and 13 in S005B), each typically two hours, were displaced—affecting approximately 420 students. Semester 2 timetabling will generate similar demand, potentially impacting a further 420 students. Across the academic year, up to 56 classes and approximately 900 students will be negatively impacted.

The IT Suite is a centrally located, and is a fully accessible digital learning hub aligned to the Scottish

Government's *Skills 4.0* agenda, supporting Digital Intelligence and inclusive, learner-centred delivery. It is particularly important for neurodiverse and disabled learners and those disengaged from traditional classroom models. Loss of this space reduces access to specialist software, assistive technologies, and flexible collaborative learning environments, directly impacting digital skills development, literacy progression, and attainment.

The Brahan Lecture Theatre typically accommodates six combined-cohort sessions per week (up to 60 students per session). Flooding displaced approximately 360 students. No alternative space can replicate its capacity, requiring additional teaching staff to deliver multiple smaller sessions. This has created unplanned staffing costs, reduced operational efficiency, and placed pressure on timetabling and curriculum delivery.

Overall impacts include reduced teaching timetabling less qualified staff at short notice, staff efficiencies, additional staffing expenditure, pressure on estate capacity, and risks to credit delivery and student experience.

4. Project overview and funding sought

Outline in brief, the proposed project. Estimated total project cost including VAT. What will the funding do / provide? (Summarise deliverables, benefits, mitigation)

Project Overview and Funding Sought

This project seeks emergency capital funding to implement a permanent waterproofing and water management solution within the Brahan Building Lecture Theatre and IT Suites, following confirmed water ingress and structural moisture penetration.

In accordance with industry standard BSA102, the building will be effectively retrofitted with a comprehensive water management system. This includes installation of waterproof membrane systems to walls and floors, designed to control and manage groundwater ingress rather than rely solely on external fabric repairs.

A below-floor catchment and pumping system will be installed in both the Lecture Theatre and IT Suites. Each space will incorporate dual sump pumps (one operating and one failsafe), inspection hatches, level detection sensors, fully automated high-level and high-high alarms, and safety interlock systems. The pumps will operate alternately to ensure balanced usage and resilience, activating automatically when high water levels are detected. Discharge will connect to two existing external drainage outlets, providing redundancy in the event of blockage.

A floating floor system will be installed in both rooms, with carpet tile finishes above, ensuring protection of teaching environments and digital infrastructure.

The approximate total project cost is £250,000

The contractors, will be accredited to BSA102 standards, ensuring compliance with recognised waterproofing best practice.

This investment will restore critical teaching capacity and provide long-term protection against future water ingress.

5. Describe the delivery plan. Include approvals, contractual requirements and timescale.

Delivery Plan

Subject to funding approval, a detailed specification will be finalised immediately, incorporating the water management system design, internal reinstatement works, and associated mechanical and electrical checks. The project will be managed by our Estates Manager, our procurement team will administer a tendering process through the APUC system and on the Principal and Board approval, the specialist contractors will be appointed and work on the repairs will commence immediately.

Procurement will follow institutional financial regulations and public procurement requirements, ensuring value for money and compliance. Where appropriate, contractors with prior knowledge of the building will be engaged to minimise mobilisation time and risk.

The works will be programmed to minimise further disruption to teaching delivery, with phased access arrangements agreed in consultation with academic departments. High-impact works (e.g., flooring replacement and mould remediation) will be prioritised during non-teaching periods where possible. Installation of the perimeter water management system and sump pump chamber will be sequenced to ensure safe excavation and compliance with health and safety regulations.

The anticipated delivery timescale from approval to completion is approximately 8–12 weeks, subject to contractor availability and confirmation of ground conditions.

Progress will be monitored through weekly project meetings, with regular reporting to the Senior Leadership Team and Board as required.

6. Project management and governance

Provide a summary of approvals and governance arrangements.

Outline any interim measures that have been taken to date with associated costs.

The project will be managed in-house by the Estates Manager, who will have overall responsibility for delivery, budget control, risk management and reporting. Support will be provided by APUC to ensure compliance with public procurement regulations, including assistance with tendering processes and contract management arrangements to secure value for money and transparency.

The appointed contractor will assume responsibility for day-to-day site management, including supervision of works, health and safety compliance, coordination of subcontractors, and adherence to agreed programme milestones. All works will be undertaken in line with Construction (Design and Management) Regulations and relevant statutory requirements.

Governance oversight will be maintained through regular progress reporting to the Senior Leadership Team, with updates provided to the Board or relevant Committee in line with financial regulations. Risk will be monitored through the College risk register, with mitigation actions tracked throughout delivery.

Interim measures already implemented include isolation of affected areas, water removal, temporary relocation of classes, and environmental monitoring. These actions have allowed continuity of teaching but are not sustainable without permanent remedial intervention.

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Committee Cover Sheet

Paper No.5

Name of Committee	Board of Management
Subject	BSc Sport & Fitness Fees
Date of Committee meeting	31/03/2026
Author	APUC
Date paper prepared	24/03/2026
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	Paper consists of Procurement paperwork relating to BSc Sport & Fitness Fees
Committee Consultation Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	Previously approved by Board via online approval, pending detail of expected income levels, which are provided below:
Action requested	☐ For information ☐ For discussion ☐ For endorsement ☒ For approval ☐ Recommended with guidance (please provide further information, below)

	% Share	UoR	Tuition Fee	TOTAL
UCS	72%	£254,442	£90,418	£344,859
UHI Perth	22%	£77,746	£27,628	£105,374
UHI EO	6%	£21,203	£7,535	£28,738
	100%	£353,391	£125,580	£478,971

Committee Cover Sheet

Strategic Impact Please highlight how the paper links to the Strategic Objectives of UHI Perth or the UHI Partnership: Strategic-Plan-2022-27.pdf If there is no direct link to Strategic Objectives, please provide a justification for inclusion of this paper to the nominated Committee.	As detailed
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	As detailed
Risk implications Does this activity/proposal come with any associated risk to UHI Perth, or mitigate against existing risk? If yes, please provide details.	As detailed
Equality & Diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please provide details.	N/A
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please provide details.	N/A Click or tap here to enter text.
Island communities Does this activity/proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?	N/A If yes, please give details: Click or tap here to enter text.

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Committee Cover Sheet

Status (ie confidential or non-confidential)	Non-Confidential If a paper needs to remain confidential for a prescribed period of time before being made 'open', please advise how long must the paper be withheld: Click or tap here to enter text.

Freedom of Information

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Please select a justification from the list, below:

Its disclosure would substantially prejudice a programme of research	☐	Its disclosure would substantially prejudice the effective conduct of public affairs	☐
Its disclosure would substantially prejudice the commercial interests of any person or organisation	☐	Its disclosure would constitute a breach of confidence actionable in court	☐
Its disclosure would constitute a breach of the Data Protection Act	☐	Other [please give further details] Click or tap here to enter text.	☐

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http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp

and

http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf

NCA No: NCA-PC-40991

Procurement Non-Competitive Action Form

Introduction

It is the institute's policy that contracts for goods, services and works must be awarded on the basis of Value for Money (VFM) following a genuine and effective competition.

However, the institutions procurement policy recognises that there may be occasions where it may be appropriate to award a contract for goods, services and works without following a genuine and effective competition. This procedure is known as Non-Competitive Action (NCA) and can only be applied in **exceptional** circumstances.

NCA will only be approved when a genuine business need exists which outweighs the need to compete the requirement. All evidence in support of NCA must stand up to scrutiny or challenge by a potential supplier.

The following guidance has been put together to provide information about NCA and the process of obtaining approval to use this procedure. This should be read prior to any NCA request being submitted.

Reasons That Might be Acceptable for Using Non-Competitive Action

- **Extreme urgency** – Competition is not required when a contract needs to be put in place urgently to respond to a circumstance which is 'unforeseeable' by, and out with the control of, Registers of Scotland (eg severe and unprecedented weather conditions). However, any contract awarded through the NCA process must only cover the urgent (immediate) need.
  Note: This does not include situations where there is an extreme urgency to award a contract on the basis that the customer was aware of the requirement but has failed to factor sufficient time into their workflow/work planning to allow a genuine and effective competition to be undertaken.

- **Only one possible supplier** – You will need to provide objective evidence that will withstand scrutiny and audit to support the decision that there is not an alternative or equivalent product or service available in the market which will meet your needs.

- **Additional purchases from the same supplier** – After a contract has been awarded, additional requirements which have arisen through genuine and unforeseen circumstances and were not included in the original contract may, depending on the precise circumstances, be 'added on' to that contract. However, careful consideration should be given at the outset of the contract to avoid this circumstance, wherever possible and must not exceed 50% of the original contract value.

- **Research exemption** – Funding criteria should always be the driving factor and also that the research exemption only applies if equipment is solely for research purpose and not for commercial use.

NCA No: NCA-PC-40991

Reasons That Are Not Acceptable

- **Contract is about to end but there is an ongoing requirement** – It is important that you take account of future needs at the earliest opportunity as a failure to plan for future requirements will not support the approval of NCA.

- **There is not sufficient time to carry out a competition** – This will not support the approval of NCA. The time taken to run a competitive process will reflect the value, nature and complexity of the purchase.

- **I am under pressure to award this contract quickly** – Unless the pressure has arisen through an urgent unforeseeable situation (see above), then you will need to award the contract following a genuine and effective competition.

- **I have used this supplier before and like what they can do** – The institutions policy requires that contracts are awarded through a genuine and effective competition. In the absence of a competition it may be difficult to demonstrate VFM.

- **I have been approached by a supplier and like their idea** – Any such approach will not result in the supplier simply being awarded a contract on a non-competitive basis. If the proposal is consistent with the business need, that need must be met by running a genuine and effective competition.

If the reasons above do not apply to your purchase, please refer back to the Procurement Policy and the Procurement Rules that apply to the value of your purchase.

Additional Information

Any external consultancy contracts with a value of £100,000 aggregated over 4 years must be approved in advance by the Scottish Funding Council.

Requirements must not be 'split' into contracts of lower value, or reduced in duration, to avoid the need to advertise/conduct or engage with Procurement Services.

Where the proposed purchase is over £50k (over a 4 year contract or one off spend), it is best practice for the institute to publish a VEAT (Voluntary Ex-Ante Transparency) Notice on Public Contracts Scotland to inform suppliers a contract has been awarded without a competitive process being followed and outlines the reasons.

All Non-Competitive Actions will be recorded by the Procurement Team and included in the Procurement Annual Report.

Linked Policies

- Procurement Policy
- Step by Step Guide
- Procurement Strategy

NCA No: NCA-PC-40991

Part 1 – NCA Request Details

Department: Health Wellbeing & Sports

Requester Name: Suzanne Miller

Budget Holder Name/Job Title: Nicky Inglis (Director of Curriculum, Business, Science, Technology & Wellbeing)

Proposed Supplier: Virtual Learning Alliance(VAL)

Value of Purchase* Request: £344,859.00
(*Purchase value is the one off capital cost or contract value over 4 years.)

Brief Description of the Goods/Services Required

Type of Purchase:

☐ One Off
☐ Repeat Order
☐ Repair
☒ Other

If other, please detail: Payment of fees to allow UHI Perth to run BSc Sport & Fitness degree in Glasgow via UCS

Category of Non-Competitive Action

☐ Extreme Urgency
☒ Single Supplier
☐ Additional Purchase
☐ Research Exemption

Full Details – Please provide full details below for request including specification of product or service and expand on reason(s) for Non-Competitive Action Category (as per list above).

Delivery of Sport & Fitness BScH . Delivery is in partnership with the Universal Centre of Sport. UHI Perth hold responsibility for the academic standards of the award and will provide oversight of all elements of the delivery, development, quality assurance and assessment of the Bsc programme.

Breakdown of cost provided by stakeholders as below:

1. The UoR received from UHI to Perth for UCS for AY 2025-26 is **£6942** per FTE
2. For AY 2025-26 Actual FTEs (as of 1 December) is **69** (inclusive of one RUK)
3. 72% share as per contract, using actual FTEs = **£344,859** (this is what UCS should get paid this academic year (2025-26)

NCA No: NCA-PC-40991

Requester Signature: Suzanne Miller

Signature:

Date: 6/1/2026

Budget Holder Signature: Nicky Inglis

Signature:

Date: 22/01/2026

Commented [DM1]: Suzanne signature

Commented [DM2]: Nicky signature

Part 2 – Procurement Review (To be Completed by Procurement Department)

Date Received: 05/01/2026

Reviewed by (Name): Dee Matthew

Position: Procurement Manager

Signature:

Date:

Procurement Recommendation: NCA set up to cover correct Authorisations. Stakeholder Budget Holder Finance Principal Board

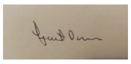
NCA No: NCA-PC-40991

Part 3 – Finance Review (To be completed by Finance Department)

Value of Purchase: £344,859.00

Reviewer Name: Gail Dunn

Position: Chief Financial Officer

Finance Signature: 
Date: 22/1/26

Approved: ☐ **Yes** ☐ No

Finance Comments: Satisfied budget is in place and income will be received to offset the costs.

Part 4 –Principal Review

Value of Purchase: £344,859.00

Reviewer Name: Catherine Etri

Position: Principal

Signature: e mail approval below

Date:

Approved: ☐ Yes ☐ No

Principal Comments: RE_ NCA-PC-40991-Cour

NCA No: NCA-PC-40991

Part 5 –Board Review

Value of Purchase: £344,859.00

Reviewer Name: Alastair Wylie, Interim Chair

Position: Board of Management

Signature: Alistair B Wylie

Date: 24/02/2026

Approved: ☐ Yes ☐ No

Board Comments:

Committee Cover Sheet

Paper No.6

Name of Committee	Board of Management
Subject	Commercial Associate Trainers
Date of Committee meeting	31/03/2026
Author	APUC
Date paper prepared	24/03/2026
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	Paper consists of Procurement paperwork relating to Commercial Associate Trainers
Committee Consultation Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	Previously approved by Board via online approval.
Action requested	☐ For information ☐ For discussion ☐ For endorsement ☒ For approval ☐ Recommended with guidance (please provide further information, below)
Strategic Impact Please highlight how the paper links to the Strategic Objectives of UHI Perth or the UHI Partnership: [Strategic-Plan-2022-27.pdf] If there is no direct link to Strategic Objectives, please provide a justification for inclusion of this paper to the nominated Committee.	As detailed

Committee Cover Sheet

Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	As detailed
Risk implications Does this activity/proposal come with any associated risk to UHI Perth, or mitigate against existing risk? If yes, please provide details.	As detailed
Equality & Diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please provide details.	N/A
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please provide details.	N/A Click or tap here to enter text.
Island communities Does this activity/proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?	N/A If yes, please give details: Click or tap here to enter text.
Status (ie confidential or non-confidential)	Non-Confidential If a paper needs to remain confidential for a prescribed period of time before being made 'open', please advise how long must the paper be withheld: Click or tap here to enter text.

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Committee Cover Sheet

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and

http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf

Award Recommendation Report

Title: Commercial Associate Trainers

REF: CS-PC-21748

Cost of Contract	Commodity/Service	Winning Bidder
TBC	Other/General Professional Services and Bought in Services	As noted below

Summary
UHI Perth are seeking to award a framework for Commercial Associate Trainers, this requirement was previously tendered in 2021 for a period of 4 years including extensions. Funding for this requirement is now provided under the Tay cities Deal.

Name: Dee Matthew
Title: Procurement Manager
Date: 19/01/2026

Restricted – Commercial

Purpose

This report summarises the process undertaken during the procurement exercise and recommends that the Contract is awarded to the following tenderers:

Tenderer	Score out of 100%
Successful Learning Solutions Ltd	86.76
Perth Innovation Ltd	78.10
Quo Solvis Ltd	82.20
Digital Bricks Ltd	84.07
Next Generation Training Limited	86.27
Build Your Skill	89.57
Lighthouse Business Consultants Ltd	81.28
CJM Lumina Ltd	84.48
Genius Software Solutions T/A Genius People	83.47
Merged Education	86.63
LearnLing Ltd	83.47
Michael Costello	76.31
Core Coaching Ltd	89.07
The Global Village Development Centre Ltd.	100.00
Tickety Boo Training	83.80
Etopia Solutions Ltd.	83.47
The Blurred Line	84.44
Select Training Services	82.19
1st Safety Solutions	79.73

The Following bidder did not achieve the required 65% total score, as per the ITT bidders were advised that should they not achieve this minimum score they **may** be excluded from the framework.
**It has been requested the below contractor be included in the framework due to the fact they are a "UHI Perth Staff member and the reputation that they have, in terms of past experience of delivering training within UHI Perth".
The bidder will receive full feedback on their submission and where they scored low and how they could have scored better.
**This update was made on 19/2/26

Tenderer	Score out of 100%
MidasWorks	62.26

** Procurement have recently 26/01/26 been advised that the above provider (Supportive Solutions Ltd) have commenced Insolvency proceedings, this has not yet been verified as the supplier is not answering any calls or e mails. Should this be the case then Supportive Solutions Ltd cannot be included in the framework.

Tenderer	Score out of 100%
**Supportive Solutions Ltd	83.47

Market Research:

Procurement carried out market research around the current contract to identify the level of interest within the existing training providers and to identify how other institutions have tendered and re tendered their requirements.

Almost all of our existing providers expressed an interest in re bidding however only 6 of the previous 14 submitted a bid.
A number of institutions have recently tendered for their second & third iteration of this requirement and procurement took on board advice and learning from other institutions and from our own previous tender, most important learning point for the UHI team was that the previous framework was very restrictive with being ranked and limited the amount of work contractors were awarded (the 1st ranked had to be contacted in the first instance and could usually provide the training) the new framework allows works to be distributed evenly to all winning contractors.

A Prior Information Notice (PIN) was published via the Public Contracts Scotland (PCS) portal, was used to gauge interest in the market and to provide the potential bidders with some brief information regarding the upcoming tender. The notice was sent to 2533 registered providers.

InterestList.xls

There were 77 notes of interest, under supplier category codes this notice was 8000000, 80500000 (training services).

Collaborative options were explored with Dundee & Angus and Fife college however both institutions currently have existing contracts and are not ready to re tender for full services, a collaboration may be something to be further explored in the future.

Summary of Requirements

UHI Perth published a tender seeking a number of suppliers to work on behalf of the institution providing Commercial Training to external clients. The contract is structured as a framework which ensures a number of suppliers per Lot allowing the Business engagement Team the ability to provide the clients with the required training.

Tenderers were requested to bid on one or multiple lots and were provided a criteria of sub lots which may be covered within the main lots listed below.

Lot 1	Leadership & Management
Lot 2	Marketing & Media
Lot 3	Digital Skills
Lot 4	Project Management
Lot 5	Finance & Accounting
Lot 6	Hospitality
Lot 7	Health & Wellbeing
Lot 8	STEM (Science, Technology, Engineering & Mathematics)
Lot 9	Business
Lot 10	Healthcare
Lot 11	Learning and Development

Project Timescales

A tender was distributed via the Public Contracts Scotland Tender portal and the procurement timetable was as follows:

PIN issue Date	02/07/2025
Publication of ITT	10/11/2025
Deadline for clarification questions from Tenderers	17/11/2025 noon
Deadline for Authority to respond to clarification questions	24/11/2025 noon
Deadline for Tender Response	08/12/2025 noon
Evaluation of Tenders	W/C 8/12/2025
Contract Award	W/C 12/01/2026
Commencement of Contract	W/C 19/01/2026

Tender Stage

Advertisement

The contract notice was published via Public Contracts Scotland portal (PCS) on 10th November 2025

Contract Overview:

This contract will be run as a framework with a number of suppliers split over the 11 lots, suppliers were invited to bid on more than one lot if they were able to do so.

The awarded supplier for each lot is outlined below:

SUPPLIER AND ALLOCATED LOTS

	Ranking	Lot 1 - Leadership & Management	Lot 2 - Marketing & Media	Lot 3 – Digital Skills	Lot 4 - Project Management	Lot 5 - Finance & Accounting	Lot 6 – Hospitality	Lot 7 - Health & Wellbeing	Lot 8 – STEM (Science, Technology, Engineering & Mathematics)	Lot 9 – Business	LOT 10 - Healthcare	LOT 11 – Learning & Development
Successful Learning Solutions Ltd	4	Y	Y	Y	Y	Y				Y		Y
Perth Innovation Ltd	19	Y			Y							
Quo Solvis Ltd	15	Y										
Digital Bricks Ltd	9	Y	Y	Y	Y			Y		Y	Y	Y
Next Generation Training Limited	6						Y	Y				
Build Your Skill	2			Y								
Lighthouse Business Consultants Ltd	17	Y		Y	Y		Y	Y	Y	Y		Y
CJM Lumina Ltd	7					Y						
Supportive Solutions Ltd	Fail											
Genius Software Solutions T/A Genius People	11	Y			Y							Y
Merged Education	5							Y			Y	Y
MidasWorks	Fail											
LearnLing Ltd	11	Y						Y		Y		Y
Michael Costello	20	Y	Y		Y			Y		Y		Y
Core Coaching Ltd	3	Y										
The Global Village Development Centre Ltd.	1	Y	Y	Y	Y	Y				Y		Y
Tickety Boo Training	10	Y					Y					
Etopia Solutions Ltd.	11	Y	Y	Y	Y			Y				
The Blurred Line	8	Y										
Select Training Services	16	Y										
1st Safety Solutions	18							Y				

**Midasworks will be added to the framework

Lots and number of compliant bids:

Lots	Lot 1 - Leadership & Management	Lot 2 - Marketing & Media	Lot 3 – Digital Skills	Lot 4 - Project Management	Lot 5 - Finance & Accounting	Lot 6 – Hospitality	Lot 7 - Health & Wellbeing	Lot 8 – STEM (Science, Technology, Engineering & Mathematics)	Lot 9 – Business	LOT 10 - Healthcare	LOT 11 – Learning & Development
Number of compliant Bids	14	5	6	8	3	3	8	1	6	2	8

Evaluation Criteria

The following weightings were used to evaluate the tender submissions. These weightings were communicated to bidders in the ITT documentation.

Question Number	Description	Weighting
Q1	**Tenderers Details**	**For Information only**
Q2	**Key Personnel – Identification & Roles**	**17.5%**
Q3	**Key Personnel – Account Management**	**7%**
Q4	**Delivery – Workshops**	**17.5%**
Q5	**Delivery –Capacity & Resource Allocation**	**7%**
Q6	**Delivery – Scheduling**	**7%**
Q7	**Delivery – Subcontracting**	**5%**
Q8	**Client Management**	**5%**
Q9	**Data Management (GDPR)**	**4%**

Overview of Tender Responses

Number of tenders received: 21
Number of compliant bids: 19 (one bidder did not achieve the required 65% one bidder had declared themselves as Insolvent)

Name of Tenderers

- Successful Learning Solutions Ltd
- Perth Innovation Ltd
- Quo Solvis Ltd
- Digital Bricks Ltd
- Next Generation Training Limited
- Build Your Skill
- Lighthouse Business Consultants Ltd
- CJM Lumina Ltd
- Supportive Solutions Ltd *(company commenced insolvency proceedings 23/01/2026)*
- Genius Software Solutions T/A Genius People

- Merged Education
- MidasWorks *(did not achieve required %)*
- LearnLing Ltd
- Michael Costello
- Core Coaching Ltd
- The Global Village Development Centre Ltd.
- Tickety Boo Training
- Etopia Solutions Ltd.
- The Blurred Line
- Select Training Services
- 1st Safety Solutions

Evaluation Results (70% Technical /30% Commercial)

Tender Evaluation Panel

The tender evaluation panel consisted of:

Evaluation Criteria	Name	Title
Technical	Sarah-Jane Urquhart	NTP And Employability Manager
Technical	Aimee Leith	National Training Programme Coordinator
Commercial	Dee Matthew	Procurement Manager

Technical

Each bidder submitted a response to Appendix I- Technical Questions as provided with the ITT. These were reviewed by the evaluation panel and attributed a score from 0-3.

Appendix I - Technical Questions

Commercial

Bidders were asked to provide a breakdown of the costs as outlined in Appendix E- Pricing Schedule as provided with the ITT.

Appendix E- Pricing Schedule.xlsx

Bidders were provided information on the maximum rate UHI Perth would pay for the services.

A pro rata score was applied based on the lowest cost, This enabled a like for like comparison on costs of each proposal.

Restricted – Commercial

Commercial/Technical Ratio Results and Tender Ranking

The table below shows the results of the Commercial/Technical evaluation and tenderer rankings.

Company Name	Commercial Score 30%	Technical Score 70%	TOTAL SCORE %
Successful Learning Solutions Ltd	16.76	70.00	86.76
Perth Innovation Ltd	16.27	61.83	78.10
Quo Solvis Ltd	18.53	63.67	82.20
Digital Bricks Ltd	14.07	70.00	84.07
Next Generation Training Limited	18.60	67.67	86.27
Build Your Skill	19.57	70.00	89.57
Lighthouse Business Consultants Ltd	13.61	67.67	81.28
CJM Lumina Ltd	14.48	70.00	84.48
Genius Software Solutions T/A Genius People	13.47	70.00	83.47
Merged Education	16.63	70.00	86.63
LearnLing Ltd	13.47	70.00	83.47
Michael Costello	16.81	59.50	76.31
Core Coaching Ltd	19.07	70.00	89.07
The Global Village Development Centre Ltd.	30.00	70.00	100.00
Tickety Boo Training	13.80	70.00	83.80
Etopia Solutions Ltd.	13.47	70.00	83.47
The Blurred Line	14.44	70.00	84.44
Select Training Services	14.52	67.67	82.19
1st Safety Solutions	15.56	64.17	79.73

Consensus evaluation below:

CS-PC-21748-Technical Consensus.xlsx

Benefits and Savings

Benefits

- Value for money exercise carried out with full audit trail.
- Using an open procedure to advertise to the market.
- New framework with more flexibility.

Award Recommendation

Based on the results of the commercial and technical evaluation, the recommendation is to award the contract to the bidders listed below, excluding MidasWorks who did not achieve the minimum requirement of 65% and Supportive Solutions Ltd who have now commenced insolvency proceedings.

This should not have any detrimental effect on the framework as each lot with the exclusion of (*Lot 8 – STEM (Science, Technology, Engineering & Mathematics*) has more than one bidder.

Successful bidders including rates are listed below:

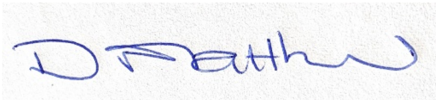
Supplier Name	Day Rate - 6 Hours (excluding lunch)	Half-Day Rate - 3 Hours	Hourly Rate
Successful Learning Solutions Ltd	£ 390.00	£ 195.00	£ 65.00
Perth Innovation Ltd	£ 400.00	£ 200.00	£ 70.00
Quo Solvis Ltd	£ 350.00	£ 225.00	£ 55.00
Digital Bricks Ltd	£ 480.00	£ 240.00	£ 50.00
Next Generation Training Limited	£ 350.00	£ 180.00	£ 60.00
Build Your Skill	£ 320.00	£ 160.00	£ 80.00
Lighthouse Business Consultants Ltd	£ 480.00	£ 240.00	£ 90.00
CJM Lumina Ltd	£ 450.00	£ 240.00	£ 75.00
Genius Software Solutions T/A Genius People	£ 480.00	£ 240.00	£ 90.00
Merged Education	£ 400.00	£ 220.00	£ 50.00
LearnLing Ltd	£ 480.00	£ 240.00	£ 90.00
Michael Costello	£ 385.00	£ 200.00	£ 70.00
Core Coaching Ltd	£ 330.00	£ 220.00	£ 70.00
The Global Village Development Centre Ltd.	£ 210.00	£ 195.00	£ 35.00
Tickety Boo Training	£ 470.00	£ 235.00	£ 85.00
Etopia Solutions Ltd.	£ 480.00	£ 240.00	£ 90.00
The Blurred Line	£ 450.00	£ 225.00	£ 80.00
Select Training Services	£ 450.00	£ 225.00	£ 75.00
1st Safety Solutions	£ 420.00	£ 210.00	£ 70.00

Next Steps

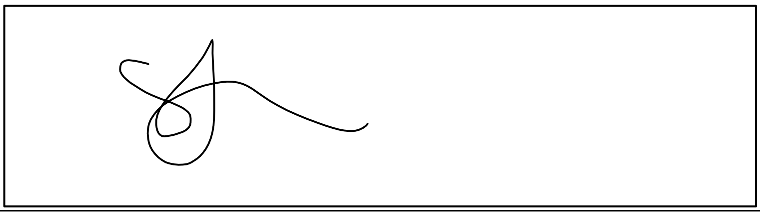
- Award Recommendation Report to be agreed and signed by all relevant stakeholders.
- UHI Perth to formally issue contract award and provide a successful/unsuccessful letter to all bidders, Including relevant feedback on their submissions.
- Contract to be added to UHI Perth Contracts Log.
- PO to be raised to suppliers.
- Lessons Learned document to be completed by procurement and stakeholder and saved in existing and new file folder.

Award Recommendation Authorisation

Award Recommendation Report agreed by Procurement

Signature	
Name	Dee Matthew
Title	Procurement Manager
Date	26/01/2026

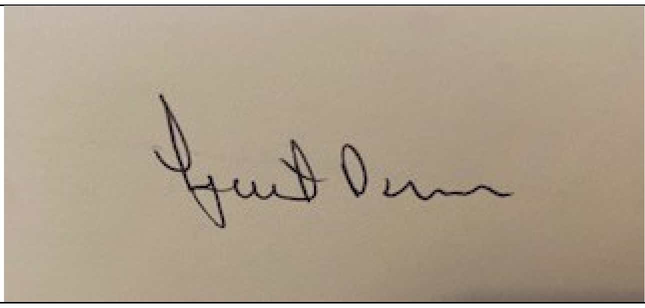
Award Recommendation Report agreed by Stakeholder

Signature	
Name	Sarah-Jane Urquhart
Title	NTP And Employability Manager
Date	02/02/2026

Award Recommendation Report agreed by Stakeholder

Signature	
Name	Aimee Leith
Title	National Training Programme Coordinator
Date	02/02/2026

Award Recommendation Report agreed by – Finance (over £50k)

Signature	
Name	Gail Dunn
Title	Chief Financial Officer
Date	17/02/2026

A/ward Recommendation Report agreed by – SLT (over £50k)

Signature	Nicholas Inglis
Name	Nicky Inglis
Title	Director Of Curriculum - BSTW

Date	05/02/2026

Award Recommendation Report agreed by – Principal (over £50k)

Signature	Catherine A Etri
Name	Catherine Etri
Title	Interim Principal And Chief Executive
Date	19/02/26

Award Recommendation Report agreed by – Board (over £100k)

Signature	
Name	
Title	
Date	

UHI Perth

Paper No. 7

Committee	Board of Management
Subject	Terms of Reference Reviews
Date of Committee meeting	31/03/2026
Author	Ian McCartney, Clerk to the Board
Date paper prepared	24/03/2026
Executive summary of the paper	Terms of Reference for Board and Board Committees require to be updated following changes to the management structure of UHI Perth. Final approval requires authorisation by the Board of Management.
Consultation Please note which related parties, stakeholders and/or Committees have been consulted	Amendments relative to each Committee have been endorsed by Learner Experience Committee, Finance & Resources Committee and Recovery Plan Monitoring Committee during Cycle 3 meetings.
Action requested	☐ For information ☐ For discussion ☐ For endorsement ☒ For approval ☐ Recommended with guidance (please provide further information, below)
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	No

UHI Perth

Risk implications Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk? (If yes, please provide details)	No Click or tap here to enter text.
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information	Click or tap here to enter text.
Equality and diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please give details:	No
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please give details:	No Click or tap here to enter text.
Island communities Does this activity/ proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?	No If yes, please give details: Click or tap here to enter text.

UHI Perth

Status (e.g. confidential/non confidential)	Non-Confidential
Freedom of information Can this paper be included in "open" business?*	Yes

* If a paper should **not** be included within 'open' business, please highlight below the reason.

Its disclosure would substantially prejudice a programme of research	☐	Its disclosure would substantially prejudice the effective conduct of public affairs	☐
Its disclosure would substantially prejudice the commercial interests of any person or organisation	☐	Its disclosure would constitute a breach of confidence actionable in court	☒
Its disclosure would constitute a breach of the Data Protection Act	☐	Other [please give further details] Click or tap here to enter text.	☐

For how long must the paper be withheld? Click or tap here to enter text.

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http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp
and
http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf

LEARNER EXPERIENCE COMMITTEE

Membership

No fewer than 3 Independent Member of the Board of Management one of whom shall act as Chair
Principal & Chief Executive
2 Academic Staff Members (the Teaching Staff Member of the Board of Management plus one other nominated teaching staff representative)
2 Student Board Members ~~(to be nominated by HISA Perth)~~
1 Trade Union Member of the Board of Management
Depute Principal ~~(Academic)~~
~~Chair of Scholarship and Research Committee~~
Director of Student Experience
Director of ~~Learning, Teaching & Quality Enhancement~~ Quality & Resources
2 Directors of Curriculum

In attendance

Other appropriate staff members of the College by invitation

Quorum

The quorum shall be 7 including the Chair or Vice Chair, and must include one Independent Member of the Board of Management

Frequency of Meetings

At least 3 times per academic session, and as required.

Terms of Reference

1. To maintain an overview of teaching quality assurance and to ensure outcomes of the highest standards by reviewing reports from relevant College and UHI committees, and internal and external sources, including feedback from student surveys and other stakeholder input.
2. To consider the implications of reports and updates from other relevant College and UHI Committees and, where appropriate, act to ensure the relevance currency and highest quality of the academic offer.
3. To review and approve College's policies and strategies that relate directly to the student experience.
4. To receive regular reports from Management and HISA Perth on progress with student engagement in the operation of the College.
5. To regularly monitor the national economic situation, and in particular regional market sure that the Perth curriculum is sufficiently adaptable to seize new market opportunities as they arise
6. To consider the opportunities and benefits to the learner experience that can be developed via a formal Alumni Relations provision
7. Review annually the Terms of Reference for the Committee and its composition and make any necessary recommendations for change to Chairs' Committee.

Reviewed ~~October 2025~~ March 2026

FINANCE AND RESOURCES COMMITTEE

Membership

Chair of the Board of Management (ex officio)
Principal & Chief Executive (ex officio)
No fewer than 2 other Independent Members of the Board of Management
One place reserved by invitation for a Student Member of the Board, as nominated by HISA Perth.
One place reserved by invitation for a Staff Member of the Board, to be determined by Staff Members of the Board

In attendance
Depute Principal ~~(Academic)~~
~~Depute Principal (Operations)~~
Chief Financial Officer
Other appropriate staff members of the College by invitation

Quorum
The quorum shall be 4 members of which at least 2 to be Independent Members.

Frequency of Meetings
The Committee shall meet no less than four times per year.

Terms of Reference

1 Consideration of the annual estimate of revenue income and expenditure.

2 Consideration of the annual estimate of capital income and expenditure.

3 Responsibility to ensure that appropriate control systems are in place:

a to administer and control all revenue and capital grants received from the Scottish Government and all other sources.

b to administer and control the payment of all monies due and the collection of all income due.

c to ensure the efficient management of the College Catering Service and Food Court and Halls of Residence.

d to administer and control matters relating to the repair, maintenance and upkeep of land, buildings etc.

4 Liaison with the Audit Committee in reporting to the Board on the state of the College's finances.

5 Consideration and approval of the College's Financial Regulations and Procedures, ensuring their implementation, monitoring and review in relation to all matters financial, including approving organisations in which funds may be invested and setting investment limits.

6 Generally the formulation of advice to the Board on financial matters and the supervision of the financial affairs of the Board.

7 Strategic oversight of procurement, contract management and ICT service level agreement on behalf of the Board.

8 Consideration of tenders received for any works the cost of which are in excess of £50,000.

9 The acquisition and/or disposal of heritable property whether by purchase/sale or lease.

10 Consideration of any proposals to obtain plant equipment furnishings or fittings the cost of which is expected to be more than £50,000.

11 Consideration and assessment of priorities for capital grant for new building work or the major modification of existing buildings. Recommendations to the Board on issues relating to College estates and resources

12 The oversight of the Board's statutory functions and responsibilities as an employer of the staff of the College.

13 Consideration of all matters relating to:

a the establishment and staffing structure of the College;

b the salaries, wages and conditions of service of all staff except the Principal, Executive and Managers as individual contracts with the Board.

14 Responsibilities for early retirement/early severance policy**.**

15 Oversight of the disciplinary and grievance policies and procedures of the College.

16 Consideration of matters relating to staff relations including union recognition and local bargaining agreements.

17 Review annually the Terms of Reference for the Committee and its composition and make any necessary recommendations for change to Chairs Committee

Reviewed March 2026 ~~June 2025~~

RECOVERY PLAN MONITORING COMMITTEE – TERMS OF REFERENCE

Membership

- No fewer than 4 Independent Members of the Board of Management, one of whomshall be designated as Chair; this number to include the Vice Chairs of Audit, Finance & Resources and Learner Experience Committees
- Principal & Chief Executive
- One place reserved by invitation for a Student Member of the Board, as nominatedby HISA Perth
- One place reserved by invitation for a Staff Member of the Board or Trade UnionMember of the Board.

In attendance
Depute Principal ~~(Operations)~~
Chief Financial Officer
Director of Finance
Other appropriate staff members of the College by invitation

Quorum
The quorum shall be 5 members of which at least 3 to be Independent Members.

Frequency of Meetings
The Committee shall meet initially on a monthly basis, with frequency to be reviewed July2026

Terms of Reference

The Recovery Plan Monitoring Committee shall:

1. Review key information and outcomes to allow for effective monitoring of the UHIPerth Recovery Plan;

2. Provide regular reports to the Board of Management on progress towards key objectives for the UHI Perth Recovery Plan, and on any identified barriers towardsprogress;

3. Provide appropriate guidance and support to aid in the delivery of identified Enabling Strategies and other Plans identified within the UHI Perth RecoveryPlan;

~~Approved July 2025~~ Reviewed March 2026

AUDIT COMMITTEE

Membership
No fewer than 3 Independent Members of the Board of Management.
One place reserved by invitation for a Student Member of the Board, as nominated by HISA Perth.
One place reserved by invitation for a Staff Member of the Board, to be determined by Staff Members of the Board

- Board members not eligible for appointment to Audit Committee are the Chair of the Board, the Principal, the Chair of the Finance & Resources Committee, the Staff Board Member nominated to Finance & Resources Committee, and the Student Board Member nominated by HISA Perth to Finance & Resources Committee.

- No member of the Finance & Resources Committee shall also be a member of the Audit Committee.

- The Chair of the Board, the Principal and the Chair of the Finance & Resources Committee shall be invited to attend meetings.

- The Committee may sit privately without any non-members present for all or part of a meeting if they so decide.

- The College Executive will attend meetings at the invitation of the Committee Chair and provide information for Agenda items.

In attendance
Depute Principal ~~(Academic)~~
~~Depute Principal (Operations)~~
Chief Financial Officer
Other appropriate staff members of the College by invitation
Representatives of Internal and External Auditors of the College by invitation

Quorum
The Quorum shall be 3 members.

Frequency of Meetings
The Committee shall meet no less than three times per year.

Terms of Reference

The Audit Committee's main responsibilities include advising the Board on whether:

- There are systems in place to ensure that the College's activities are managed in accordance with legislation and regulations governing the sector.

- A system of governance, internal control and risk management has been established and is being maintained, which provides reasonable assurance of effective and efficient operations and produces reliable financial information.

- There are systems in place to ensure the Committee engages with financial reporting issues.

Internal Control

1. Reviewing and advising the Board of Management of the internal and the external auditor's assessment of the effectiveness of the College's financial and other internal control systems, including controls specifically to prevent or detect fraud or other irregularities as well as those for securing economy, efficiency, and effectiveness; and

2. Reviewing and advising the Board of Management on its compliance with corporate governance requirements and good practice guidance including a strategic overview of risk management.

3. Strategic oversight of Health and Safety, Freedom of Information and Data Protection on behalf of the Board.

Internal Audit

1. Advising the Board of Management on the selection, appointment or reappointment and remuneration, or removal of the internal audit provider.

2. Advising the Board of Management on the terms of reference for the internal audit service.

3. Reviewing the scope, efficiency, and effectiveness of the work of internal audit, considering the adequacy of the resourcing of internal audit and advising the Board of Management on these matters.

4. Advising the Board of Management of the Audit Committee's approval of the basis for and the results of the internal audit needs assessment and the strategic and operational planning processes.

5. Approving the criteria for grading recommendations in assignment reports as proposed by the internal auditors.

6. Reviewing the internal auditor's monitoring of management action on the implementation of agreed recommendations reported in internal audit assignment reports and internal audit annual reports.

7. Considering salient issues arising from internal audit assignment reports, progress reports, annual reports, and management's response thereto and informing the Board of Management thereof.

8. Informing the Board of Management of the Audit Committee's approval of the internal auditor’s annual report.

9. Ensuring establishment of appropriate performance measures and indicators to monitor the effectiveness of the internal audit service.

10. Securing and monitoring appropriate liaison and co-ordination between internal and external audit.

11. Ensuring good communication between the Committee and the internal auditors.

12. Responding appropriately to notification of fraud or other improprieties received from the internal auditors or other persons.

13. Reviewing the Risk Management Register.

External Audit

The appointment of external auditors to the College is directed by Audit Scotland.

1. Considering the College's annual financial statements and the external auditor's report prior to submission to the Board of Management by the Finance & Resources Committee. Care should be taken, however, to avoid undertaking work that properly belongs to the Finance & Resources Committee. If within its terms of reference, the Committee should consider the external audit opinion, the Statement of Members' Responsibilities and any relevant issue raised in the external auditor's management letter.

2. Reviewing the external auditor's annual Management Letter and monitoring management action on the implementation of the agreed recommendations contained therein.

3. Advising the Board of Management of salient issues arising from the external auditor's management letter and any other external audit reports, and of management's response thereto.

4. Reviewing the statement of corporate governance.

5. Establishing appropriate performance measures and indicators to monitor the effectiveness of the external audit provision.

6. Reviewing the external audit strategy and plan.

7. Holding discussions with external auditors and ensuring their attendance at Audit Committee and Board of Management meetings as required.

8. Considering the objectives and scope of any non-statutory audit work undertaken or to be undertaken, by the external auditor's firm and advising the Board of Management of any potential conflict of interest.

9. Securing appropriate liaison and co-ordination between external and internal audit.

Value for Money

1. Establishing and overseeing a review process for evaluating the effectiveness of the College's arrangements for securing the economical, efficient, and effective management of the College's resources and the promotion of best practice and protocols, and reporting to the Board of Management thereon.

2. Advising the Board of Management on potential topics for inclusion in a programme of value for money reviews and providing a view on the party most appropriate to undertake individual assignments considering the required expertise and experience.

3. Advising the Board of Management of action that it may wish to consider in the light of national value for money studies in the further education sector.

Advice to the Board of Management

1. Reviewing the College's compliance with the Code of Audit Practice and advising the Board of Management on this.

2. Producing an annual report for the Board of Management.

3. Advising the Board of Management of significant, relevant reports from the Scottish Funding Council and National Audit Office and successor bodies and, where appropriate, management's response thereto.

4. Reviewing reported cases of impropriety to establish whether they have been appropriately handled.

Reviewed ~~May 2025~~March 2026

BOARD OF MANAGEMENT

Membership
All Independent Members appointed by the Regional Strategic Body;
The Principal & Chief Executive of the College;
One person appointed by being elected by the teaching staff of the College;
One person appointed by being elected by the non- teaching staff of the College;
Two persons appointed by being nominated by HISA Perth from among the matriculated students of the College;
Two persons appointed by being nominated by the recognised Trade Unions of the College

In attendance
Depute Principal ~~(Academic)~~
~~Depute Principal (Operations)~~
Chief Financial Officer
Other appropriate staff members of the College by invitation

Quorum
The quorum shall be 50% of the total current membership of the Board

Frequency of Meetings
The Board shall meet no less than four times per year.

Terms of Reference

During Board meetings and other sanctioned Board events, the Board shall:

1. Take note of the overall environment in which the college operates, and provide considered and appropriate strategic guidance to safeguard and enhance the continued operation of the college.

2. Ensure that the College provides the best possible education and learning environment for its students;

3. Ensure that the values and ethos of the College are upheld and promoted;

4. Ensure that its decision-making process is transparent, properly informed, rigorous and timely, and in the best interests of the College as a whole, including taking into account UHI partnership needs;

5. Ensure that the College operates ethically, responsibly and with respect for the environment and for society at large;

6. Ensure that robust risk management and internal control systems are in place, maintained and enhanced;

7. Ensure compliance with all statutes, ordinances and provisions regulating the College and its framework of governance.

Reviewed March 2026~~October 2024~~

MONTHLY INTERIM CHAIR UPDATE TO BOARD
FEBRUARY 2026

Please find below the Interim Chair monthly update for February 2026. As previously mentioned, no update was issued in January 2026 mainly due to the festive break. If you have any concerns or questions, please feel free to contact me directly.

Public Audit Committee
The Public Audit Committee sat on 7 January 2026 where Catherine, Lynn and I were called to give evidence. The session was also attended by Vicki Nairn and Mike Baxter from UHI and also had representation from the SFC. Catherine delivered a strong opening statement on behalf of UHI Perth and the session gave us the opportunity to report on progress since April 2025 and provide assurance to the Committee that there has been meaningful change and recovery, which continues to take place. Thanks go to both Catherine and Lynn for delivering such a solid performance which was well received by Committee members.

If you have not already done so, I recommend that you watch the recording of the session and/or access the official report which is now available – links below.

Recording – https://www.scottishparliament.tv/meeting/public-audit-committee-january-7-2026
Official report -
https://www.parliament.scot/api/sitecore/CustomMedia/OfficialReport?meetingId=16784

UHI Perth – recruitment of Principal & CEO
As updated at our recent Board Meeting, the process to recruit a new Principal & CEO is now underway and is being led by Aspen People, supporting the Nominations Committee. Applications will close on 16 February and I am in weekly contact with the agents to receive updates and arrange to speak with potential applicants as we move towards the closing date. Thereafter, Nominations Committee will work with Aspen to draw a shortlist of applicants for interview and we will decide the interview format. I will be in a position to provide a further update once the application deadline has closed but we hope to carry out initial interviews during early March.

Information on the vacancy can be found here:
https://jobs.aspenpeople.co.uk/job/principal-833.aspx
And also on the UHI Perth recruitment micro-site:
https://www.aspenpeople.co.uk/uhiperth/

UHI Transformation Project – FBC feedback
Thank you to those of you who were able to join the board meeting last week where we were presented with the progress and update on the above by members from UHI and had the opportunity to provide oral feedback. As a reminder, the deadline for providing written (anonymous) feedback is this week – 29 January 2026 (hence the reason for issuing the February update early). Ian issued an email containing a feedback template on 20 January. Please

complete this template and email back to Ian who will then collate and provide all feedback anonymously to UHI from the UHI Perth Board. It is essential that we provide this feedback in written form to UHI and your support is appreciated.

Board training
Thanks to all of you who managed to work towards and complete the mandatory training before the end of 2025 deadline. There remain a few stragglers so Ian will be in contact directly to see if he can assist. It is vitally important that, as a Board, we show compliance and practise good governance. Successful completion of the mandatory training programme is an essential part of this work.

February Board Development Session
Ian will issue an update regarding this in due course but it will be a split session. The first hour will be supported by colleagues from CDN and follow on from the CDN online finance training which you must complete before this date. As a reminder, there are two modules which all board members need to complete. Ian has previously shared details but can assist if you are having any issues.

The second half of the development session will focus on future planning. More details of this to follow ahead of the meeting.

College accounts
Following approval of the college accounts at our recent Board Meeting, I am pleased to report that the accounts have now been formally signed by the Principal and myself. This closes off our actions and responsibilities in relation to this matter.

We are still dealing with the issue of additional charges proposed by our external auditors in relation to extra work carried out both this year and last year. There is a possibility that this will require board feedback/approval due to the amount and I will keep you informed as discussions progress.

Clarity regarding payment support for AST
Catherine and I are currently dealing with a live issue regarding the payment support promised by the SFC in relation to supporting our AST learners. Our understanding following previous meetings with the RSB and the SFC was that additional funds would be provided for direct settlement of these costs. Recent communications suggest that monies provided will be an advance on future funding but Catherine and I are quite clear that this was not our understanding of what was discussed and agreed at a meeting that we both attended in June 2025. Catherine has written to the SFC, via the RSB, to outline our understanding of these previous meetings and to seek assurances. As you will be aware, we have not budgeted in the FRP for an advance of future funds (which would need to be repaid) and such action would cause significant concern if it was to be enforced in this way whilst also undermining efforts so far to make a meaningful and lasting recovery.

UHI/RSB contact

I continue to meet regularly with both Vicki Nairn and Alastair MacColl to ensure that they are kept abreast of current issues, from the perspective of the Board, and to position UHI Perth in the best possible light. These meetings and points of contact are important both in terms of building relationships and continuing to represent the best interests of Perth, within the wider partnership, and lending support to Catherine and her team and are particularly important as we move forward with the FBC and transformation project. It is very important that the best interests of UHI Perth continue to be represented in all meetings and engagements. If any member of the board would like to become more involved in future meetings, please approach either myself or Ian to discuss.

Support for board members

A reminder for all new, and existing, board members that there is always support available on the board. I am happy to hear from you directly but you can also contact Dr Chris Lusk in her role as Senior Independent Board Member, and whose role encompasses the important area of board member support.

Alistair Wylie
Interim Chair
26 January 2026

MONTHLY INTERIM CHAIR UPDATE TO BOARD
MARCH 2026

Please find below the Interim Chair monthly update for March 2026. If you have any concerns or questions, please feel free to contact me directly.

UHI Perth – recruitment of Principal & CEO
As updated at our recent Board Development Session, the process to recruit a new Principal & CEO is now underway and is being led by Aspen People, supporting the Nominations Committee. Applications closed on 16 February. Nominations Committee has met and carried out an initial sift of applications and drawn up a longlist of 4 potential candidates. The process is scheduled to be completed by Friday 13 March – assuming all goes to plan. The stages agreed by Nominations Committee include:

- Initial Chemistry Test – meeting with Interim Chair and Depute Principal
- Recommendation to progress shared with Nominations Committee at meeting on 3 March for decision
- OPQ Assessment
- Media presentation/Report writing Assessment
- Board Panel Interview
- Staff Panel
- Student Panel
- Campus tour

Following completion of these stages, final consideration will sit with the Nominations Committee which will then come to Board for approval followed by sign-off by UHI.

As previously advised, if we run into a delay in terms of the appointment date for the new Principal or if we are unable to appoint at this stage, Catherine has agreed to remain in post until December 2026 at the latest.

UHI Transformation Project – Summit
A summit meeting to be held in Inverness (and online) has been scheduled to take place on 11 March. Chris Whatley and I will be attending to represent the interests of the UHI Perth Board. It is anticipated that there will be discussions around the FBC and various options in order to thrash out a compromise position which is acceptable to all. I shall update the Board as soon as possible after the meeting.

Board training
Thanks to all of you who managed to work towards and complete the mandatory training before the end of 2025 deadline. There remain a few stragglers so Ian will be in contact directly to see if he can assist. It is vitally important that, as a Board, we show compliance and practise good governance. Successful completion of the mandatory training programme is an essential part of this work. In addition, we have augmented the training by inviting CDN to our Board Development Session in February.

February Board Development Session

Thank you to everyone who was able to attend in person. The second half of the session was devoted to identifying priorities for the incumbent Principal. As advised during the session, Ian will collate all responses and I will group these by theme and circulate to Board members. If you have any other suggestions, please feel free to add to the document which I will make available to access on Teams as a shared document.

College accounts

We are still dealing with the issue of additional charges proposed by our external auditors in relation to extra work carried out both this year and last year. There is a possibility that this will require board feedback/approval due to the amount and I will keep you informed as discussions progress.

Clarity regarding payment support for AST

We have received a final confirmation on this matter and the SFC will not be providing the necessary funding to us directly to cover the additional costs incurred following the closure of AST. Instead, the funds will be provided as an advance of future funds and will therefore leave a gap in our finances (and the FRP) of circa £500k that we had not planned for. Whilst this is disappointing news, at least we now have clarity and we can plan and move forward.

UHI/RSB contact

I continue to meet regularly with both Vicki Nairn and Alastair MacColl to ensure that they are kept abreast of current issues, from the perspective of the Board, and to position UHI Perth in the best possible light. These meetings and points of contact are important both in terms of building relationships and continuing to represent the best interests of Perth, within the wider partnership, and lending support to Catherine and her team and are particularly important as we move forward with the FBC and transformation project. It is very important that the best interests of UHI Perth continue to be represented in all meetings and engagements. If any member of the board would like to become more involved in future meetings, please approach either myself or Ian to discuss. Please note that there are likely to be many more opportunities as we move into Session 2026/27 and the FBC moves forward.

Support for board members

A reminder for all new, and existing, board members that there is always support available on the board. I am happy to hear from you directly but you can also contact Dr Chris Lusk in her role as Senior Independent Board Member (SIBM), and whose role encompasses the important area of board member support.

Alistair Wylie
Interim Chair
1 March 2026

Principal's Report – March 2026

Careers Fair – 4 March

UHI Perth welcomed more than 400 visitors to its 2026 Careers Fair on Wednesday 4 March, bringing together 51 employers and support agencies from across the region for one of the largest employability events of the year. The event was delivered in partnership with Developing the Young Workforce (DYW) and Skills Development Scotland (SDS).

Held in the Academy of Sport and Wellbeing at UHI Perth, the fair showcased a wide range of live opportunities including apprenticeships, full-time and part-time jobs, work placements and volunteering roles. Attendees included local school groups, UHI Perth students, jobseekers, and members of the wider community.

Open Day on 18 March

Attracting around 400 visitors, matching January's strong turnout despite both events taking place after the UCAS deadline. Footfall was steady, with a particularly busy first hour and popular campus tours led by staff and student helpers. All departments were represented, supporting positive and informative visitor interactions. Feedback was largely positive, highlighting engaged staff and good organisation. Further info: [March Open day overview.docx]

UHI Perth welcomes Norwegian Government – 10 March

The delegation of 11 civil servants from the Ministry's Department of Regional Development travelled to UHI Perth as part of a study visit to Scotland, focused on regional policy and approaches to supporting sustainable communities in remote and rural areas. They were joined by two representatives from the Scottish Government and three members of the European Policies Research Centre.

During the visit, representatives from UHI shared insights into how the UHI partnership contributes to economic growth, skills development and innovation across the Highlands and Islands, Moray, Perthshire and beyond.

The programme included presentations on UHI's mission, its work to support economic development, and examples of place-relevant education and training designed to meet the needs of remote and rural communities.

The visit reflects longstanding links between Scotland and Norway in regional economic development policy and research. The Norwegian Ministry has an ongoing relationship with the European Policies Research Centre at the University of Strathclyde, which has helped facilitate the study visit and discussions.

Peter Jukes Fellowship for Education

Ype van der Schaaf, UHI Perth Hospitality and Business Sector Manager, has been recognised for his long-standing contribution to culinary education after being awarded the Peter Jukes Fellowship for Education by the Master Chefs of Great Britain.

The award, presented by Chairman George McIvor OBE, celebrates Ype's influence in shaping the careers of emerging chefs across Scotland. George said his **"calibre, discipline and ambition"** are reflected in the students he teaches and mentors.

HNC Professional Cookery student Joy Pillo, along with HNC Hospitality students Mathilda Spooner, Taya Allen and Cameron Symon, will all represent UHI Perth in this year's Toque d'Or, which offers a valuable opportunity to develop their skills and connect with industry professionals. Joy said she was honoured to take part and sees the competition as **"an incredible opportunity to challenge myself, learn from some of the best in the industry and continue developing my skills as a future chef."**

Icelandic Delegation Welcomed at UHI Perth – 16 March

UHI Perth welcomed an important Icelandic delegation from the University of Akureyri and the Municipality of Múlaþing on Monday 16 March, marking an important step in the ongoing consolidation of the longstanding partnership between the institutions and the University of the Highlands and Islands (UHI). The delegation continued their visit in Inverness on 18 March, meeting with wider UHI colleagues to further explore academic and strategic collaboration.

They were welcomed by Andrew Parrott, Depute Provost from Perth & Kinross Council, senior staff from UHI Perth, including Catherine Etri, Interim Principal and Chief Executive, who opened the visit, alongside Jill Elder, Depute Principal, and colleagues from curriculum, international partnerships and academic teams. Both Andrew and Dagmar Ýr Stefánsdóttir, Head of Municipality of Múlaþing, expressed strong support for the partnership and its future development. They highlighted the wider civic and regional value of the relationship and proposed the idea of establishing a hub that could support student exchange and create opportunities for collaboration in new disciplines.

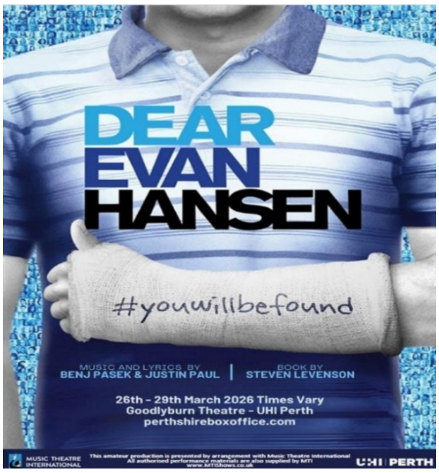
The visit includes a review of progress to date, with particular focus on the MBA programme, currently the most successful collaborative programme between the institutions, with strong student recruitment across recent years. Discussions also centre on sustainability-related provision, which remains an area of shared strategic interest.

Responding on behalf of the University of Akureyri, Aslaug Asgeirsdottir, Rector thanked UHI Perth for the warm welcome and emphasised the importance of clearly communicating the value and benefits of sustainability-related courses to prospective students. She also expressed hope that both institutions might work together in future on new developments such as micro-credential programmes or social work degrees.

During the visit, the Icelandic delegation discussed programme development and future opportunities alongside potential new programmes and the expansion of existing collaborative areas.

UHI Perth Production -Dear Evan Hansen – 26 to 29 March 2026

This special production is the final assessment for our HND Musical Theatre and Technical Theatre students, alongside BA (Hons) Theatre Industry Practice students. It represents the culmination of their training and offers a fantastic opportunity to experience the remarkable talent and dedication of our students - both on stage and behind the scenes.



Student Experience Update

Funded Numbers – End of Year Position for AY 2025-26

Further Education

Funding for the College sector is provided by the Scottish Funding Council (SFC) and is measured in *credits*, where one credit represents 40 hours of a student's notional learning time.

Our *minimum threshold* credit target for AY 2025–26, set via our Regional Body (UHI), is **22,050 credits**. To date, we have exceeded this target by 231 credits.

As a partner within UHI, our collective minimum threshold target is 101,632 credits. As of Quarter 2 (6 February), we are reporting 98,637 credits, with both Perth and Shetland meeting and exceeding their individual targets.

However, two partners are currently below their planned Q2 position and may not be on track to achieve their minimum threshold credit targets. This presents a potential opportunity for Perth to demonstrate that we are continuing to exceed our target and to explore the possibility of transferring credits and associated funding, if not in the current year, then in future years. The average price per credit for Perth is £270.89, this could generate additional income of circa £62.6k.

Higher Education

As with the College sector, funding for universities is allocated by the SFC and measured in *Full-Time Equivalents (FTEs)*.

- 120 degree credits = 1 FTE
- 15 credits per year (HND) = 1 FTE
- 12–15 credits per year (HNC) = 1 FTE

Our approved target for AY 2025–26 is 1,528 FTEs (excluding controlled courses). We are currently exceeding this target. An additional 50 FTEs were included in our Financial Recovery Plan for the year. We have now surpassed the additional 50 by 13.29 FTEs, we continually cleanse the data, therefore the surpassing figure may slightly increase.

Student Recruitment for AY 2026-27

Further Education

There have been a few updates to our curriculum, with certain courses being replaced to better align with the needs of our students and community, as well as responding to employer demand.

We have demonstrated that we exceed our credit target. We have also informed the RSB of both the suppressed demand and additional demand should additional funds become available. In the meantime, we have set a target of 22,222 credits. This provides a buffer above the anticipated minimum threshold of 22,050 credits.

We are confident that, if additional funding were secured and invested in resources such as staffing, facilities, and materials, we could increase delivery up to 24,827 credits.

Higher Education

Although some of our courses are currently undergoing revalidation, we are not planning to introduce any new courses for AY 2026–27. The target set within the Financial Recovery Plan (FRP) is 1,628 FTEs. Our own target, excluding controlled activity and UCS delivery, is 1,647 FTEs. We have encouraged teams to recruit above their minimum threshold targets, if it does not require additional resources, including staffing, without discussion and approval being sought.

Recruitment is now well under way for next academic year, where we are regularly reviewing our position against targets.

A snapshot of our **full-time** current recruitment position as of 17 March is as follows:

Category	Target (Headcounts)	Active Applications/ Potential Progression
HE FT New Entrants	689	908
HE FT Progressors (incl Direct Entrants, Top Up Degrees)	906	1249
FE FT	1056	1143

Big Project Update

Sam Monie continues to work in partnership with other external organisations. We have been in receipt of additional funds as follows:

- St Johnstone FC £100
- Student Fund Raising £142
- Common Good Fund (PKC) £5000 (allocated for AY 2026-27)
- Gannochy Trust £1500 (allocated for AY 2026-27)

Student Food Allotment Project – Progress Update

Materials have been successfully procured, and with the arrival of more favourable weather conditions, site preparation is now underway. The project is progressing as planned, with groundwork activities in progress and planting expected to commence shortly.

The initiative continues to provide a valuable opportunity for student engagement, practical learning and sustainability education, as well as contributing fresh produce to the 'Big Project' in the near future.

External Agencies on Campus

Alongside our internal services that provide additional support, health and wellbeing and counselling, we continue to develop partnerships with a range of external support agencies that offer confidential advice, guidance and support to all students.

Recently we have brought together these external agencies, using one location where possible on campus. Students are welcome to drop in and speak with these organisations. These organisations/agencies include:

We welcome two new organisations to our campus:

Street League – young people aged 16–30 with employment, apprenticeships, and training opportunities. They provide one-to-one employability support, helping students build confidence, develop skills, and overcome barriers to work.

Hillcrest Futures (Drug and Alcohol Team) – who provide drug and alcohol support, offering confidential advice, harm reduction guidance, and wellbeing support. They can also help with signposting to local services and community support.

In addition to these two new organisations, we also still have on campus:

Mindspace – supporting mental health and wellbeing through services including counselling, recovery college programmes, and peer support.

RASAC – who provide confidential support for women, trans women, and young people aged 12–18 who have experienced sexual violence at any point in their lives.

SDS (Skills Development Scotland) – providing Scotland's national careers service and is available to support prospective and current students with career planning and progression.

Internal Audit – Student Support – Summary of Main Findings

- The UHI Perth website has a dedicated Student Support area, which explains how the Student Services team can be contacted and the types of support that are available to students.
- UHI Perth operates transition support services, supporting students that are enrolling at UHI Perth. They facilitate 'Get Ready for College' sessions over the summer and are available for bookable sessions.
- UHI Perth hosts an induction week for all students prior to their studies formally commencing.
- UHI Perth has a dedicated Student Funding team, who can provide ongoing support to students regarding the availability of funding, how to apply, and the evidence that will be required. The UHI Perth website has a dedicated Student Funding area with information about the funding available to full time and part time students.

- Support is targeted at key student groups, such as students with additional support needs, carers, care experienced, and estranged students.
- UHI Perth has a Digital Support scheme in place to provide loan equipment to students.
- There are dedicated study skills resources available on the UHI Perth website to support students who may be struggling academically.
- UHI Perth provides Essential Student Skills modules, available to all students, which cover areas such as time management, academic writing, and preparing for exams.
- There is a dedicated Study Skills team in place, who can provide support in several areas including organising workload, note taking, revision techniques, essay writing, and learning styles.
- UHI Perth has three part-time Learning Mentors who provide in-class academic and social support, with support made available across all curriculum areas
- Co-ordinated student support is provided by both Student Services and Academic teams, with staff from the Additional Support Service leading on identifying the level and type of support required.
- Students are encouraged to disclose any disability, or additional support need, to UHI Perth prior to enrolling. Students are also encouraged to flag requirements in-year if there are changes to their needs. Upon disclosure, Additional Support Service (ASS) staff will arrange to meet with the student to put in place the appropriate support measures. Additional Support Service staff help support the creation of Personal Learning Support Plans (PLSPs) and signpost to other services, as appropriate.
- There is an established Wellbeing and Support Service and Counselling Service who provide sessions to students that require mental health support and / or counselling during their time at UHI Perth.
- The Highlands and Islands Students' Association (HISA) offers a variety of student societies and sports clubs, some local and some run remotely in partnership with the other UHI partners.
- UHI Perth has dedicated resources in engaging students through the Student Engagement Coordinator, and wider Student Services team. The Student Engagement Coordinator undertakes a programme of in-class sessions, supporting students at induction and throughout the academic year.

Actions Already in Progress

- During our discussions it was noted that there is often a shortage of physical space in which to support students, reducing the level of support services that may be available at certain times. Further discussions noted that space is at a premium in UHI Perth. However, efforts have been made to more effectively use space, such as considering where a single room may be used to support multiple students, for example during examinations.

Agreed Recommendations (plans and actions are already taking place):

- Targeted engagement sessions should be held with academic teams to promote the services of the Learning Mentors and encourage collaborative working.
- Consideration should also be given to developing a process for identifying and prioritising students who require Learning Mentor support, ensuring equitable access across departments
- A review should be completed to assess capacity of the Additional Support Service team against projected PLSP demand.
- Prioritisation should be considered for PLSP support based on student need to ensure that those most in need have appropriate support in place.
- Targeted guidance and training should also be considered for academic staff to ensure the proper implementation of PLSPs.
- There should also be a review of the PLSP itself and the information contained to ensure it is fit for purpose and aligned with the course being delivered.

- UHI Perth should consider the implementation of a comprehensive behavioural management framework to proactively address and mitigate behavioural challenges. This should include an early identification and referral process and staff guidance.
- UHI Perth should also consider introducing workshops (and develop associated resources) on resilience and positive behaviour strategies, as part of the range of support available at induction and for ongoing support.

International Development Report

TNE dual awards / joint delivery in China

Zhengzhou University of Aeronautics (ZUA)

- January position: focus was on the successful BEng Aircraft Engineering collaboration, with a new Mechanical Engineering programme described as in development and pending government approval.
- Update: the Aircraft Engineering agreement has now been renewed.
- Update: the new Mechanical Engineering TNE programme has now received MOE approval, with first cohort recruitment planned for September 2026.
- Update: ZUA has also expressed interest in future collaboration with UHI in Electrical Engineering.

Hunan Institute of Engineering (HIE)

- January position: discussions covered renewal of the long-standing partnership to 2035, fee adjustments, delivery enhancement and opportunities for students to study in Perth.
- Update: the current priority is renewal of the Electrical Engineering TNE programme.
- The draft agreement is being revised for a proposed 9-year renewal period from 2027 to 2035, covering 5 cohorts from 2027 to 2031 with an annual intake of 120 students.
- The current plan is to submit to UHI for internal approval in May, then proceed to partner signature and formal submission to the Ministry of Education of China.
- HIE remains one of our longest-standing Chinese partners, with 15 years of collaboration. This renewal will set the foundation for the next five years of recruitment and continued delivery.

Jingchu University of Technology (JCUT)

- January position: JCUT intended to submit a proposal to the Ministry of Education in March 2026 for three engineering programmes under a dual qualification model.
- Update: the application has now been submitted to the Chinese Ministry of Education and we are awaiting the decision.
- The proposal is now defined as a non-independent joint college, with three programme areas aligned to UHI curriculum: Electrical and Mechanical Engineering Systems, Electrical and Electronic Engineering Systems, and Aircraft Engineering Systems.
- The proposal seeks a 15-year approval period to 31 December 2040, covering 10 cohorts and 300 students per year in total.
- A strategic issue emerging from this work is that UHI's lack of ranking remains a limiting factor in the Chinese market, particularly in partner confidence and competitiveness.

UHI Perth Estates Report March 2026

New Operating Model for Estates

Our Estates team are working with the new Estates Manager and Director of Enhancement and Resources to update and develop a move efficient way of working, i.e. from "Estates owns everything" to shared ownership model

- Clear division of responsibility:
- Academic teams accountable for specialist equipment and curriculum-specific assets
- Estates accountable for infrastructure, fabric, compliance, and statutory obligations

Defined processes for:

Room moves

- Asset responsibility
- Maintenance requests
- Budget alignment

Financial & Governance Changes

- Re-apportion budgets aligned to responsibility
- Triage and prioritisation of maintenance backlog
- Introduce clearer governance and risk oversight
- Reduce reactive spend and emergency interventions

Strategic Outcome

Shift from reactive to resilient estate management

- Reduce institutional risk exposure
- Improve cost control and transparency
- Protect and enhance student experience
- Establish sustainable long-term estate governance

Recovery from Fire in Refectory

Following the fire in the Brahan kitchen on 31 October, significant progress has been made to restore operational capacity safely, efficiently and in line with insurance requirements.

Immediate Response & Remedial Works

- All fire-damaged equipment removed.
- The kitchen has undergone a comprehensive deep clean to restore hygiene standards and ensure compliance with environmental health requirements.
- The existing canopy system has been reviewed, with a planned move toward equipment incorporating self-extraction systems, providing greater flexibility and future-proofing the layout.

- Works have been aligned with the College's insurance claim process to ensure appropriate cost recovery

Update: Flooding – Lecture Theatre & IT Suite (Brahan Building)

Further to the significant flooding identified in early November within the Brahan Lecture Theatre and main IT Suite (S005A & S005B), the College has now completed detailed investigations and progressed a formal capital funding application to the Scottish Funding Council (SFC).

Cause Investigation

Independent building specialists and forensic leak detection testing have confirmed:

The flooding is not caused by burst mains or internal plumbing failure.

Chlorine testing was negative; pressure testing of mains systems was also negative

Dye testing (1,000+ litres released to simulate heavy rainfall) confirmed groundwater migration through the original external wall fabric.

The issue is linked to rising water table conditions and hydrostatic pressure, forcing groundwater through wall and slab interfaces

This confirms the issue is structural and systemic, not a minor repair matter. Without engineered intervention, recurrence risk remains high during sustained rainfall periods.

Academic & Operational Impact

The impact on delivery has been significant:

- IT Suite (S005A & S005B)
- 28 classes per week displaced (Semester 1)
- Approx. 420 students directly affected
- Up to 900 students impacted across the academic year

The IT Suite is a core digital learning hub supporting inclusive and accessible delivery. Its loss has resulted in:

- Reduced access to specialist software and assistive technologies
- Increased timetable pressure
- Additional staffing costs due to splitting classes
- Reduced efficiency and poorer student experience

Lecture Theatre

- Normally delivers six combined-cohort sessions weekly
- Approx. 360 students displaced
- No equivalent-capacity alternative available

Proposed Permanent Solution

A funding request of £505, 545 (including VAT) has been granted by the SFC Capital Maintenance Fund.

The proposed works include:

- Installation of a BSA102-compliant waterproof membrane system
- Below-floor perimeter drainage channels
- Dual sump pump systems in both rooms (4 pumps total)
- High-level alarms and automated control systems
- External drainage tie-ins
- Floating floor systems
- Full reinstatement of finishes and digital teaching environment

This approach moves from reactive repair to engineered groundwater management, protecting the building long-term.

Key Priorities for 2026

Planned activities for the coming year include:

Development of the Infrastructure Vision, Strategy and Statement of Need for SFC

- Preparation for annual update of Navigator baseline estate data
- Improved data collection on space utilisation and sustainability metrics
- Exploration of regional collaboration opportunities
- Ongoing activity related to the Financial Recovery Plan, including nursery lease options and car parking charges
- Implementation of further energy-reduction measures
- Progress the Campus Transformation Project.

Additional news from the Curriculum Areas:

Art Humanities and Education update:

Employer focussed workshops

Students enjoyed a series of guest talks, employer sessions and skills focused workshops.

Students from all year groups on the BA (Hons) Visual Communication and Design degree at UHI Perth have in the past three weeks had access to exploring career pathways and building industry understanding through a series of guest talks, employer sessions and skills focused workshops.

In the first week there were graduates returning to share their professional journeys. Covering areas from graphic design to game design, alumni offered first hand insight into how they moved from university into the creative industries, giving current students realistic perspectives on career progression.

This was followed by a visit from a local graphic design studio specializing in high end corporate identity. Students were able to speak directly with practitioners, explore live opportunities and gather practical guidance on pitching and securing creative work.

Most recently, students attended an event led by the National Film and Television School (NFTS), focusing on opportunities across film, television and games. Through a series of talks and interactive workshops, students learned more about potential careers in areas such as:

- Animation
- Film production
- Visual effects (VFX)
- Special effects (SFX)

Visual Communication remains a dynamic and future focused discipline, with graduates progressing into a wide range of creative roles. With strong industry links and real-world engagement embedded throughout the course, students at UHI Perth gain the practical skills, confidence and professional awareness needed to thrive in an evolving and competitive sector.

Missing Adults Project

Collaborative project Research activity has also progressed through a collaborative project between Abertay University and UHI Perth, examining the drivers behind repeat adult missing incidents. This work, originating from the doctoral research of Dr Claire Taylor and supported by Professor Penny Woolnough and Professor Sheila Cunningham, highlights concerns around inconsistent follow-up support for vulnerable individuals.

Perth Museum

Public engagement activity has been equally strong. Lars Cook delivered a series of talks at Perth Museum focusing on the family networks of Mary, Queen of Scots, linked to the exhibition of her final letter. The talks incorporated a five-metre genealogical scroll, offering audiences a compelling visualisation of royal connections.

Scottish Parliament

Student enrichment remains a key strength. Both Level 6 NC cohorts and HNC Social Sciences students attended First Minister’s Questions in February, while two students are currently undertaking work placements with Murdo Fraser. Level 6 students also visited Loch Leven Castle, deepening their historical understanding through place-based learning.

Art Exhibition

Creative practice continues to thrive across programmes. The HND Contemporary Art Practice (CAP) exhibition launched earlier this week, with strong engagement from HNC and NQ Art and Design students. In audio engineering, a highly successful on-campus expo featured Andrew Scheps, who delivered a masterclass on Dolby Atmos workflows and engaged extensively with BSc students. Three honours students also supported his field recording work at the Inchindown Oil Tanks.

Partnership with New Zealand

Collaborative and research-informed practice in audio is developing further, with international dialogue underway with a researcher in New Zealand regarding the use and management of recording studios in tertiary education. A reciprocal campus visit is planned for May, with potential for a joint publication. In parallel, Dave has secured approval for doctoral study specialising in Dolby Atmos mixing practices and techniques.

Game Jam

Students from audio and computing programmes recently participated in the Moray Game Jam, successfully integrating this experience into their coursework. In ESOL, Lyndsey Brown is supporting student participation in the Scottish Colleges ESOL Football Competition in April, while weekly Skills Swap sessions have been introduced to build confidence and community, with cross-stitch as the current focus.

Social and Vocational Students Garden

Community and campus development activity continues, with the SVS garden scheduled for renovation by Aramark during their annual volunteer day, including the installation of new raised beds.

Theatre Productions

Performance and production activity continues to demonstrate strong momentum. The sold-out success of Footloose, alongside positive feedback from Pitlochry Festival Theatre, reflects the department's growing profile and the effectiveness of its practical training pathways. This is further evidenced by a significant programme of activity, including the forthcoming staging of Dear Evan Hansen and delivery of the SMIA Music Business conference both taking place this week. Together, these highlight both the breadth and ambition of provision, as well as the department's capacity to deliver multiple high-profile, industry-facing events that enhance student experience and external engagement.

Teacher Education

Teacher education provision is also expanding. TQFE activity has demonstrated consistently high-quality learning and teaching, with both Edinburgh College and Borders College confirming UHI Perth as their provider for the next academic year, representing approximately 20 students.

Partnership working has strengthened within Initial Teacher Education. Collaboration with Perth and Kinross Council, the Scottish Council of Deans of Education, and the Scottish Placement Management Group has secured an exclusivity agreement for local placement provision, enhancing both student experience and regional alignment.

Continuing Professional Development – new award

The Childhood Practice, the BA programme has secured approval for a new SCQF Level 8 CPD route commencing in September 2026. This provides a flexible progression pathway for HNC students and those already in employment. In addition, the HNC Next Gen award has been approved, offering a full 120-credit model from 2026/27, enabling direct progression without the need for bridging modules and embedding sustainability and outdoor learning in line with Scottish Government priorities.

International partnership

Activity continues to progress in line with strategic growth ambitions. The addition of BSc (Hons) Computing to the existing franchise agreement with AITM in Nepal is advancing well, with development work underway to support delivery and approval processes. This builds on an established relationship and reflects continued confidence in transnational delivery models with the first cohort expected to commence in January 2027.

In parallel, a new franchise partnership with LNBTI in Sri Lanka for the BSc (Hons) Computing has successfully progressed through the initial stages of EPSC approval. Subject to final approvals, this partnership is also expected to launch in January 2027 and represents a further step in extending UHI Perth's international footprint, broadening access to provision, and strengthening global engagement.

Business, Science, Technology and Wellbeing Update

Saints in the Community and YMCA

Strategic partnership working with Saints in the Community and YMCA which both aim to support individuals into employment and education where they wouldn't necessarily have this opportunity, or access to these pathways, particularly for individuals from disadvantaged backgrounds.

Engineering Campaign

We're contributing to a UHI wide Engineering/STEM campaign, showcasing UHI Perth facilities and equipment. Ahead of the June Open Day, Marketing is exploring a refreshed approach to give visitors added value. STEM teams are planning ideas to back this up such as student-led tours and employer involvement. Eng Collab campaign

Offshore Wind Skills Programme

UHI Perth has submitted a bid along with our network partners for the Offshore Wind Skills Programme which has been established to accelerate the development of a skilled, diverse, and sustainable workforce capable of supporting Scotland's offshore wind ambitions.

More information on the programme can be found at Scotland's Offshore Wind Skills Priorities & Actions Plan, this sets out the objectives of the programme and priority job roles for the sector. There will be updates as we proceed with the university on this bid.

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Committee Cover Sheet

Paper No.10

Name of Committee	Board of Management
Subject	HISA Update – March 2026
Date of Committee meeting	31/03/2026
Author	Highlands and Islands Students Association (HISA)
Date paper prepared	19/03/2026
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	A summary of activities within the students' association since last meeting. <u>New CEO, Colin Munro, started 16/03/2026</u> Perth Depute President (35hrs) 2026-27 elected Alexandra Paton starting July 1st 2026 for a 12-month contract (previous structure is 10-month local contract)
Committee Consultation Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	n/a
Action requested	☒ For information ☐ For discussion ☐ For endorsement ☐ For approval ☐ Recommended with guidance (please provide further information, below)
Strategic Impact Please highlight how the paper links to the Strategic Objectives of UHI Perth or the UHI Partnership. If there is no direct link to Strategic Objectives, please provide a justification for inclusion of this paper to the nominated Committee.	In line with HISA Strategic Plan 2024-2027

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Committee Cover Sheet

Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	Yes/ **No**
Risk implications Does this activity/proposal come with any associated risk to UHI Perth, or mitigate against existing risk? If yes, please provide details.	Yes/ **No** Click or tap here to enter text.
Equality & Diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please provide details.	Yes/ **No**
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please provide details.	Yes/ **No** Click or tap here to enter text.
Island communities Does this activity/proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?	Yes/ **No** If yes, please give details: Click or tap here to enter text.
Status (ie confidential or non-confidential)	Non-Confidential If a paper needs to remain confidential for a prescribed period of time before being made 'open', please advise how long must the paper be withheld: Click or tap here to enter text.

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Committee Cover Sheet

Freedom of Information

Please note that **ALL** papers will be included within ‘open’ business unless a justifiable reason can be provided.

Please select a justification from the list, below:

Its disclosure would substantially prejudice a programme of research	☐	Its disclosure would substantially prejudice the effective conduct of public affairs	☐
Its disclosure would substantially prejudice the commercial interests of any person or organisation	☐	Its disclosure would constitute a breach of confidence actionable in court	☐
Its disclosure would constitute a breach of the Data Protection Act	☐	Other [please give further details] Click or tap here to enter text.	☐

Further guidance on application of the exclusions from Freedom of Information legislation is available via:

http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp

and

http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf

HISA Update for Board of Management

March 2026

Key HISA Organisational Updates

CEO Appointment

Following the sad departure of our Chief Executive Officer, Rachel Burn, on 16 January, we are pleased to announce Colin Munro as our new CEO. Colin has previously been a Chief Operating Officer of a major charity and has wide experience of higher education, voluntary & private sector work. He joined us on March 16th. This is concurrent with ongoing plans for restructure at HISA led by our Trustees, which is creating pressures on our capacities. Principals have been and will continue to be updated through Partnership Council and email updates.

The Cross-Campus Team are working with UHI on the next iteration of our Student Partnership Agreement, with a vote by students on the week of 30th March. At the same time, we are also holding a referendum on our memberships of the National Union of Students UK & Charity.

Student Elections

We concluded the nomination phase of our 2026 Student Elections on 19 February and voting was 9-12 March. As part of our ongoing democracy review, our Executive Committee reduces from 16 to 12 posts for the 2026-27 term of office. Local Officers will move to 12-month contracts (July-June) going forward, instead of a 10-month contract (Aug-May), in line with Cross-Campus Officers. Results were declared on March 13th by Simon Varwell, our Director of Student Engagement & Representation and has been appointed by HISA's board of trustees to be the Deputy Returning Officer in the elections.

- Cross Campus Officers:
  - Students' Association President (35 hours) - Oliver Sweeney (OS Manifesto)
  - Vice President Education (35 hours) - Andi Garrity (AG Manifesto)
- Local Officers:
  - Perth Depute President (35 hours) – Alexandra Paton (AP Manifesto)
  - Argyll Depute President (12 hours) – Tsz Chung Tang
  - Inverness Depute President (35 hours) – Chloe Young
  - Moray Depute President (16 hours) – Callum Stepien
  - North, West & Hebrides Depute Officer (Hebrides) (12 hours) – Alasdair Macleod
  - Orkney Depute President (12 hours) - Esméemilja Mackenna
  - Scottish Association for Marine Sciences (SAMS) Depute President (7 hours) – Merlin Farrell

We will hold by-elections next month for the posts of Depute President for UHI Shetland UHI North, West and Hebrides (North), UHI North, West and Hebrides (West).

SVRs and Student Feedback

As of 16/03/2026 there are 217 registered SVRs at Perth, 49.77% of which have been trained. Reps cover 61% of eligible course codes. Figures across the UHI academic partners for comparison are as follows:

AP or centre	**SVRs**	**% trained**
Argyll	18	14
Centre for Health Science	7	4
Highland Theological College	5	2
Inverness	109	51
Moray	120	94
North, West and Hebrides	44	20
Orkney	7	1
Perth	217	108
Scottish Association for Marine Science	16	15
Shetland	11	5
Grand Total	**554**	314

We are currently undertaking a review of our SVR training, including a survey of SVRs and academic staff, with a view to making improvements for 2026-27 delivery. While this consultation will inform thinking, we are anticipating two developments:

1. The core training could conceivably be reduced in length. While our training is shorter than the sector average, we routinely receive feedback that the training is too long.

2. We may accompany this core training with a modularised approach, with bitesized training modules that could relate to student cohort/mode (FE/HE, representing online students, PGTs etc), skillset (meeting skills, researching the student view) or topic (for instance UHI Transformation, personal development).

At our latest SVR meeting on 5 February 34 reps attended in person and 5 attended an online catch up the following day. The minutes can be found on our SVR meetings page along with our thematic report for February's Student Learning Experience theme Resources, Environment and Technologies that cover all our meetings across UHI that month.

Recent SVR issues include:

- Estates issues including potholes in the road to Goodlyburn and the top carpark, and the cleaning and maintenance of toilet facilities. The repeated appearance of facilities and maintenance issues, not just at UHI Perth, suggests the value of a logging system for SVRs to more speedily raise these issues with the estates team.
- Students requesting healthy food options in the canteens and more food availability in the Goodlyburn canteen.
- Availability of laptops in the library laptop safe.

We have also worked with students from the Aircraft Engineering course on concerns involving changes to terms and resits on their course.

Local Officer Updates

Andi Garrity – Perth President:

- Doing behind the scenes admin for the Outstanding, Best, Inspiring (OBI) Awards we run in partnership with UHI Perth. These awards are a good chance to recognise a member of staff, a student, or a club at Perth.
- Attending more Scottish Tertiary Enhancement Programme (STEP) Days for project development. I'm the Further Education Co-Lead for the Language Accessibility project meaning I have also been involved in the Topic Leadership Group discussions and sharing information round the project team. The Language Accessibility Promise will launch at STEP 7 in Forth Valley College 25 March. The institutions pack has been sent to Perth Leadership Group for endorsement as well as across the College Development Network (CDN) Quality Leads for approval processes to all colleges in Scotland, including all UHI Academic Partners.
- Engaged with the Tayside Joint Valuation Board Electoral Registration Officer to organise a registration drive for students at UHI Perth for the Scottish Government Elections in May 2026 which took place on February 25th & 26th.
- Working further on the Students Demand Better Campaign for the Scottish Elections to support students' understanding of how and when to register as well as how to vote. Including consulting on the NUS Student Manifesto and supporting the launch on February 26th. This will help ensure accessible and inclusive participation which is vital to the health of our democratic system. Students represent a significant and influential demographic with over 0.5 million students across Scotland.
- I published a HISA article 'Pride: The Importance of Education' as part of LGBTQIA+ History Month Collection.
- Recently took Special Leave to participate in the HISA 2026 Student Elections where I was elected as the 2026-27 Cross Campus Vice President Education.
- As the elections have now concluded, I will be working with our Director of Student Engagement & Representation on how to best support the incoming Perth Depute President with a second student board member and volunteers.

Millie Foster – Perth Depute:

- Launched an Art competition to bring much needed vibrancy to the Goodlyburn cafeteria.
- Running a consistent event that involves mindfulness in crafts and trying out new tea! This engages students and motivates them to take a well-rested break and engage with each other and the officers.
- Currently working with HISA Comms team to help create visuals for the art competition.
- Work on creating visuals for the HISA team to use featuring our mascot, Skye the Highland Coo.
- Aiding in presenting and contributing to the SVR meetings.

Student Communities and Inclusion

Events and Activities

This semester HISA have run several events independently and in conjunction with UHI Perth colleagues.

- Supported the library team's Burns Beyond Borders and Café Culi events
- Distributed 50 bags of popcorn to students across the campus for national popcorn day
- Held successful Cake and Coffee sales in the Brahan and Goodlyburn, raising over £130 for the Big Project.
- Organised weekly "Teabreak" tea tasting and craft events in the Webster, working with ESOL students and attracting over 20 students to our first event.
- Planned an art competition to put student's art onto the walls of the Goodlyburn.

OBI Awards

We are currently processing our 14th annual OBI Awards. The event is being organised collaboratively between HISA and UHI Perth, with planning well underway for the ceremony to take place on 19 May.
Staff and students are encouraged to nominate across 6 categories:

Student Awards:

- Outstanding Student Voice Rep
- Best Student Club or Society
- Most Inspiring Student

Representative Staff Awards:

- Outstanding Student Support
- Best Personal Academic Tutor (PAT)
- Most Inspiring Lecturer

Nominations closed on 24 February, and judging will take place shortly following the Easter break on April 21st.

Clubs and Societies

- HISA currently administer 33 societies, 16 sports clubs, and 7 networks across UHI. 16 of these are online and open to UHI students in any location. Topping around 100 members each, the UHI PGR society and the UHI D&D society are the most popular.
- We have several HISA affiliated clubs and societies at UHI Perth:
  - Audio and Visual Arts
  - Computing Club
  - Music Appreciation Society
  - Tuesday Art Club
- The PGR Society recently worked with the Grad School (and HISA) to organise and host the 'PGR Day' of UHI ENGAGE 2026; a day launching the conference dedicated to showcasing postgraduate research and the wider PGR experience.
- The D&D society will be representing UHI at the National Student Gaming and Roleplaying Championship 2026 in Wales in April

- Our UHI Scribblers Society has penned an Open Letter to the UHI Community calling on the institution to take proactive steps to support migrant and racialized students. The letter along with an accompanying art piece is available on our website.
- Our Term 2 Grant for affiliated student groups was open from 19 January – 9 February, partially sponsored by donations from Enterprise.
- With sponsorship from Kishorn Port Ltd, we are currently recruiting for two Shinty teams to return to the LittleJohn Vase on 18 March.

Other HISA-wide Communities and Inclusion Activities

- HISA have been working across UHI to develop more student-led social spaces within HISA facilities. Students across UHI have noted a real desire to have dedicated, student-friendly space on campus to relax, come together, and establish a greater sense of community. We are also conscious of university priorities on community building and retention. As such we are taking forward these conversations with individual academic partners where there are opportunities and priorities in this area.
- February was LGBTQ History month, and we celebrated through a variety of local events, articles and resources on our campaign page and through social media. This includes an article from our Perth President, Andi Garrity, which is highlighted in their Local Officer Update.

Cross-Campus Update

HISA been involved in recent weeks in a range of key external processes, including preparation for forthcoming Institutional Liaison Meetings, early briefings and training for Tertiary Quality Enhancement Review at UHI/SAMS/HTC and UHI Inverness, and the Q1 Outcome Framework and Assurance Model with SFC.

HISA’s monthly newsletter, Hi!, continues to receive very high hit rates and is commended to staff across UHI as a good way of keeping up with our activities. Due to capacity constraints, we are reducing the frequency for Term 2 to two or three issues, with important messaging delivered in new formats in between (such as emails and website articles).

Our work on multiple dimensions of UHI Transformation continues, with development of our approaches to engage students in the Full Business Case in the next academic year.

HISA Awards have moved forward this year so that announcements of winners will happen in term time. They will close on 20th March, and students may nominate through the Jisc forms sent to their emails.

Recruitment of Principal & CEO – update

Background
A decision was taken by the Board during Autumn 2025 to stand up the Nominations Committee to take forward plans to recruit a substantive Principal & CEO. Since that time, considerable time and effort has been put into the recruitment process. Briefly, this has involved the engagement of a professional recruitment agency – Aspen People – who carried out a wide-ranging search for appropriate candidates.

The Nominations Committee discussed and prepared a process and question set as well as a timetable for taking forward the different stages of the recruitment process.

The Process
Aspen People presented the Nominations Committee with a selection of potential candidates ranked green, amber and red. Nominations Committee decided to proceed with 4 candidates from the green ranking. The initial stage involved a “chemistry test” interview with the Interim Chair and the Depute Principal. Following these interviews, a written report/recommendation was presented to Nominations Committee based solely on the interview. Nominations Committee considered this alongside the candidates’ written applications.

It was then intended for successful candidate(s) to progress through the following stages:

- Media presentation activity
- Written report activity
- Campus tour
- Board Panel interview
- Staff Panel interview
- Student Panel interview

The Outcome
Following discussion by Nominations Committee of the “chemistry test” report and consideration of the written applications, the decision was taken that no candidates would be selected to proceed through the subsequent stages of the recruitment process.

Future Decisions
The Board will now need to decide on a way forward at what still remains a critical time for UHI Perth both in terms of its continuing financial recovery as well as its crucial involvement in the UHI transformation project.

The Interim Principal & CEO has advised that she will be willing to have her contract extended up to the end of 2026 should this be required. As a reminder, the contract is currently due to end on 31 July 2026. Any extension will also need to be agreed by UHI (as the RSB).

The Board should note that the Interim Chair has kept UHI fully appraised of all aspects of the recruitment process to date and has advised that the Board will seek to recruit again soon and that there is a clear plan in place.

The Board will now need to decide on the following:

- A realistic timescale for a second attempt at recruitment.
- Whether, or not, to continue to use an external agency (this could be Aspen People or a new agency).
- The stages/methods to be employed as part of the recruitment process.
- Composition of the Nominations Committee.

Alistair Wylie
Interim Chair
22 March 2026

UHI | PERTH

Committee Cover Sheet

Paper No.12

Name of Committee	Board of Management
Subject	Full Risk Report Board Cycle 3 including Internal Audit Follow Up Actions
Date of Committee meeting	31/03/2026
Author	Chief Financial Officer/Risk and Project Officer
Date paper prepared	24/03/2026
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	Full Risk Report showing progress against risks outlined by the Strategic Risk Register. And update on progress against outstanding internal audit actions.
Committee Consultation Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	Members of the Senior Leadership Team and Perth Leadership Group were all consulted to provide their updates.
Action requested	☐ For information ☒ For discussion ☐ For endorsement ☐ For approval ☐ Recommended with guidance (please provide further information, below)
Strategic Impact Please highlight how the paper links to the Strategic Objectives of UHI Perth or the UHI Partnership: Strategic-Plan-2022-27.pdf If there is no direct link to Strategic Objectives, please provide a justification for inclusion	This is the Strategic Risk Register for UHI Perth identifying the risks to its financial sustainability and achieving strategic objectives.

Committee Cover Sheet

of this paper to the nominated Committee.	
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	Yes Where resource is required to mitigate against risk
Risk implications Does this activity/proposal come with any associated risk to UHI Perth, or mitigate against existing risk? If yes, please provide details.	Yes Financial and strategic sustainability.
Equality & Diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please provide details.	No
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please provide details.	No Click or tap here to enter text.
Island communities Does this activity/proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?	No If yes, please give details: Click or tap here to enter text.

Committee Cover Sheet

Status (ie confidential or non-confidential)	Non-Confidential If a paper needs to remain confidential for a prescribed period of time before being made 'open', please advise how long must the paper be withheld: Click or tap here to enter text.

Freedom of Information

Please note that **ALL** papers will be included within 'open' business unless a justifiable reason can be provided.

Please select a justification from the list, below:

Its disclosure would substantially prejudice a programme of research	☐	Its disclosure would substantially prejudice the effective conduct of public affairs	☐
Its disclosure would substantially prejudice the commercial interests of any person or organisation	☐	Its disclosure would constitute a breach of confidence actionable in court	☐
Its disclosure would constitute a breach of the Data Protection Act	☐	Other [please give further details] Click or tap here to enter text.	☐

Further guidance on application of the exclusions from Freedom of Information legislation is available via:

http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp

and

http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf

UHI Perth Risk Management Report March 2026

Prepared by Chief Financial Officer/Risk & Project Officer

Risk Approach March 2026

Overview

It was agreed at the Audit Committee meeting in September to move away from the ERM format for the UHI Perth Strategic Risk Register and adopt a simpler approach aligning with the risk register used by the UHI academic partners. A common format and timeline are still under development by the UHI Finance Directors Partnership Group (FDPG) with UHI Perth actively involved in this work. In the interim, the existing UHI Perth Risk Register has been revised to reflect the FDPG agreed template, which will form the foundation for the new unified approach.

Changes to the Risk Environment

UHI Perth Leadership

Catherine has agreed to remain in post as Interim Principal and Chief Executive until a new Principal is appointed. The recruitment exercise earlier this year was unsuccessful, a further exercise is planned before the end of the academic year.

Financial Outlook

A full Financial Forecast to 31 July 2026 at 31 January 2026 was presented to the Finance and Resources Committee on 10 March. This projects a forecast deficit of £43k compared to the deficit budget of £232k. The variance of £189k is comprised of £1,094k increase in income and £905k increase in expenditure.

Campus Transformation

UHI Perth has embarked on an ambitious campus transformation programme with John McGee as Campus Transformation Officer. The programme will look to secure funding to develop a modern, future focused campus, strengthen industry collaborations and support Perth's long-term financial sustainability. A strategic outline bid was submitted to Tay Cities Deal on 13 March outlining these proposals.

UHI Transformation

The combined feedback from partnerships Boards of Management on the draft Full Business Case was presented to UHI Court on 11 February and a 6-month extension to the project timelines was agreed to address all the points raised before submitting a final proposal to the Scottish Government later this year.

External Risk

The international conflict in the Middle East is causing economic uncertainty to world markets affecting global energy and other commodity prices. We are already seeing fuel price increases and would expect gas prices to increase as well as supply chain interruptions.

Risk Approach March 2026 (continued)

Changes to Board Risk Appetite

No changes to existing categories for this cycle.

Changes to Risk Register Since Last Reporting Cycle

No new risks added to the register
No changes to risk descriptions
Residual Financial Risk likelihood score increased to reflect the impact of the Middle East conflict on global energy prices.

Summary of strategic risks (residual scores v risk appetite)

- **Red Score (Above tolerance)**

+10 (4) Financial
+3 (7) Reputational

- **Amber Score (Equal tolerance)**

↔ (3) Legal & Compliance
↔ (5) Operational

- **Green Score (Below tolerance)**

-2 (1) Product Delivery – Academic Income
-2 (2) Product Delivery – Commercial Income
-3 (6) People
-2 (8) Strategic & External Risk

Risk Approach March 2026 (continued)

Below Tolerance

Risk 1: Product Delivery – Academic Income
Future actions: Full curriculum review planned for 2026/27.

Risk 2: Product Delivery – Commercial Income
Future actions: Development of a new Commercial Strategy; the Governance, Growth and Change Manager role will support commercial growth.

Risk 6: People
Future actions: Strengthen internal communications and review Professional Review processes and mandatory training to ensure effectiveness.

Risk 8: Strategic & External
Future actions: Recruitment of new Principal and Chief Executive will inform next Strategy; a slimline operational planning process planned for 2027/28.

Risk Approach **March 2026 (continued)**

Within Tolerance

Risk 3: Legal & Compliance
Future actions: New GGC Manager role will have a focus on compliance and governance.

Risk 5: Operational
Future actions: Review of business continuity planning; planning for Martyn's Law and review of CPD policy and procedure.

Risk Approach **March 2026 (continued)**

Outwith Tolerance

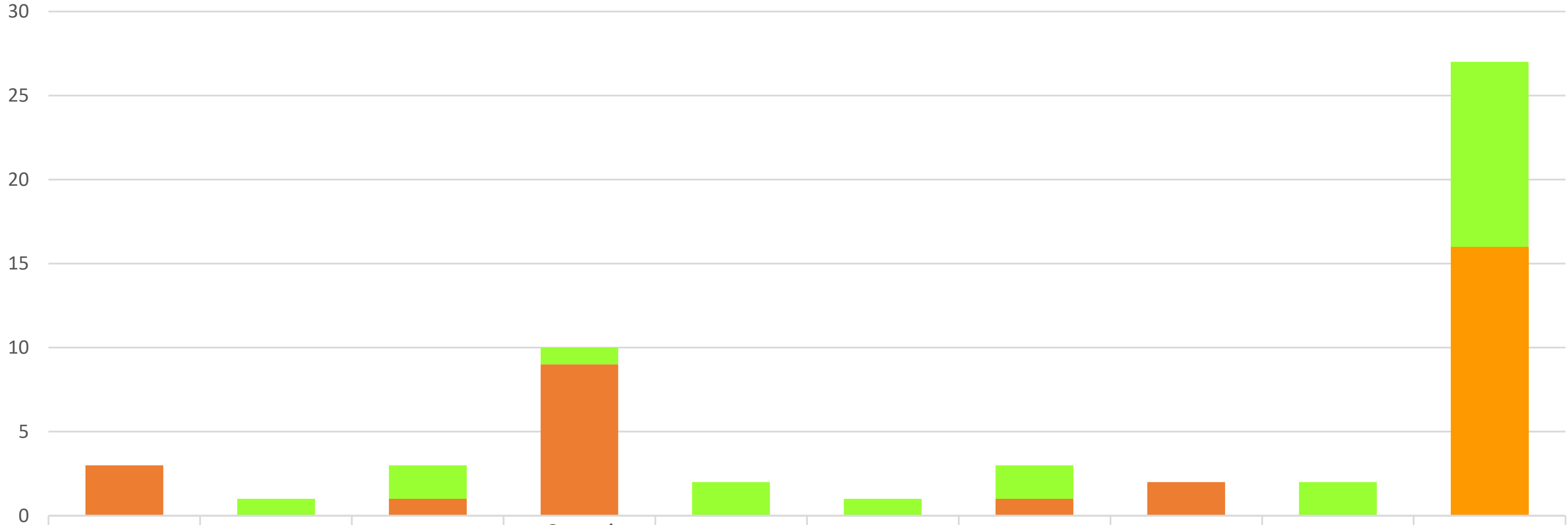
Risk 4: Financial
Future actions: Prioritise and implement improvements identified through Internal Audit and by the Finance team.

Risk 7: Reputational
Future actions: Review, update and implement a marketing and communications strategy.

Internal Audit Follow Up Actions Overview **March 2026**

Progress report on Outstanding Actions from the Internal Audit Programme

- We are prioritising all outstanding Priority Level 2 (significant risk) and Priority Level 3 (minor risk) actions to ensure timely completion of all actions.
- A further 2 Priority 2 and 10 Priority 3 actions have been closed since the last report and 3 actions from the 2024/25 Audit Programme remain outstanding (see chart below).
- The General Financial Controls audit has the highest number of outstanding actions, with 9 at Priority Level 2; however, all remain on track for completion within the original timeline.
- A full progress update is provided in the Internal Audit Action Plan table on the following pages.



	Asset Management	Business Continuity	Fraud Prevention	General Financial Controls	Income & Debtors	International	Procurement & Creditors	Publicity & Communications	Staff Skills, Profile	Total
Priority 3	0	1	2	1	2	1	2	0	2	11
Priority 2	3	0	1	9	0	0	1	2	0	16

	Action Grade:		Priority 1	Issue subjecting the organisation to material risk and which requires to be brought to the attention of management and the Audit Committee.					
			Priority 2	Issue subjecting the organisation to significant risk and which should be addressed by					
			Priority 3	Matters subjecting the organisation to minor risk or which, if addressed, will enhance					
Audit Report	**Topic**	**Priority Level**	**Recommendation**	**Owner**	**Agreed Date**	**Revised Date**	**Status**	**March 2026 Update**	**RAG**
2021/04	Asset Manage-ment	2	The College should develop a comprehensive approach to the identification, maintenance and security of all of its assets held. The revised approach should ensure that a complete asset register is created and maintained for all assets, not just those with a capitalised value or assets which are IT related.	Chief Financial Officer	31/12/2022	31/07/2026	In progress	This will be discussed at PLG to see what's currently in place and how it will be taken forward. We will research what other colleges have and put a plan in place before the deadline.	
2021/04	Asset Manage-ment	2	To support the implementation of a revised approach to maintain a complete asset register in the College, guidance should also be prepared and implemented to support the revised approach.	Chief Financial Officer	31/12/2022	31/07/2026	In progress	This will be discussed at PLG to see what's currently in place and how it will be taken forward. We will research what other colleges have and put a plan in place before the deadline.	
2021/04	Asset Manage-ment	2	The College should develop a programme of regular inspections to confirm assets are still held and in operational use or identify where they are lost or missing. As part of this approach a process should be developed on how to identify, report and investigate any missing assets. This approach should be aligned to align with the guidance.	Chief Financial Officer	31/12/2022	31/07/2026	In progress	This will be discussed at PLG to see what's currently in place and how it will be taken forward. We will research what other colleges have and put a plan in place before the deadline.	
2021/06	Student Recruitment & Retention	3	The online Attendance and Performance Monitoring Procedures should be updated with business continuity arrangements and in line with good version-controlled practices	Director of Student Experience	30/06/2022	31/01/2026	Complete	Now fully completed, we have rewritten both our Attendance and Performance Monitoring Policy and Procedure, and we will be sharing this wider with the relevant teams and making the appropriate changes (eg correspondence with students)	
2021/08	Staff Skills Profile, Staff Productivity and Performance Management	3	Management should consider developing a change process and documenting the arrangements for Sector Managers to request, and obtain formal approval, for securing outsourced staff from other departments. Outsourced staff should be accurately accounted for within the new department's budget.	Chief Financial Officer/ Directors of Curriculum	31/05/2022	31/07/2026	In progress	Will review whether this is now embedded into budget planning.	

Audit Report	Topic	Priority Level	Recommendation	Owner	Agreed Date	Revised Date	Status	March 2026 Update	RAG
2021/08	Staff Skills Profile, Staff Productivity and Performance Management	3	Management should update the CPD policy and ensure that procedures are updated, and version controlled in line with good practice. This work should dovetail with the actions on developing a revised strategic workforce plan set out in R2. The governance arrangements should be updated in the revised policy, with specific reference made to the role of the Engagement Committee and the Finance and General Purposes Committee in providing ongoing oversight	Depute Principal	31/05/2022	31/07/2026	Partial Completion	Further reviewed to include enhanced equality, diversity and inclusion elements to the policy. Currently being reviewed by Depute Principal before going back to JNC/PLG for endorsement/approval.	
2022/06	Income and Debtors	3	Include a formal credit note procedure in the Finance team procedural guidance under development including requirement for an audit trail for credit notes approval on bluQube	Chief Financial Officer	31/12/2022	31/07/2026	In progress	This task has been assigned to Finance Assistant who is looking at the procedure and creating a MS form for requests	
2022/06	Income and Debtors	3	Existing debt recovery process to be documented and approved internally and incorporated within the procedural guidance under development and communicated to stakeholders.	Chief Financial Officer	31/12/2022	31/07/2026	In progress	Currently being reviewed by CFO who will take to SLT/PLG for discussion and approval.	
2022/08	Building Maintenance	3	The College should develop a proactive rolling five-year programme of building condition surveys to identify and meet future estate maintenance needs.	Director of LSER	31/03/2023	30/06/2026	Considered but not implemented	Due to the various projects underway as part of the Tay Cities Deal and Campus Transformation, which will involve a wholesale review of our current estate and buildings, a five-year programme is not considered practical at this time.	
2023/05	KPI & Performance Monitoring	3	We recommend that a cyclical programme of spot checks be introduced, which will allow periodic examination of the source data and the methodology used to calculate the figures reported to management and to the Board. This will allow assurances to be provided annually to the Board as part of the annual review of all 36 performance metrics	Chief Financial Officer/ Risk & Project Officer	30/06/2024	30/01/2025	Complete	During 2025–26, regular meetings with KPI owners will include spot checks of KPI source data to ensure effective monitoring of strategic objectives.	

Audit Report	Topic	Priority Level	Recommendation	Owner	Agreed Date	Revised Date	Status	March 2026 Update	RAG
2023/06	Procurement & Creditors	3	Review the procurement documentation in place, and applies the following: •Revise the Procurement Strategy objectives and align them with the College's Strategic Plan 2022-2027. •Update the Procurement Policy, including procurement thresholds currently utilised in practice. •Communicate any other developments such as movements in spending priorities, changes in responsibilities, additional considerations in regard to value for money, sustainability, transparency etc.	Chief Financial Officer	31/10/2023	31/03/2026	In progress	Procurement Manager has passed all reviewed policies to CFO for review.	
2023/06	Procurement & Creditors	3	identify any legacy non-compliant contracts in place and determine whether they are still fit-for-purpose, and subsequently carry out fully compliant procurement exercises where there are currently legacy contracts in place to achieve better effectiveness and value-for-money and demonstrate a transparent approach to purchasing.	Chief Financial Officer	Ongoing	31/07/2026	Partial Completion	The Ciphr/Payroll tender remains on the system pending a UHI-level decision on whether and how the project will be progressed. This position is unlikely to change until the proposed UHI Transformation merger has taken place.	
2023/06	Procurement & Creditors	3	It is recommended that the College implement a formal check within the system, of all invoices to ensure these are matched to POs and Goods Received Notes (GRN) or confirmations of the receipt of the goods/ services from the purchaser prior to the relevant invoice being paid.	Chief Financial Officer	31/03/2024	31/07/2026	Complete	There are processes and procedures in place to ensure that all invoices are checked to a PO/GRN prior to the invoice being paid.	
2023/06	Procurement & Creditors	3	It is recommended that the College set and formally document a tolerable variance between the invoice value and the purchase order value.	Chief Financial Officer	31/01/2024	31/07/2026	Complete	There is a tolerance level of £100 within the current processes	

Audit Report	Topic	Priority Level	Recommendation	Owner	Agreed Date	Revised Date	Status	March 2026 Update	RAG
2023/06	Procurement & Creditors	2	It is recommended that the College introduce an approval process for the amendment of supplier standing data. This could be done in the form of built-in preventive controls in the Finance system that prevent unilateral processing of any changes without suitable independent approval.	Chief Financial Officer	31/01/2024	31/07/2026	In progress	This action will be considered as part of the procedural notes that are being developed for general ledger as part of the review of the key Financial Controls of the Finance Function.	
2023/09	Business Continuity	3	It is recommended that the College gives priority to finalising and issuing its IT Business Continuity plan so that it can be utilised in conjunction with the existing wider business continuity documentation in circulation.	Director of LSER	01/04/2024	30/06/2026	Complete	In the event of a cyber incident Perth would follow the UHI Business Continuity Plan due to the shared nature of the network and services.	
2023/09	Business Continuity	3	It is recommended that the College develops a testing program for the business continuity plans, with scenario-based tests undertaken on a rolling basis, to help ensure that staff can demonstrate their understanding of the plans.	Risk & Project Officer	31/01/2024	31/06/26	In progress	A testing exercise will be delivered to PLG on 31 March. Following this, a testing programme and frequency will be agreed. De-escalation training delivered by CDN will also be scheduled for PLG by the end of the academic year.	
2024/04	Risk Management	3	R2 – The Depute Principal Operations should proactively contact the UHI Governance and Records Management Team at Executive Office, which provides support to Academic Partner risk managers, Boards and Audit Committees, to discuss information requirements in relation to the UHI Risk Register.	Chief Financial Officer	31/05/2024	30/06/2025	Complete	The CFO attends the monthly Partnership Finance Directors' meeting where risk and the format of the UHI Risk Register is discussed. Perth has adopted a new format for its own Risk Register that closely aligns with the identified requirements.	
2024/08	Fraud Prevention, Detection and Response	3	R1 To develop an Anti-Money Laundering Policy and communicate to all staff	Chief Financial Officer	30/04/2025	31/07/2026	Little or no progress	The Finance team will engage with other colleges to explore what they have in place. It will also review mandatory training provision.	
2024/08	Fraud Prevention, Detection and Response	3	R2 To update Fraud Prevention Policy and Response Plan and: assign responsibility to SLT member appoint a fraud champion set up staff communication channel on risks for awareness communicate these changes to staff	Chief Financial Officer	30/04/2025	31/07/2026	In progress	The fraud policy review is currently on the CFO's action list, with the intention of meeting the July 2026 deadline.	

Audit Report	Topic	Priority Level	Recommendation	Owner	Agreed Date	Revised Date	Status	March 2026 Update	RAG
2024/08	Fraud Prevention, Detection and Response	3	R5 Update the Whistleblowing Policy to assign responsibility for the maintenance of the policy to a named member of the SLT, to define a nominated person with whom staff can raise concerns if they require someone independent of their business area, as well as updating to reflect the current terms for management teams, also defining the technology which should be used to report an issue.	Depute Principal	30/04/2025	31/01/2026	Complete	The updated Policy was approved by the Board of Management on 19 January and has been published on the UHI Perth website.	
2024/08	Fraud Prevention, Detection and Response	2	R3 Undertake a fraud risk assessment across all operations, document key risks and assign priorities, document the controls in place	Chief Financial Officer	31/07/2025	31/07/2026	In progress	Work has been carried out on updating our National Fraud Intiatives procedures to ensure they are up to date and NFI is incorporated into annual checks and into the review of our Fraud Policy.	
2025/04	International Activity	3	**R1:** To review International Strategy to ensure alignment with wider UHI Perth strategy	Depute Principal	31/05/2025	31/07/2026	Partial Completion	Draft strategy endorsed by PLG on 03 February and will go forward to the BOM for full approval on 31 March.	
2025/05	Student Engagement	3	R1: Review communication channels used to engage with students on campus eg digital display boards, social media and additional physical presence on campus. To be monitored for effectiveness.	Director of Student Experience/ UHI Perth HISA President	30/11/2025	31/07/2026	Complete	We continue to work with Marketing as well as our own internal channels to communication and engage with students. Two new external agencies are now on campus to work alongside and complement our own internal support services. In total, we now have 6 external agencies on campus. All have use of a dedicated, timetabled space. We will continue to review and grow our use of digital display boards across Campus.	
2025/06	Publicity and Communications	2	**R1:** To develop a Marketing and Communications Strategy in line with UHI Perth Strategic Plan 2022-27	Interim Principal/ Marketing TL	31/03/2026	31/07/2026	Little or no progress	Marketing and Communications will sit within the remit of the new Governance, Growth and Change Manager once appointed.	

Audit Report	Topic	Priority Level	Recommendation	Owner	Agreed Date	Revised Date	Status	March 2026 Update	RAG
2025/06	Publicity and Communications	2	**R2** Review and update crisis communications plan/arrangements 1. Review the 'Crisis Comms Quick Guide'. 2. Ensure expertise of Marketing/SLT/PLG in handling crisis comms. 3. Ensure robust comms channels with stakeholders during a crisis are in place. 4. Establish a robust post-incident 'lessons learned' looking at comms	Interim Principal/ Marketing TL	31/01/2026	30/04/2026	In progress	Work to review the Crisis Communications plan and arrangements in progress with Marketing Team Leader and Risk Officer.	
2025/06	Publicity and Communications	2	**R3**: Internal communication arrangements: 1. Issue more frequent key communications 2. Raise awareness of PerthHUB as staff comms tool. 3. Review arrangements for comms with HISA as fit for purpose	Interim Principal/ Marketing TL	31/10/2025	31/01/2026	Complete	Communication of key messages and news posts from PerthHUB to go out on a regular basis to all staff. This will be supported by the Executive Support Team who will take this forward in liaison with PLG members.	
2025/07	General Review of Key Financial Controls and Independent Review of Finance	3	The existing Word documents should be consolidated into a single Payroll Manual, which should be reviewed to ensure that it accurately reflects the current payroll arrangements.	Payroll Manager	01/12/2025	31/05/2026	In progress	This is in progress, Payroll manager is working on this with a deadline of 30th April 2026. This will then allow time for CFO/HoF to review before 31 May 2026.	
2025/07	General Review of Key Financial Controls and Independent Review of Finance Function	2	A refreshed version of the Procurement Strategy should be published on the procurement page on the UHI Perth website.	Chief Financial Officer	01/12/2025	31/03/2026	Partial Completion	A refreshed version of the Procurement Strategy has already been drafted and awaiting review. This will be reviewed by CFO and approved by the Finance and Resources Committee.	

Audit Report	Topic	Priority Level	Recommendation	Owner	Agreed Date	Revised Date	Status	March 2026 Update	RAG
2025/07	General Review of Key Financial Controls and Independent Review of Finance Function	2	Procedural notes for General Ledger should be developed which map out the process to be followed when creating/deleting financial ledger codes and processing journals. In addition, the process monthly balance sheet reconciliations should be mapped out and responsibility for completion of reconciliations on each balance sheet line should be aligned with a suitably senior member of the Finance team	Finance Manager/ Chief Financial Officer	01/12/2025	31/03/2026	In progress	1) Process for Creation/deletion of financial ledger codes - o/s - this is to be reviewed as part of bluqube updates 2) Process for Processing journals - o/s 3) Monthly balance sheet reconciliation have all been assigned to Assistant Business Partner, with monthly recs taking place, and key accounts have been highlighted for further discussion with FBPs. More work to be done but this area is in progress with Finance Manager tasked with review of these.	
2025/07	General Review of Key Financial Controls and Independent Review of Finance Function	2	Key financial controls to be documented, monitored with frequency of checks and ownership aligned with key individuals and oversight of all aspects with one individual. To be incorporated as part of Team meetings.	Finance Manager/Chief Financial Officer	01/12/2025	31/03/2026	Little or no progress	Key financial controls identified to be obtained from Henderson Loggie. Internal document will be created with frequency checks, ownership and discussion at monthly Team meetings.	
2025/07	General Review of Key Financial Controls and Independent Review of Finance Function	2	Monthly meetings to be diarised between budget holders and Finance Business Partners, as part of an annual calendar of key deadlines and tasks throughout the financial year. To be published on staff intranet.	Finance Manager/Chief Financial Officer	01/12/2025	31/07/2026	In progress	Monthly meetings are being diarised in advance. Calendar has not been finalised or published yet.	
2025/07	General Review of Key Financial Controls and Independent Review of Finance Function	2	Review and update Financial Regulations 2021.	Chief Financial Officer	01/12/2025	28/02/2026	Partial Completion	Draft completed. Publication pending updated Board Committee ToRs at the end of Board Cycle 3.	

Audit Report	Topic	Priority Level	Recommendation	Owner	Agreed Date	Revised Date	Status	March 2026 Update	RAG
2025/07	General Review of Key Financial Controls and Independent Review of Finance Function	2	Introduction of a quality assurance process to ensure the robustness of financial forecasting.	Interim Director of Finance/CFO	01/12/2025	30/04/2026	In progress	Action is required to ensure that a process is in place to quality assure financial forecasts through engagement with budget holders. This is already in train as the Finance team has had meetings for the 2 month period to 30 September 2025, and questions are being asked as set out.	
2025/07	General Review of Key Financial Controls and Independent Review of Finance Function	2	a) HR to prepare a staffing establishment list to share with Finance/Budget holders as part of budget process. B) Contract/timesheet analysis to be shared monthly with Payroll/Finance BPs to inform meetings with budget holders.	a) Depute Principal b) Finance Manager/ CFO	01/12/2025	31/03/26 30/11/26	Complete	Due to the current HR System, any establishment list needs to be maintained manually. HR have provided a current list of staff with details of the known vacancies as part of the 2026-27 budget setting process. Contract/timesheet monitoring/analysis has been put in place during the financial year 2025-26, which will continue under the current HR/Payroll Systems.	
2025/07	General Review of Key Financial Controls and Independent Review of Finance Function	2	Review of the existing capacity and capability of the Finance team to deliver all of the required activity, in order to identify the investment required in people, training and systems.	Chief Financial Officer	01/12/2025	30/06/2026	In progress	The new CFO to review structure and capacity. The Depute Principal (Operations) shared views with the new CFO during the handover	
2025/07	General Review of Key Financial Controls and Independent Review of Finance Function	3	Physical visits by Finance Business Partners should be built into the monthly programme of one-to-one meetings with budget holders in order to increase awareness of the risks and challenges facing each part of the organisation.	Finance Manager	01/12/2025	30/11/2025	Complete	Finance Business Partners are aware that in person meetings should be carried out as a preference but Teams meetings may be necessary to meet deadlines.	

Audit Report	Topic	Priority Level	Recommendation	Owner	Agreed Date	Revised Date	Status	March 2026 Update	RAG
2025/07	General Review of Key Financial Controls and Independent Review of Finance Function	2	Dashboard reporting should be established to track completion of the key tasks contained in the annual timetable described above. Gaps or failures to achieve should be discussed at monthly Finance meetings and risk arising should influence changes to Risk Register and mitigations.	Chief Financial Officer	01/12/2025	31/03/2026	In progress	Once the annual timetable has been concluded, a tracking document will be created to monitor progress with risk assessment being discussed at monthly Finance meetings and with formal reporting to SLT, PLG, Audit Committee and RSB.	
2025/07	General Review of Key Financial Controls and Independent Review of Finance Function	2	Allocate tasks as part of the development of the annual timetable prioritising actions from the Finance Improvement Plan to ensure resources are directed to enhancements with maximum impact to stakeholders.	Chief Financial Officer	01/12/2005	31/03/2026	In progress	Tasks will be allocated as part of the development of the annual timetable.	

Appendix 1 - Draft Strategic Risk Register

Ref	Risk Category	Risk Status	Risk Appetite		Risk Approach	Risk Description	Causes	Impacts/Evidence	Owner	Gross Risk			Existing Mitigations/Controls	Residual Risk			Trend	Residual Exceeds Appetite? +/-	Future Mitigating Actions	Action Owner	Completion Date
										Likeli-hood	Impact	Score		Likeli-hood	Impact	Score					
1	Product delivery Academic Income	Active	Minimal	6	Mitigate	We fail to provide the required products and services that meet the needs of learners, the business sector and the wider community in Perth.	Curriculum programmes aren't matched to market demands and the needs of learners and employers We don't effectively work in partnership with the UHI and other academic partners to design the curriculum Our processes and approach for reviewing and evaluating the quality of our products are insufficient. Estates planning is not aligned with the curriculum strategy	Student numbers Student Retention Student achievement Student progression FE to HE Poor reputation Student destinations (eg into employment)	Directors of Curriculum Director of Student Experience Director of LSER	3	4	12	Curriculum review Annual SFC Self Evaluation and Action Plan (SEAP) Student survey Employer engagement SDS Professional/peer review Budget planning School College Partnership Trade Organisations Tay Cities Regional Skills Plan	2	4	8	↔	-2	Make sure that the income, curriculum and estates and learning and teaching strategies are aligned. Quarterly reporting on competitor and market activities related to our products and services. (not active, not working towards) A wider curriculum review is planned for 2026/27 to inform curriculum planning in 2027/28. ILQR implementation Peer Review of L&T	Directors of Curriculum Director of LSER	30/06/2026 01/09/26
2	Product Delivery Commercial Income	Active	Cautious	10	Mitigate	We fail to provide the required products and services that meet the needs of commercial users and profits are not generated.	Commercial activities aren't matched to the needs of users/ potential users. Our processes and approach for reviewing and evaluating the quality of our commercial activities and developing new activities are insufficient.	Customer numbers Reputation Level of income/ profit from commercial activity	Depute Principal	4	3	12	Market research - activities follow latest trends if positive business case Promotion of activities on social media Competitor analysis Targets for income and user numbers - monitoring Cost-effective use of permanent, bank and contracted staff Gym equipment kept up-to-date Clean facilities Friendly, helpful and experienced staff LEAP	2	4	8	↔	-2	Restructuring proposal in ASW Work on Commercial Strategy New GGC Manager role to focus on growth in commercial activity.	01/09/2026	31/03/2026
3	Legal & Compliance	Active	Averse	3	Avoid	We fail to meet governance, external scrutiny and legal obligations.	Insufficient corporate governance arrangements Out of date/unclear policies and procedures Out of date with legislation Ineffective project management Insufficient resources/ experience in finance, procurement, health and safety and other governance functions Ineffective working arrangements between Board members and officers Poor assurance mapping Systems that support good corporate and financial governance are not fit for our needs Failing to meet legal requirements - Martyn's Law	Reputational damage Fraud Poor internal audit reports Qualified audit S22 report from Auditor General Systems create risks of meeting good financial governance	Depute Principal Chief Financial Officer	4	4	16	External and internal audit plans in place HR/ Finance functions Policies and procedures review timetable Mandatory training Compliance with Code of Good Governance Effectiveness of Board external reviews Health & Safety Committee meets quarterly Annual Health & Safety report to Board Sector/legal/health and safety/HR briefings from governing bodies. Staying abreast of legal and compliance developments. Use of external legal advisors for specialist legal advice.	1	3	3	↔	-	Put in place a process for evaluating business cases and projects New GGC Manager role to strengthen focus on governance matters. Recruitment of a full-time Health, Safety & Wellbeing Officer to increase H&S capacity. Planning for Martyn's Law and what we need in place. - timeline 03 April 2027	Chief Financial Officer	31/12/2026
4	Financial	Active	Minimal	6	Avoid	We fail to ensure the financial sustainability of UHI Perth.	Scottish Government continue to provide flat cash funding while payroll and other costs increase and we continue to have a deficit budget. Assumptions against proposals in the financial recovery plan for income growth and cost reduction are not realised. Single year funding settlements to support longer term plans. Inability to hold reserves. Ineffective financial planning, not aligned to strategic and business plans. Fee income is not in line with projections. Course profitability model not in place Global energy price increases due to Middle East conflict.	Deficit budget Inability to invest in improved ICT hardware and software and estates Staff reductions in key functions Financial fraud. Financial penalties.	Chief Financial Officer	4	5	20	Financial Recovery Plan (FRP) in place for the next 3 years, reviewed monthly by the FRP Monitoring Committee and quarterly and by exception by UHI Perth Board. Regular meetings with Finance colleagues in the Regional Strategic Body, other UHI academic partners and FDs from Scottish Colleges. Annual external audits. Internal audits of finance function - Priority 2 and 3 recommendations. Regular financial monitoring and forecasting meetings between the Finance team and budget holders. Reports to the F&RC, Board and UHI. Cashflow forecasts provided monthly to the SFC.	4	4	16	↔	+10	Ensure appropriate staffing structure within Finance Team Implement recommendations from the internal audit review of key financial controls and the Finance function. Prioritise and implement improvements identified by the Finance team. Ensure that budget monitoring and forecasting is carried out monthly between the Finance team and budget holders. Invest in the finance system to make sure it is fit for purpose. Implement process efficiencies in budget planning to ensure timely preparation and submission for June 2026 Board approval. Course profitability model roll out.	Chief Financial Officer	31/12/2026
5	Operational	Active	Open	15	Mitigate	We fail to deliver on operational requirements that ensure delivery of UHI Perth's strategic plan and objectives.	Lack of staff, skills and knowledge. Lack of understanding and awareness of staff. Systems/processes not fit for purpose. Insufficient horizon scanning of future threats. Lack of investment in ICT and estates infrastructure. Poor IT security measures. Cyber-attack. Lack of continuous improvement.	Major incident Loss of data and sensitive information/ data breaches Loss of use of core business systems. Overly bureaucratic or manual processes.	SLT/PLG	5	5	25	Business Continuity Planning in progress. UHI partners meet regularly and take action to manage risk across the ICT network. Cyberessentials and Cyberessentials plus certification. Relevant insurance in place. Phishing exercises carried out.	3	5	15	↔	-	Review of Business Continuity Plan inc. ICT Establish a BCP testing programme. Delivery of scenario-based business continuity training to improve response capability eg CDN de-escalation training. Review of CPD Policy and Procedure Identify proactive/cost effective training opportunities to support staff CPD.	Director of LSER	30/06/2026
6	People	Active	Open	15	Avoid	We fail to develop and support UHI Perth staff appropriately to ensure we have a motivated and skilled workforce.	Staff feel pressure and stress eg through unmanagable workloads and uncertainty about future. Lack of a strategic workforce plan and ineffective workforce planning at directorate and team level. Lack of effective monitoring of workload and capacity. Managers are unaware of their duties in relation to suppporting staff. Single points of failure/ key person dependency/ gaps in knowledge and experience in several areas. Failure to recruit successfully to key positions	Increased staff turnover. Employment relations issues. Stress surveys/ staff surveys. Negative publicity. Unable to effectively maintain business as usual. Unable to deliver strategic plan.	Depute Principal/ Director of LSER	4	4	16	Annual professional review process. Annual Staff Stress Survey with actions monitored through the Stress Management Group. Team risk assessments and where required individual risk assessments. Monthly Perth Staff Group meeting chaired by the Depute Principal Operations. Communication with staff on important issues. Reinstatement of monthly staff updates from January 2026.	3	4	12	↔	-3	Recruitment to new GGC Manager role will bring a clear focus to internal communications. Review PSG remit and membership to ensure staff representation remains appropriate. Review of Professional Review to ensure it remains fit for purpose. Review of mandatory training modules and delivery format by end of 2025/26.	Depute Principal Director of LSER	30/06/2026
7	Reputational	Active	Averse	3	Mitigate	We fail to protect our reputation.	Adverse publicity/negative external perception Insufficient management of key relationships Lack of communications/marketing strategy Consistent poor student experience Failure to proactively prepare for media scrutiny	Damage to reputation. Student recruitment. Weakened partnerships. Increased FOIs on sensitive issues. Increased external scrutiny. Poor media relations and negative press coverage.	Principal & Chief Executive	3	4	12	Annual marketing plan in place. Building relationships with key strategic and local partners eg SFC, UHI, PKC, other academic partners. Open and transparent relationship with the press. Student engagement. Engagement with students' association HISA Perth and attend Student Voice Representative meetings. Report to Finance and Resources Committee on sustainability.	2	3	6	↔	+3	Continue to build relationships with the local media and sharing regular positive news stories. Continue to build relationships with key stakeholders and the local community. Review, update and implement a marketing and communications strategy. Strengthen internal controls and processes. New CCG Manager role	Principal & Chief Executive	Ongoing
8	Strategic & External Risk	Active	Minimal	6	Mitigate	We fail to deliver on strategic objectives. We have a lack of awareness of our external operating environment.	Strategic plan is not reviewed on an annual basis UHI/RSB decisions are not discussed with UHI Perth Board. External political/social environment does not inform strategic planning/decision making. UHI Transformation	Poor strategic KPIs Lack of effective strategic reporting Change impact from UHI Transformation	Principal & Chief Executive	3	4	12	Strategic Plan 2022-27 in place. Report KPIs to Board. Principal's report to Board. Chair's report to Board. Respond to information requests from UHI.	2	2	4	↔	-2	FRP has superseded the annual Strategic Plan review, including KPI review, for 2025/26. Recruitment of new Principal will inform next Strategy and its development.- current plan expires in 2027 Slimline Operational Planning process in place for 26/27 with a full planning process planned for 2027/28.	Principal & Chief Executive	31/05/2026

Board of Management Risk Appetite Overview (last reviewed March 2024)

Risk Category	Risk Appetite	Max Risk Appetite Score	Risk Description	Risk Appetite Descriptor	Definition of Risk Appetite Category	Orange Book Definition of Risk Category	Orange Book Definition of Risk Appetite Category
Academic Income	Minimal	6	Academic SFC funding risk relates to the potential negative impact on student numbers, student retention, student outcomes, business partnerships and student experience.	The Board of Management will allow minimal risk in this Risk Category. Any decisions by managers or staff that would create a combined risk score (Likelihood x Impact) which is higher than the maximum 'Risk Range' for this Risk Category, should make and approval request to the Audit Committee before proceeding.	Decision making authority held by senior management. Development investment generally in standard practices.	Risks arising from weaknesses in the management of commercial partnerships, supply chains and contractual requirements, resulting in poor performance, inefficiency, poor value for money, fraud, and /or failure to meet business requirements/objectives.	Appetite for risk taking limited to low scale procurement activity. Decision making authority held by senior management.
Commercial Income	Cautious	10	Non-SFC funding risk relates to potential negative impact on student numbers, student retention, student outcomes, business partnerships and student experience.	The Board of Management will allow a cautious approach to risk in this Risk Category. Any decisions by managers or staff that would create a combined risk score (Likelihood x Impact) which is higher than the maximum 'Risk Range' for this Risk Category, should make and approval request to the Audit Committee before proceeding.	Decision making authority held by senior management. Development investment generally in standard practices.	Risks arising from weaknesses in the management of commercial partnerships, supply chains and contractual requirements, resulting in poor performance, inefficiency, poor value for money, fraud, and /or failure to meet business requirements/objectives.	Tendency to stick to the status quo, innovations generally avoided unless necessary. Decision making authority generally held by senior management. Management through leading indicators
Legal & Compliance	Averse	3	Legal & Compliance risk relates to any situation that would create a legal issue for UHI Perth or its partners or non compliance with statutory or regulatory requirements. This category includes health and safety.	The Board of Management are averse to risk in this Risk Category. Any decisions by managers or staff that would create a combined risk score (Likelihood x Impact) which is higher than the maximum 'Risk Range' for this Risk Category, should make and approval request to the Audit Committee before proceeding.	Priority to maintain close management control & oversight. Limited devolved authority. Limited flexibility in relation to working practices. Development investment in standard practices only.	Risks arising from a defective transaction, a claim being made (including a defence to a claim or a counterclaim) or some other legal event occurring that results in a liability or other loss, or a failure to take appropriate measures to meet legal or regulatory requirements or to protect assets (for example, intellectual property).	Play safe and avoid anything which could be challenged, even unsuccessfully.
Financial	Minimal	6	Financial risk relates to any financial matter that could have a significant negative impact on the cash position of UHI Perth. This area also covers the financial management of UHI Perth.	The Board of Management will allow minimal risk in this Risk Category. Any decisions by managers or staff that would create a combined risk score (Likelihood x Impact) which is higher than the maximum 'Risk Range' for this Risk Category, should make and approval request to the Audit Committee before proceeding.	Decision making authority held by senior management. Development investment generally in standard practices.	Risks arising from not managing finances in accordance with requirements and financial constraints resulting in poor returns from investments, failure to manage assets/liabilities or to obtain value for money from the resources deployed, and/or non-compliant financial reporting.	Only prepared to accept the possibility of very limited financial impact if essential to delivery.
Operational	Open	15	Operating risks stem from inadequate processes and systems that affect an institution's ability to function efficiently and effectively. Operational agility is critical to staying competitive, flexible, and relevant as strategies and business models shift.	The Board of Management are open to risk in this Risk Category. Any decisions by managers or staff that would create a combined risk score (Likelihood x Impact) which is higher than the maximum 'Risk Range' for this Risk Category, should make and approval request to the Audit Committee before proceeding.	Prepared to invest in our people to create innovative mix of skills environment. Responsibility for non-critical decisions may be devolved.	Risks arising from inadequate, poorly designed or ineffective/inefficient internal processes resulting in fraud, error, impaired customer service (quality and/or quantity of service), non-compliance and/or poor value for money.	Innovation supported, with clear demonstration of benefit / improvement in management control. Responsibility for non-critical decisions may be devolved.
People	Open	15	People risk arises in various forms, driven by the organisation's need to build a strong workforce, its approach and processes for the upskilling of its staff, ensuring legal and regulatory protection and staff wellbeing, resilience and agility.	The Board of Management are open to risk in this Risk Category. Any decisions by managers or staff that would create a combined risk score (Likelihood x Impact) which is higher than the maximum 'Risk Range' for this Risk Category, should make and approval request to the Audit Committee before proceeding.	Seek safe and standard people policy. Decision making authority generally held by senior management.	Risks arising from ineffective leadership and engagement, suboptimal culture, inappropriate behaviours, the unavailability of sufficient capacity and capability, industrial action and/or non-compliance with relevant employment legislation/HR policies resulting in negative impact on performance.	Prepared to invest in our people to create innovative mix of skills environment. Responsibility for noncritical decisions may be devolved
Reputational	Averse	3	Reputational risk relates to areas that could have a negative impact on the reputation of UHI Perth and includes business relationships, student satisfaction, culture, media relationships, social responsibility and environment.	The Board of Management are averse to risk in this Risk Category. Any decisions by managers or staff that would create a combined risk score (Likelihood x Impact) which is higher than the maximum 'Risk Range' for this Risk Category, should make and approval request to the Audit Committee before proceeding.	Priority to maintain close management control & oversight. Limited devolved authority. Limited flexibility in relation to working practices. Development investment in standard practices only.	Risks arising from adverse events, including ethical violations, a lack of sustainability, systemic or repeated failures or poor quality or a lack of innovation, leading to damages to reputation and or destruction of trust and relations	Zero appetite for any decisions with high chance of repercussion for organisations' reputation.
Strategic/External	Minimal	6	Strategic/External risk relates to external areas that could impact on the ability of UIH Perth to achieve its strategy or to the financial sustainability of the organisation.	The Board of Management will allow minimal risk in this Risk Category. Any decisions by managers or staff that would create a combined risk score (Likelihood x Impact) which is higher than the maximum 'Risk Range' for this Risk Category, should make and approval request to the Audit Committee before proceeding.	Decision making authority held by senior management. Development investment generally in standard practices.	Risks arising from identifying and pursuing a strategy, which is poorly defined, is based on flawed or inaccurate data or fails to support the delivery of commitments, plans or objectives due to a changing macro-environment (eg political, economic, social, technological, environment and legislative change).	Guiding principles or rules in place that minimise risk in organisational actions and the pursuit of priorities. Organisational strategy is refreshed at 4-5 year intervals

Failure to manage risks in any of these categories may lead to financial, reputational, legal, regulatory, safety, security, environmental, employee, customer and operational consequences

		Impact				
		Insignificant <£10K	Minor £10K<£50K	Significant £50K<£250K	Major £250K<£1M	Catastrophic >£1M
Likelihood: Almost Certain	> 80%	5	10	15	20	25
Likely	61% - 80%	4	8	12	16	20
Possible	31% - 60%	3	6	9	12	15
Unlikely	10% - 30%	2	4	6	8	10
Very Rare	< 10%	1	2	3	4	5

Range	Risk Grade	Risk Appetite
1-3	Very low risk	Averse
4-6	Low risk	Minimalist
8-10	Moderate risk	Cautious
12-16	High risk	Open
20-25	Very high risk	Eager

Likelihood Criteria

Score	Descriptor	Probability
5 - Almost Certain	More than likely – the event is anticipated to occur	>80%
4- Likely	Fairly likely – the event will probably occur	61%-80%
3 - Possible	Possible – the event is expected to occur at some time	31%-60%
2 - Unlikely	Unlikely – the event could occur at some time	10%-30%
1 - Very Rare	Remote – the event may only occur in exceptional circumstances	<10%

Impact Criteria

Score	Descriptor	Financial	Operational	Reputational (needs to link to communications process for incident management)
5 - Catastrophic	A **disaster** with the potential to lead to: •loss of a major UHI partner •loss of major funding stream	> £500,000 or lead to likely loss of key partner	•Likely loss of key partner, curriculum area or department •Litigation in progress •Severe student dissatisfaction •Serious quality issues/high failure rates/major delivery problems	• Incident or event that could result in potentially long term damage to UHI's reputation. Strategy needed to manage the incident. • Adverse national media coverage • Credibility in marketplace and with stakeholders significantly undermined.
4 - Major	A **critical** event which threatens to lead to: •major reduction in funding •major reduction in teaching/research capacity	£250,000 - £500,000 or lead to possible loss of partner	•Possible loss of partner and litigation threatened •Major deterioration in quality/pass rates/delivery •Student dissatisfaction	• Incident/event that could result in limited medium – short term damage to UHI's reputation at local/regional level. • Adverse local media coverage • Credibility in marketplace/with stakeholders is affected.
3 - Significant	A **Significant** event, such as financial/ operational difficulty in a department or academic partner which requires additional management effort to resolve.	£50,000 - £250,000	•General deterioration in quality/delivery but not persistent •Persistence of issue could lead to litigation •Students expressing concern	• An incident/event that could result in limited short term damage to UHI's reputation and limited to a local level. • Criticism in sector or local press • Credibility noted in sector only
2 - Minor	An **adverse** event that can be accommodated with some management effort.	£10,000 - £50,000	•Some quality/delivery issues occurring regularly •Raised by students but not considered major	• Low media profile • Problem commented upon but credibility unaffected
1 - Insignificant	An adverse event that can be accommodated through normal operating procedures.	<£10,000	•Quality/delivery issue considered one-off •Raised by students but action in hand	• No adverse publicity • Credibility unaffected and goes unnoticed

Note: Select criteria most appropriate. Use highest score if more than one criterion applies.

Paper No. 13

Name of Committee	Board of Management
Subject	Financial Forecast to 31 July 2026 at 31 January 2026.
Date of Committee meeting	31/03/2026
Author	Gail Dunn, Chief Financial Officer Fiona Cameron, Interim Director of Finance Yemi Orioge, Finance Manager
Date paper prepared	03/03/2026
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	This paper includes the year-to-date actual position at 31 January 2026 as well as the full-year financial forecast to 31 July 2026 which is projecting a deficit of £43k. Appendix 1 – Financial forecast to 31 July 2026 at 31 January 2026 Appendix 2 – Cashflow forecast to 31 July 2026 at 31 January 2026
Committee Consultation Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	Paper previously discussed at Finance & Resources Committee, 10/03/2026.
Action requested	☒ For information ☒ For discussion ☐ For endorsement ☐ For approval ☐ Recommended with guidance (please provide further information, below)
Risk implications Does this activity/proposal come with any associated risk to UHI Perth, or mitigate against existing risk? Authors must identify: (a) the relevant risk(s) from the ERM	Yes (a) Financial – If UHI Perth doesn't take identified actions and regularly monitor budget against forecast we will not know progress against achieving the Financial Recovery Plan to ensure that UHI Perth breaks even over a three-year period from 2025/26.

Risk Register linked to the paper; and (b) the Board-approved risk appetite level for each associated risk. If yes, please provide details	(b) Minimal risk appetite.
Strategic Impact Please highlight how the paper links to the Strategic Objectives of UHI Perth or the UHI Partnership: Strategic-Plan-2022-27.pdf If there is no direct link to Strategic Objectives, please provide a justification for inclusion of this paper to the nominated Committee.	Financial Sustainability
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	Yes Improved financial reporting will require significant resource from the Finance Team and budget holders.
Equality & Diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please provide details.	No
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please provide details.	No Click or tap here to enter text.

Island communities Does this activity/proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?	No If yes, please give details: Click or tap here to enter text.
Status (ie confidential or non-confidential)	Non-Confidential If a paper needs to remain confidential for a prescribed period of time before being made 'open', please advise how long must the paper be withheld: Click or tap here to enter text.

Freedom of Information

Please note that **ALL** papers will be included within 'open' business unless a justifiable reason can be provided.

Please select a justification from the list, below:

Its disclosure would substantially prejudice a programme of research	☐	Its disclosure would substantially prejudice the effective conduct of public affairs	☐
Its disclosure would substantially prejudice the commercial interests of any person or organisation	☐	Its disclosure would constitute a breach of confidence actionable in court	☐
Its disclosure would constitute a breach of the Data Protection Act	☐	Other [please give further details] Click or tap here to enter text.	☐

Further guidance on application of the exclusions from Freedom of Information legislation is available via:

http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp

and

http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf

Background

1. The Board approved a baseline budget for 2025/26 at the meeting on 30 June 2025 prior to a Financial Recovery Plan (FRP) being approved on 27 August 2025. Although approval of the FRP was effectively approval of a revised budget, the Board formally approved the 2025/26 budget on 18 December 2025. Forecasts are being measured against a deficit budget of £232k for 2025/26 (see appendix 1).

2. The Board has been clear that their expectation is for monthly financial forecasts to be produced for 2025/26. After an extremely busy period between August and November 2025 as a result of the annual accounts and audit, the Finance Team can now provide the Board with these forecasts.

Year-to-date position at 31 January 2026

3. When preparing the 2025/26 budget, budget holders were asked to phase non-grant in aid income and expenditure by month over the year, which would also help with cashflow. This exercise was based on estimates and should become more accurate in future years when we can establish trends of actual data.

4. The grant and tuition fee income have been phased on a cash received basis which is distorting the year-to-date figures. Going forward, the 2026/27 income and expenditure will be phased and reported on an accruals basis which will mean the year-to-date figure will be a more accurate reflection of the position.

5. In appendix 1 the year-to-date forecast at 31 January 2026 shows a surplus of £3,096k against a year-to-date deficit budget of £88k giving a variance of £3,184k. This is comprised of £2,240k increase in income and £944k decrease in expenditure as a result of phasing as discussed in paragraph 4 above.

Full year financial forecast at 31 January 2026

6. A full year financial forecast to 31 July 2026 was prepared for the year-to-date period ending 31 January 2026. Appendix 1 shows that there is a forecast deficit of £43k compared to the deficit budget of £232k. The variance of £189k is comprised of £1,094k increase in income and £905k increase in expenditure. The year end forecast has reduced from a surplus reported at the previous Committee meeting due to SFC now classifying the Resource Group grant as an advance rather than additional money as well as the increase in additional audit fees. These issues are currently being disputed with the relevant parties but have been removed from the income as a precautionary measure.

7. The most significant variances in relation to £1,094k increase in income are as follows:

    - An increase of £649k due to conversion of the estates grant from capital to revenue.
    - Support Staff pay award funding of £85k which was not budgeted for.
    - Higher than forecast HE students resulting in a favourable variance of £101k.

- HE Fees are £644km better than forecast due to a higher number of students as well as post-graduate fees which were not budgeted for in 2025/26. There is also £85k of tuition fees relating to 2024/25 which had not been released from the student system. Work is ongoing to ensure all fee income is released in the appropriate year.
- These increases are offset by the removal of the £489k grant relating to Resource Group costs pending our discussions with SFC.

8. The most significant variances in relation to £905k increase in expenditure are:

- Staff costs - £85k increase due to 4.25% pay award forecast when 3% was assumed in the budget, as well as an increase in costs due to phase 2 of the College's restructure. Further additional costs as a result of sickness and maternity cover brings the projected overspend to £235k.
- Supplies and services – overall there is an overspend of £415k forecast for the year, a £72k overspend is forecast for the interim Director of Finance as the initial contract period has been extended until we recruit a permanent Director of Finance. The remaining variance relates to the £333k contingency for areas of budget risk, as recommended by the Finance and Resources Committee on 8 December 2025.
- Legal and admin costs – there is an overspend of £106k relating mainly to the Centre for Mountain Studies research and Campus Co-ordinator costs which were not budgeted for. These costs will be offset by income received.

Income

	Baseline Budget 25/26	FRP Adjustments	Revised Budget 25/26	Forecast	Variance
Income	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Academic					
FE Teaching Grant	8,750		8,750	8,701	(48)
Student Support	2,410		2,410	2,410	0
SFC/RSB Grants	612	403	1,015	1,460	445
HE Teaching Grants	7,251	298	7,549	7,651	101
Tuition Fees	2,616	91	2,707	3,351	644
SDS Contracts	511		511	514	3
International Income	1,473		1,473	1,454	(19)
Other Income	443	92	535	720	185
Total Academic Income	**24,066**	**884**	**24,950**	**26,262**	**1,311**
Commercial					
Catering/Residences	1,281		1,281	1,191	(90)
Other Income	70	2	72	79	7
ASW	860	46	906	772	(134)
Total Commercial Income	**2,211**	**48**	**2,259**	**2,042**	**(218)**
TOTAL INCOME	**26,277**	**932**	**27,209**	**28,303**	**1,094**

9. Significant variances between budget and the forecast at 31 January 2026 for income are shown in the tables below. Income of £120k was received from the Tay Cities Fund in relation to claims for equipment and staff time spent on the Tay Cities Engineering Partnership Project.

10. In the FRP it was assumed that the Centre for Mountain Studies (CMS) would transfer to the Executive Office of UHI in February 2026. Discussions are continuing and the full year income and costs have been included for this report, this will be adjusted in future reports when there is more certainty.

11. At 3 March 2026 we have 22,281 FE credits in 2025/26 with no additional funding, against a target of 22,050. There are 1,591 HE FTEs, 63 FTE above the target of 1,528 and there are 85 FTE relating to the controlled numbers.

Forecast Income Variances:

SFC/RSB Grants	£'000
25/26 Revised budget	**1,015**
SFC grant for RDEL £649k + CDEL £19.5k	669
48% FE NI increase differential per FE statement	3
1.25% suppport staff pay award funding to be received from SG	85
CMS anticipated income from Feb to July 2026	67
Research funding income	19
Budget overstatement £49k mental health and £6k sanitary funding	(55)
Lower academic pay award funding (confirmed by EO) than budgeted	(41)
Unbudgeted Tay Cities Deal for ATC09 relating to 24/25	120
Unbudgeted 2025/26 Tay Cities income received	14
Removed Resource Group Funding from SFC on basis this is advance of grant - TBC	(489)
Anticipated grant funding for Campus Co-ordinator	54
Forecast at 31/1/26	**1,460**

HE Teaching Grants	£'000
25/26 Revised budget	**7,549**
Additional income from controlled numbers	46
13 FTE grant increase over FRP target	55
Forecast at 31/1/26	**7,651**

Tuition Fees	£'000
25/26 Revised budget	**2,707**
Postgraduate fees self financing	172
Postgraduate fees SAAS funded	91
Open learning income	20
Increased tuition fee - HE part-time	162
Tuition fee element of FRP target of £302K for (50 +13 FTEs)	115
SAS tuition income for 24/25	83
Forecast at 31/1/26	**3,351**

Other Academic Income	£'000
25/26 Revised budget	**535**
Unbudgeted CMS research projects income	127
AMET income to Brunei for 6 students X £3.5k not budgeted for ATC09 Short Course	21
Additional income due from welding and fabrication and other short courses.	12
Unbudgeted transition short course income for SSE in ATC09	10
Anticipated World host course income of £20k expected in March for ASC06	20
Increased commercial income in the period	8
Low demand for Building Environment and Automotive Engineering Short courses	(7)
Low demand for Business Short Courses (ASC07)	(7)
Forecast at 31/1/26	**720**

Catering/Residences income	£'000
25/26 Revised budget	**1,281**
Increased catering and hospitality income	10
Residency income reduction in alignment with anticipated income in the financial year	(100)
Forecast at 31/12/25	**1,191**

ASW	£'000
25/26 Revised budget	**906**
Reduced income - pay as you go for gym and climbing	(134)
Forecast at 31/1/26	**772**

Staff costs

12. The variations in staff costs are shown in the table below. An explanation of the reason for the variance is discussed in paragraph 8 above.

	Baseline	FRP	Revised	Forecast	Variance
Staff Costs	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Payroll Costs	18,335	(679)	17,656	17,819	(163)
Contracts & Timesheet	858	(309)	549	613	(64)
VS & Pension Strain	0	123	123	131	(8)
TOTAL STAFF COSTS	**19,193**	**(865)**	**18,328**	**18,563**	**(235)**

Non-staff costs

	Baseline Budget 25/26	FRP Adjustments	Revised Budget 25/26	Forecast	Variance
Non-Staff Costs	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Travel & Subsistence	140	(14)	126	178	(53)
Training & Other Staff Costs	102		102	137	(35)
Course Costs & Exam Fees	1,920		1,920	2,013	(93)
Supplies & Services	1,861	(5)	1,856	2,272	(415)
ICT	619	(134)	485	455	30
Property Costs	1,844	(238)	1,606	1,543	63
Legal & Admin	595	(72)	523	629	(106)
Bursary Costs	2,410		2,410	2,410	0
Finance Costs	84		84	146	(62)
TOTAL NON-STAFF COSTS	**9,576**	**(463)**	**9,113**	**9,784**	**(670)**

13. The adverse variances in Supplies and Services and Legal & Admin are discussed in paragraph 8. Other overspends relate to:

- Travel and Subsistence – travel and accommodation costs relating to Resource Group.
- Training & Other Staff Costs – recruitment costs and agency commission.
- Course Costs & Exam Fees – increase in material costs, invoice for delivery of BSc Sport and Fitness not budgeted for.
- Finance Costs - additional audit fees of £53k over and above the £25k accrual made in 2024/25 relating to financial years 2022/23, 2023/24 and 2024/25. This is currently being disputed with Deloitte and discussions are ongoing.

Capital budget

14. It has been estimated that £150k will be spent from CDEL on estates related capital during 2025/26.

15. The College is in the process of applying for SFC emergency capital funding to carry out repairs to the flooded lecture theatre and IT suite. The Committee will be kept informed of the progress with this.

FRP monitoring

16. The Recovery Plan Monitoring Committee is scheduled to meet monthly and reports on progress to the Board. The Committee monitors finance, timescales and risk. The tables below show the forecast against budgeted income growth and staff cost and non-staff cost savings per the proposals in the FRP.

	Budget 25/26	Forecast 31/01/26	Variance
INCOME GROWTH	**£'000**	**£'000**	**£'000**
Curriculum			
Increase HE numbers	302	380	78
Short courses	92	101	9
Estates			
Goodlyburn theatre	2	2	0
ASW - increased fees	30	0	(30)
ASW - new memberships	11	0	(11)
ASW - increased sports hall income	5	0	(5)
Other			0
Resource Group Funding	489	0	(489)
Total Income Growth	**931**	**483**	**(448)**

- The College has achieved an increase of 63 HE FTEs against the original target of 50 additional FTEs.
- After an analysis and correction of the coding against short courses in the Finance system, this category is now reporting an improved position of £9k over the original target.

- Total income for ASW is forecast to be less than budget. A detailed review of this department is currently underway.
- The additional SFC grant for Resource Group costs has been taken out as discussed in paragraph 6 of this report.

	Budget 25/26	Forecast 31/01/26	Variance
NON-STAFF COSTS	**£'000**	**£'000**	**£'000**
ICT - reduced spend	64	113	49
ICT - re-profile spend	70	70	0
Estates reduced spend	25	14	(12)
Estates - reprofile planned maintenance	200	200	0
HR - reduced spend	45	26	(19)
Legal budget - reduced spend	10	(20)	(30)
Consultancy - reduced spend	17	15	(2)
Energy usage - reduced spend	16	16	0
UHI microram - net receiver	87	87	0
Centre for Mountain Studies	96	96	0
Total Non-Staff Cost Savings	**630**	**617**	**(13)**

- Estates reduced spend – the £12k overspend is due to lower than forecast contract savings.
- Estates reprofiled planned maintenance - the RSB CFO confirmed that UHI Perth would still receive the same allocation of CDEL for estates maintenance even though we are aiming to spend £200k less.
- Legal budget reduced spend - savings of £10k not achievable due to the forecast overspend.
- Centre for Mountain Studies - in the FRP it was assumed that the Centre for Mountain Studies (CMS) would transfer to the Executive Office of UHI in February 2026. Discussions are continuing and the full year income and costs have been included for this report. This will be adjusted in future reports when there is more certainty.

	Budget 25/26	Forecast 31/01/26	Variance	Budget 25/26	Forecast 31/01/26	Variance
STAFF COSTS	**£'000**	**£'000**	**£'000**	**FTE**	**FTE**	**FTE**
Vacant posts - non management	172	176	4	4	4	0
Management restructure	343	415	72	5	5	0
Voluntary severance & strain costs - one-off	(123)	(131)	(8)			
Curriculum review	306	234	(72)			
Invigilators, readers and scribes	3	3	0			
Total Staff Cost Savings	**701**	**697**	**(4)**	**9**	**9**	**0**

- Overall, staff cost savings are slightly under what has been forecast.

Cashflow

17. At 31 January 2026 there was cash in the bank of £3,198k. The table in appendix 2 shows the most up-to-date cashflow position reported to the RSB on 15 February 2026 against the cashflow in the FRP. The main differences between budget and actual are noted in the appendix.

18. It should be noted that the SFC provided £1.5m advance of grant in 2024/25 that will be repaid when UHI Perth is in a position to do so. The SFC also allowed 2025/26 grant funding to be drawn down early within agreed limits. In December 2025 the SFC Board agreed to provide £500k advance funding in support of the overall FRP to cover the period to April 2026.

Balance Sheet

19. A summary of the balance sheet at 31st January 2026 is provided below.

UHI Perth Balance Sheet	**YTD 31/01/2026 £000**	**Forecast 31/07/2026 £000**	**Prior Year 31/07/2025 £000**
Fixed Assets	48,691	48,585	48,691
Current Assets	3,930	2,000	2,495
Current Liabilities (amounts due within one year)	2,186	2,652	3,605
Creditors due greater than one year	4,262	4,006	4,258
Provisions	5,168	6,458	5,414
Total Net Assets	**41,005**	**37,469**	**37,909**
Reserves	**41,005**	**37,469**	**37,909**

- Current Assets at 31 January 2026 are higher as a result of cash received in January from SAAS for HE fees. This will reduce as the year progresses.
- Provisions at 31 January 2026 includes the SFC advance funding of £1.5m as per the external auditor's direction. SFC has confirmed that this can be repaid when the College is in a stronger financial position, so in reality this advance will not be repaid within the year.
- Provisions for the full year forecast also includes the potential repayment of the Resource Group grant as discussed previously in this report.

20. The aged debtors report at 31 January 2026 totals £890k. Of this balance, £427k is 3 months old or less, with the remaining £463k dating back to prior periods. The largest balances are shown below:
    - Perth & Kinross Council - £149,722 – the Board has given approval for this debt to be written off, we are awaiting SFC approval.
    - Henan University of Urban Construction - £204,000 – this debt was due in February 2026 and is currently being chased.

- There are various invoices relating to students paying their fees using payment plans which the Finance Team continues to monitor.

Key Risks

21. The key risks to the budget that could make a significant impact are:
    - ASW income – local competitors offering discounts may impact on the membership and customer numbers in ASW, which then affects income.
    - Contract and timesheet costs - the level of cover required depends on the level of staff absence, which is out with our control. We can look at more innovative ways of delivery.
    - Estates and maintenance – ICT is on break-fix and we have reduced spend on our estate. However, there is a risk that emergency spend will be required on these areas to replace essential equipment and infrastructure.
    - Legal and admin – with the HR Director leaving on voluntary severance it may be necessary to take more legal advice for complex HR-related matters.
    - The current discussions with SFC regarding the status of the grant relating to Resource Group costs will have an adverse effect on the success of the FRP.

Appendix 1 – Financial forecast to 31 July 2026 at 31 January 2026

	Baseline Budget 25/26	FRP Adjustments	Revised Budget 25/26	Forecast	Variance	YTD Budget	YTD Actual	Variance
Income	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Academic								
FE Teaching Grant	8,750		8,750	8,701	(48)	4,375	4,908	534
Student Support	2,410		2,410	2,410	0	1,205	1,321	116
SFC/RSB Grants	612	403	1,015	1,460	445	643	1,047	404
HE Teaching Grants	7,251	298	7,549	7,651	101	3,771	3,397	(374)
Tuition Fees	2,616	91	2,707	3,351	644	1,962	3,110	1,148
SDS Contracts	511		511	514	3	256	193	(62)
International Income	1,473		1,473	1,454	(19)	737	1,129	393
Other Income	443	92	535	720	185	288	265	(23)
Total Academic Income	**24,066**	**884**	**24,950**	**26,262**	**1,311**	**13,237**	**15,371**	**2,135**
Commercial								
Catering/Residences	1,281		1,281	1,191	(90)	613	815	202
Other Income	70	2	72	79	7	40	22	(17)
ASW	860	46	906	772	(134)	491	412	(79)
Total Commercial Income	**2,211**	**48**	**2,259**	**2,042**	**(218)**	**1,143**	**1,249**	**105**
TOTAL INCOME	**26,277**	**932**	**27,209**	**28,303**	**1,094**	**14,380**	**16,620**	**2,240**
Staff Costs								
Staff Costs	18,335	(679)	17,656	17,819	(163)	8,921	8,811	110
Contracts & Timesheet	858	(309)	549	613	(64)	274	256	18
VS & Pension Strain	0	123	123	131	(8)	123	54	68
TOTAL STAFF COSTS	**19,193**	**(865)**	**18,328**	**18,563**	**(235)**	**9,317**	**9,121**	**197**
Non-Staff Costs								
Travel & Subsistence	140	(14)	126	178	(53)	63	57	6
Training & Other staff costs	102		102	137	(35)	61	72	(11)
Course costs & exam fees	1,920		1,920	2,013	(93)	1,125	991	134
Supplies & Services	1,861	(5)	1,856	2,272	(415)	1,023	898	126
ICT	619	(134)	485	455	30	455	288	167
Property costs	1,844	(238)	1,606	1,543	63	882	623	259
Legal & Admin	595	(72)	523	629	(106)	289	205	84
Bursary costs	2,410		2,410	2,410	0	1,189	1,317	(129)
Finance costs	84		84	146	(62)	64	(47)	111
TOTAL NON-STAFF COSTS	**9,576**	**(463)**	**9,113**	**9,784**	**(670)**	**5,151**	**4,404**	**748**
TOTAL COST	**28,769**	**(1,328)**	**27,441**	**28,347**	**(905)**	**14,468**	**13,524**	**944**
OPERATING NET (DEFICIT)/SURPLUS	**(2,492)**	**2,260**	**(232)**	**(43)**	**(188)**	**(88)**	**3,096**	**(3,184)**

Appendix 2 – Cashflow forecast to 31 July 2026 at 15 February 2026

Per Financial Recovery Plan

2025/26	Aug-25 £000	Sep-25 £000	Oct-25 £000	Nov-25 £000	Dec-25 £000	Jan-26 £000	Feb-26 £000	Mar-26 £000	Apr-26 £000	May-26 £000	Jun-26 £000	Jul-26 £000
Income	2,007	2,609	3,435	1,985	2,094	1,841	2,361	2,263	2,442	1,980	1,938	2,515
Staff	-1,483	-1,600	-1,538	-1,560	-1,733	-1,540	-1,530	-1,588	-1,526	-1,526	-1,587	-1,526
Non-Staff	-274	-723	-1,889	-650	-1,102	-936	-624	-1,123	-641	-564	-620	-386
Total cashflow	**251**	**286**	**8**	**-225**	**-741**	**-635**	**207**	**-448**	**274**	**-111**	**-269**	**603**
Opening balance	1,712	1,963	2,249	2,257	2,032	1,291	656	863	415	689	578	309
Movement	251	286	8	-225	-741	-635	207	-448	274	-111	-269	603
Closing Balance	**1,963**	**2,249**	**2,257**	**2,032**	**1,291**	**656**	**863**	**415**	**689**	**578**	**309**	**912**

Per cashflow return submitted to the SFC on 15 February 2026

	Actuals						Forecasts					
2025/26	Aug-25 £000	Sep-25 £000	Oct-25 £000	Nov-25 £000	Dec-25 £000	Jan-26 £000	Feb-26 £000	Mar-26 £000	Apr-26 £000	May-26 £000	Jun-26 £000	Jul-26 £000
Income	1,990	2,376	3,222	2,069	1,853	3,989	1,626	1,369	2,487	2,080	2,037	2,413
Staff	(1,501)	(1,525)	(1,589)	(1,559)	(1,559)	(1,573)	(1,758)	(1,589)	(1,526)	(1,526)	(1,587)	(1,526)
Non-staff	(422)	(637)	(986)	(598)	(1,468)	(596)	(1,198)	(943)	(686)	(572)	(627)	(636)
Total cashflow	**67**	**214**	**647**	**(88)**	**(1,174)**	**1,820**	**(1,330)**	**(1,163)**	**275**	**(18)**	**(177)**	**251**
Opening balance	1,712	1,779	1,993	2,640	2,552	1,378	3,198	1,868	705	980	962	785
Movement	67	214	647	(88)	(1,174)	1,820	(1,330)	(1,163)	275	(18)	(177)	251
Closing Balance	**1,779**	**1,993**	**2,640**	**2,552**	**1,378**	**3,198**	**1,868**	**705**	**980**	**962**	**785**	**1,036**

In the first six months of the financial year the main differences between forecast and actual are:

- Income is now ahead due to phasing of tuition fees, SAAS funding was received in January but phased over the year.
- Originally assumed pay awards would be made from September – est £57k each month. Pay award will apply from January with back pay in February.
- Originally expected clawback of £990k to be paid in October, £705k repaid in February.
- £245k expected from SFC in September, plus additional £60k in November for the Resource Group. SFC agreed in December to provide £500k advance funding in support of the overall FRP to cover the period to April 2026. This was received in February.
- Payment to Resource Group made in December but funding from SFC to offset this as noted above not received until February.
- £123k pension strain not in the original cashflow.
- BSc Sports Degree payment for course fees included in January but now expected to be March c£300k.

Monthly Management Accounts Pack
Year End Forecast for 31 July 2026
as at month end 31 January 2026

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Summary of Full Year Forecast Position as at 31 January 2026

	Baseline Budget 25/26	FRP Adjustments	Revised Budget 25/26	Forecast	Variance
	£'000	£'000	£'000	£'000	£'000
Income					
Academic	24,066	884	24,950	26,262	1,311
Commercial	2,211	48	2,259	2,042	(218)
Total Income	**26,277**	**932**	**27,209**	**28,303**	**1,094**
Staff Costs	19,193	(865)	18,328	18,563	(235)
Non Staff Costs	9,576	(463)	9,113	9,783	(670)
Total Costs	**28,769**	**(1,328)**	**27,441**	**28,346**	**(905)**
Operating Net Surplus/(Deficit)	**(2,492)**	**2,260**	**(232)**	**(43)**	**189**

Full Year Forecast:

Income is forecasting to be ahead of revised budget, mainly due to:

- - confirmation from SFC that £649k of CDEL has been allocated as RDEL
- - additional HE income from predicted increase in FTE over FRP
- - unbudgeted income for Post graduate income
- - new research grant funding in the year
- - additional funding to support increased pay award
- - forecasting income to cover Campus Transformation costs

Staff costs are over budget due to:

- - final pay award was more 1.25% more than original budget - funding received to offset this as noted above
- - unforeseen long term sick and maternity cover

Non-staff costs forecasting to be over budget. This is made up of lots of smaller items, with some of the main reasons being:

- - additional travel costs in relation to Resource Group
- - additional agency costs for Director of Finance, only budgeted up to October
- - contingency agreed with the board following September results.
- - Campus Transformation costs, expected to be covered by income
- - additional consultancy costs relating to additional research income
- - additional provision for back dated audit fees from Deloitte's

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Year to Date and Full Year Forecast Income as at 31 January 2026

	Baseline Budget 25/26	FRP Adjustments	Revised Budget 25/26	Full Year Forecast	FY Forecast V Revised Budget
Income	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Academic					
FE Teaching Grant	8,750		8,750	8,701	(48)
Student Support	2,410		2,410	2,410	()
SFC/RSB Grants	612	403	1,015	1,460	445
HE Teaching Grants	7,251	298	7,549	7,651	101
Tuition Fees	2,616	91	2,707	3,351	644
SDS Contracts	511		511	514	3
International Income	1,473		1,473	1,454	(19)
Other Income	443	92	535	720	185
Total Academic Income	**24,066**	**884**	**24,950**	**26,262**	**1,311**
Commercial					
Catering/Residences	1,281		1,281	1,191	(90)
Other Income	70	2	72	79	7
ASW	860	46	906	772	(134)
Total Commercial Income	**2,211**	**48**	**2,259**	**2,042**	**(218)**
Total Income	**26,277**	**932**	**27,209**	**28,303**	**1,094**

Full Year Forecast

Academic income main variances can be attributed to the following:

- FE teaching grant was over budgeted by £48k and is now in line with SFC statement.
- SFC/RSB grants over budget by £445k:
    - Estates grant converted from capital to revenue - £649k.
    - Support staff pay award funding confirmed after budget was approved - £85k.
    - Tay Cities Deal funding, £120k should have been released in 2024/25, additional £14k received in 2025/26 - £134k.
    - Expected grant funding to offset Campus Co-ordinator costs - £54k.
    - Removal of additional grant for Resource Group costs while status of grant is being discussed with SFC - £(489)k.
- HE teaching grant is higher than budget due to the additional 63 FTE.
- Tuition fees are better than budget by £644k:
    - Unbudgeted post graduate fees - £263k.
    - Open learning income - £20k.
    - Increased HE part-time tuition fee - £162k.
    - 2024/25 SAAS tuition fee income released into 2025/26 - £83k.
- Other income is over budget by £185k:
    - Unexpected research grants received for the Centre for Mountain Studies - £127k.
    - Overall increase in short courses income - £58k.

Commercial income main variances can be attributed to the following:

- Catering/Residences income is £90k under budget due to lower than expected residences income (£100k) offset by higher than expected hospitality income (£10k).
- Academy of Sport and Wellbeing income is £134k short of budget due to reduced income for pay as you go gym and climbing income. A review of this area is currently being carried out.

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Year to Date and Full Year Forecast Staff Costs as at 31 January 2026

	Baseline Budget 25/26	FRP Adjustments	Revised Budget 25/26	Full Year Forecast	FY Forecast V Revised Budget
Staff Costs	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Staff Costs	18,335	(679)	17,656	17,819	(163)
Contracts & Timesheet	858	(309)	549	613	(64)
VS & Pension Strain	0	123	123	131	(8)
Total Staff Costs	**19,193**	**(865)**	**18,328**	**18,563**	**(235)**

<u>Full Year Forecast</u>

Main variances can be attributed to the following:

- Staff Costs
  - £85k additional costs due to support staff pay award. Additional funds being sought from SFC for this.
  - £78k from various staff changes and maternity cover

- Contracts & Timesheet:
  - Unbudgeted holiday pay - £48k.
  - Unbudgeted TNE marking & oversees allowance- £46k
  - Offset by overall savings across curriculum areas - £30K.

- VS & Pension Strain
  - Overspend is as a result of Year 2 FRP costs being pulled forward into Year 1.

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Year to Date and Full Year Forecast Non-Staff Costs as at 31 January 2026

	Baseline Budget 25/26	FRP Adjustments	Revised Budget 25/26	Full Year Forecast	FY Forecast V Revised Budget
Non-Staff Costs	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Travel & Subsistence	140	(14)	126	178	(53)
Training & Other staff costs	102		102	137	(35)
Course costs & exam fees	1,920		1,920	2,013	(93)
Supplies & Services	1,861	(5)	1,856	2,271	(415)
ICT	619	(134)	485	455	30
Property costs	1,844	(238)	1,606	1,543	63
Legal & Admin	595	(72)	523	629	(106)
Bursary costs	2,410		2,410	2,410	0
Finance costs	84		84	146	(62)
Total Non-Staff costs	**9,576**	**(463)**	**9,113**	**9,783**	**(670)**

<u>Full Year Forecast</u>

Main variances can be attributed to the following:

- Supplies and Services:
  - Interim Director of Finance, initial period extended whilst recruitment process takes place £72K.
  - Contingency for areas of budget risk as recommended by the Finance and Resources Committee on 8 December 2025 - £333k

- Legal and Admin - £106k
  - Increased consultancy expenditure for Centre for Mountain Studies as a result of increased Grant Funding
  - Campus Transformation Officer costs, which should also be offset by income

- Other items:
  - Travel and Subsistence - Travel and accommodation costs relating to Resource Group .
  - Training & Other staff costs - recruitment costs and agency commission
  - Course cost & exam fees - increase in material costs and under budgeted for BSC Sports and Fitness, more students than original budget.
  - Finance Costs - additional audit fees of £53K over and above the £25k accrual made in 2024/25 relating to financial years 2022/23, 2023/25 and 2024/25. This is currently being disputed with Deloitte and discussions are ongoing.

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Year to Date and Full Year Forecast Summary Balance Sheet as at 31 January 2026

UHI Perth Balance Sheet	YTD 31 Jan 2026 £000	Forecast 31 Jul 2026 £000	Prior Year 31 Jul 2025 £000
Fixed Assets	48,691	48,585	48,691
Current Assets	3,930	2,000	2,495
Current Liabilities (amounts due within one year)	2,186	2,652	3,605
Creditors due greater than one year	4,262	4,006	4,258
Provisions	5,168	6,458	5,414
Total Net Assets	**41,005**	**37,469**	**37,909**
Reserves	**41,005**	**37,469**	**37,909**

Commentary

Fixed Assets
- Assumes no significant change to revaluation at 31 July 26,

Current Assets
- Cash balance agrees to projected cashflow and significant debtors balances are highlighted in separate table.

Current Liabilities
- Made up of unpaid purchases, Paye, pension payments due, accrued expenditure and deferred income.

Creditors Due greater than one year
- This is Capital Grant income that is released over the useful life of the fixed asset the grant relates to.

Provisions
- Made up of:
  - Job evaluation (2018) provision - £3.76m
  - Advance of Grant Funding from SFC - £2m (this assumes at this point that the additional £0.5m funding relating to resource Group is an advance of Grant. Discussions are ongoing with SFC)
  - Pension Liability - £0.7m, this is base on actuarial valuation at 31.07.25.

Debtors	**31 Jan 2026**			
Total Debtor balance at		£0.890m		
Value of debt with Debt Agency		£0.050m		
Bad Debt Provision		£0.213m		
Key Debtor Balances >£10K:				
Invoice Date	Customer	Description of sale	Value	Status
15 Mar 2023	Perth and Kinross Council	Delivery of Course	149,722.50	Bad Debt
04 Nov 2025	Henan University of Urban Construction	International Income	204,000.00	Outstanding
03 Feb 2026	ReMIT (Scotland) Ltd	Tuition Fees	11,482.28	Outstanding
11 Feb 2026	CITB Construction Skills	Course Fees 2-4th Years 2nd/3rd instalment	15,707.00	Outstanding

Commentary

- Perth and Kinross Council is included within the bad debt provision and has been approved for write-off by the Board and is awaiting SFC approval.
- Henan University of Urban Construction was due to be paid in February and is currently being chased.
- ReMit (Scotland) Ltd and CITB are both due to be paid in March and will be chased.

Cashflow statement as at 31 January 2026

Per FRP Cashflow

2025/26	Aug-25 £000	Sep-25 £000	Oct-25 £000	Nov-25 £000	Dec-25 £000	Jan-26 £000	Feb-26 £000	Mar-26 £000	Apr-26 £000	May-26 £000	Jun-26 £000	Jul-26 £000
Income	2,007	2,609	3,435	1,985	2,094	1,841	2,361	2,263	2,442	1,980	1,938	2,515
Staff	-1,483	-1,600	-1,538	-1,560	-1,733	-1,540	-1,530	-1,588	-1,526	-1,526	-1,587	-1,526
Non-Staff	-274	-723	-1,889	-650	-1,102	-936	-624	-1,123	-641	-564	-620	-386
Total cashflow	**251**	**286**	**8**	**-225**	**-741**	**-635**	**207**	**-448**	**274**	**-111**	**-269**	**603**
Opening balance	1,712	1,963	2,249	2,257	2,032	1,291	656	863	415	689	578	309
Movement	251	286	8	-225	-741	-635	207	-448	274	-111	-269	603
Closing Balance	**1,963**	**2,249**	**2,257**	**2,032**	**1,291**	**656**	**863**	**415**	**689**	**578**	**309**	**912**

Per return to SFC on 15/02/26

	Actuals						Forecasts					
2025/26	Aug-25 £000	Sep-25 £000	Oct-25 £000	Nov-25 £000	Dec-25 £000	Jan-26 £000	Feb-26 £000	Mar-26 £000	Apr-26 £000	May-26 £000	Jun-26 £000	Jul-26 £000
Income	1,990	2,376	3,222	2,069	1,853	3,989	1,626	1,369	2,487	2,080	2,037	2,413
Staff	(1,501)	(1,525)	(1,589)	(1,559)	(1,559)	(1,573)	(1,758)	(1,589)	(1,526)	(1,526)	(1,587)	(1,526)
Non-staff	(422)	(637)	(986)	(598)	(1,468)	(596)	(1,198)	(943)	(686)	(572)	(627)	(636)
Total cashflow	**67**	**214**	**647**	**(88)**	**(1,174)**	**1,820**	**(1,330)**	**(1,163)**	**275**	**(18)**	**(177)**	**251**
Opening balance	1,712	1,779	1,993	2,640	2,552	1,378	3,198	1,868	705	980	962	785
Movement	67	214	647	(88)	(1,174)	1,820	(1,330)	(1,163)	275	(18)	(177)	251
Closing Balance	**1,779**	**1,993**	**2,640**	**2,552**	**1,378**	**3,198**	**1,868**	**705**	**980**	**962**	**785**	**1,036**

Key Variances in six months to January 2026:

- Income is now ahead due to phasing of tuition income, SAAS funding was received in January but phased over the year.
- Originally assumed pay awards would be made from September - est £57K per month, now assuming pay award will apply from January with back pay in February.
- Originally expected clawback of £990k to be paid in October - £705k reclaimed in Feb
- £245k expected from SFC in September, plus additional £60k in November for Resource Group, SFC agreed in December to provide £500k advance of funding in support of the overall FRP to cover the period to April 2026. This was received in February.
- Payment to Resource Group made in December but funding from SFC to offset this as noted above not received until February.
- £123k pension strain payments were not included within original cashflow.
- BSC Sports Degree payment for course fees included in Jan but now expected to be March c£300k.

UHI | PERTH

FRP Monitoring as at 31 January 2026

	Budget 25/26	Forecast 31/01/26	Variance
INCOME GROWTH	**£'000**	**£'000**	**£'000**
Curriculum			
Increase HE numbers	302	380	78
Short courses	92	101	9
Estates			
Goodlyburn theatre	2	2	0
ASW - increased fees	30	0	(30)
ASW - new memberships	11	0	(11)
ASW - increased sports hall income	5	0	(5)
Other			
Resource Group Funding	489	0	(489)
Total Income Growth	**931**	**483**	**(448)**

Income growth main variances are attributed to:

- Currently forecasting that HE numbers will be an additional 63 - FRP target was 50.
- Short courses income overall expected to exceed revised budget.
- Original planned price increase was implemented, but drop in membership & pay as you go income, overall ASW income is forecasting to be behind FRP adj budget by £134K.
- Ongoing discussions with SFC who believe this funding to be advance grant funding and therefore not a source of income.

	Budget 25/26	Forecast 31/01/26	Variance
NON-STAFF COSTS	**£'000**	**£'000**	**£'000**
ICT - reduced spend	64	113	49
ICT - re-profile spend	70	70	0
Estates reduced spend	25	14	(12)
Estates - reprofile planned maintenance	200	200	0
HR - reduced spend	45	26	(19)
Legal budget - reduced spend	10	30	20
Consultancy - reduced spend	17	15	(2)
Energy usage - reduced spend	16	16	0
UHI microram - net receiver	87	87	0
Centre for Mountain Studies	96	96	0
Total Non-Staff Cost Savings	**630**	**667**	**37**

Non-staff costs main variances are attributed to:

- Currently licence costs are forecasting to be less than ICT revised budget by an additional £49K.
- Due to timing of Estates contract end dates, only partial savings made in year 1.
- HR savings not achieved in full due to additional unplanned CPD costs and PVG costs exceeding planned expectations.
- Legal fees are expected to exceed original FRP savings.
- Consultancy costs are expected to almost achieve FRP savings. The caveat to this is that consultancy costs have been excluded here for Campus Transformation project, as grant funding is expected to be received to offset these costs.
- Final UHI microram report is due at the end of March. Early indications are that this may be a net payer position so not all of this saving may be achieved.
- More work is required on CMS as significant additional funding has been received in the current year, and is looking to break even for the whole year so we had originally anticipated to save around 50% of the deficit position but could over the year save 100% - total original budget deficit was £186k.

	Budget 25/26	Forecast 31/01/26	Variance
STAFF COSTS	**£'000**	**£'000**	**£'000**
Vacant posts - non management	172	176	4
Management restructure	343	415	72
Voluntary severance & strain costs - one-off	(123)	(131)	(8)
Curriculum review	306	234	(72)
Invigilators, readers and scribes	3	3	0
Total Staff Cost Savings	**701**	**697**	**(4)**

Staff costs main variances are attributed to:

- Additional management restructure savings achieved as staff left earlier than forecast in FRP.
- VS costs include costs originally planned in Year 2 of the FRP, due to staff member leaving earlier than planned in FRP.
- Due to increased long term sick leave, it is not likely that the curriculum review full saving will be achieved in Year 1.

	Budget 25/26	Forecast 31/01/26	Variance
STAFF COSTS	**FTE**	**FTE**	**FTE**
Vacant posts - non management	4	4	0
Management restructure	5	5	0
Total Staff Cost Savings	**9**	**9**	**0**

Board of Management – Standing Committee Summary

Paper No: 14a

Name of Committee: **Recovery Plan Monitoring Committee**	**Date of Committee:** **16 February 2026**
Key Issues discussed: <u>Expectations Statement</u> It was agreed that, on reflection, the timing of issuing an Expectations Statement to various key stakeholders was not required given the refresh in focus. <u>Key Financial Issues</u> Committee discussed correspondence around treatment of £500k relating to funding of Resource Group, proposed changes to which would have serious potential repercussions for the college. Committee were advised that, while it would be prudent to assuming these funds would not be received as additional income, it was important to continue discussions and provide evidence in support of the college's position. Committee were further advised that the monies had been received therefore cashflow position remained accurate allowing time for the matter to be resolved as an accounting issue. Committee were informed that £650k release for capital funds was not included in the FRP, so this effectively balances out the £500k re Resource Group. <u>Campus Transformation Project</u> Committee were advised that a consultant had been appointed on a zero-cost basis to review the use of the campus for students, staff and the community, and with a view to generating grant income via initiatives such as Tier 2 TCD project applications (via PKC)	**Actions agreed:** CFO to continue discussions with UHI and SFC on this matter. Management to review impact with Workstream leaders to determine whether targets for Years 2 and 3 in FRP now remain credible.

Recovery Plan Dashboard Committee discussed the following areas within the Dashboard requiring attention: 1. Short Courses 2. ASW 3. Curriculum 4. International 5. Campus Transformation	1. Depute Principal to monitor possibility of £60k being generated via TCD 2. Depute Principal to with Finance to provide better analysis of financial indicators within ASW, and to ensure Action Plan being developed includes raising community profile 3. Vice Chair to continue meeting with Director of Curriculum re squeezing more income from Curriculum 4. Depute Principal to continue to address issues with UHI re barriers around International opportunities
Committee Chaired by: **Deirdre Joy**	**Date of next meeting:** **16 March 2026**

Board of Management – Standing Committee Summary

Paper No: 14b

Name of Committee: **Recovery Plan Monitoring Committee**	**Date of Committee:** **16 March 2026**
Key Issues discussed: The Committee received a verbal update on key Recovery Plan issues, highlighting that HE/FE funding is performing better than forecast. <u>Recovery Plan Dashboard</u> • International activity remains focused on pipeline development for 2026/27 • Short courses are in an improved position due to increased income allocation • ASW remains the key risk area – staff structures are being reviewed to reduce reliance on bank staff, improve operational stability, and enhance bookings and income generation, with actions expected to provide a short- to medium-term improvement • Staff costs are slightly ahead of FRP targets but are expected to balance over the life of the Plan • Phase 2 includes targeted recruitment to support business needs • Non-staff costs have improved by £90k through licence savings, with recurrent benefits expected in Years 2 and 3 • Work continues in relation to the Nursery & Car Park • The Centre for Mountain Studies has not yet transferred to UHI but continues to attract new contracts and remains financially balanced within the FRP • There are considerable legal and administrative costs within the current year • MicroRAM remains a net payer this year, although at a reduced level compared to previous years • Electricity usage is showing positive performance against savings targets	**Actions agreed:**

• A potential increase in utility costs, linked to conflict in the Middle East, is anticipated but has not yet materialised – APUC projections have been requested • Work has commenced on aligning the 2026/27 budget with the FRP; a 3% funding increase equates to approximately £500k	
<u>Financial Forecast</u> The Committee received the Half-Year Financial Forecast, recently submitted to F&R, noting a £43k deficit after inclusion of a £333k contingency provision. There is also an expectation that funds will be received from UHI in relation to the 2023/24 clawback; a decision is required on the optimal allocation of these funds. An appeal letter has been submitted to the SFC regarding the withdrawal of additional funding for the Resource Group.	
<u>Tay Cities Deal</u> The Committee received a verbal update on a funding bid to Tay Cities Deal, supported by the Campus Transition Officer, focusing on a 20–25 year vision for the campus around connectivity, education, community and sustainability. The final submission will be issued to the Board in due course but remains highly confidential due to sensitivities relating to external partners referenced within the bid. The Committee also received confirmation of approximately £500k from the SFC in relation to flood damage affecting the Brahan Lecture Theatre and ICT facilities.	
<u>Terms of Reference</u> Committee endorsed minor amendments to Terms of Reference due to recent changes in the management structure	
Committee Chaired by: **Deirdre Joy**	**Date of next meeting:** **20 April 2026**

Board of Management – Standing Committee Summary

Paper No: 14c

Name of Committee: **Chairs Committee**	**Date of Committee:** **03 March 2026**
Key Issues discussed: Nominations Committee Committee received an update from Nominations Committee for the recruitment of the Principal given that no candidates were being taken forward to a final interview. Committee were informed that Interim Principal had agreed to an extended period in role pending appointment of a permanent replacement.	**Actions agreed:** Interim Chair to liaise with Interim Principal re message to be issued to staff and students updating them on the position.
UHI Transformation Interim Chair advised that the UHI Transformation Summit had been postponed from 4th to 11th March, and it is expected that discussion will focus on a compromise position give feedback received from Academic Partners. Interim Principal advised that UHI was seeking staff volunteers to be formally engaged with the Project (3-4 hour per month). Concern was raised that focus on the Transformation Project has resulted in UHI losing ground on competitors such as OU, particularly around initiatives like Digital Science Labs.	
Committee Action Log Committee received a paper summarising current Actions across all Committees arising from Board Cycle 2. Some long-term actions remain incomplete or unresolved.	Committee requested that Audit Committee pick up the Internation Trip Report record action as a compliance issue.
Trade Union Recognition Committee discussed ongoing matters re GMB seeking formal recognition and lack of Unison nomination re Trade Union Board Member.	Clerk to again seek clarification on Unison's progress re nomination of Trade Union Board Member.

<u>Board Member Training</u> Committee received an update re Board Member completion of Mandatory Training, noting an improved picture on completion rates. However, there were some gaps that needed following up	Clerk to liaise with those Board Members yet to complete Mandatory Training with a view to progressing this issue.
<u>Student Board Members</u> Committee received a report on the likely implications on changes to HISA roles to the nomination of Student Board Members, and noted that discussions were ongoing with HISA re potential processes to address the matter.	Clerk to liaise with HISA with a view to providing a paper to Board Cycle 4.
<u>Board Member Allocations</u> Committee noted impact of departure of Chair of Audit, and discussed imbalances in participation levels of Board Members. Committee were advised that a recruitment panel for a potential new Independent Board Member will require to be convened shortly following receipt of a promising application.	Vice Chair to chair Audit Committee in interim until a full reset of committee allocations can take place before the end to the Academic Year.
Committee Chaired by: **Alistair Wylie**	**Date of next meeting:** **27 April 2026**

Board of Management – Standing Committee Summary

Paper No: 14d

Name of Committee: **Learner Experience Committee**	**Date of Committee:** **04 March 2026**
Key Issues discussed:	**Actions agreed:**
<u>Student ID Cards</u> Committee were informed that progress was ongoing re improving visibility re availability of ID cards, however focus was on preparation for AY 2026/27. HISA Perth were engaged with the process via the SVRs.	
UHI Transformation Committee were informed that a Summit re UHI Transformation was being held on 11 March, and staff had been emailed seeking volunteers to get involved in the project.	
Committee noted that Trade Unions had been by-passed for this process.	UHI Transformation to be queried re TU involvement at Summit meeting.
<u>Self-Evaluation & Action Plans (SEAP)</u> Committee received an update paper around the SEAP, which noted positive results around FT FE success rates, HE completion rates and NSS results.	
Committee were informed that areas of development included addressing those subject areas with completion rates below 60%, Modern Apprenticeships, and inconsistencies around turnaround times and feedback. Digital infrastructure was also identified as an area requiring attention.	Depute Principal & Director LSER to ensure Action Plans are deliverable and achievable, and identify where more resource is required Chair requested greater clarity around some of language used in Action Plans.
<u>HISA Perth Update</u> Committee received an update on recent HISA activity and events. Committee were informed that the new HISA CEO was due to start on 16 March, student elections were live with new positions/structures in play, and nominations for the OBI Awards had now closed.	
Concerns were raised about the potential impact on delivery given reduction in elected	

officers, and Committee discussed options re use of volunteer roles to support the local Student Officer moving forward. Committee also discussed impact of funding on HISA, noting that there was a likelihood of a reduced service being delivered via the Top-Slice. Discussions triggered a broader conversation around perceived levels of staff and student engagement on campus. <u>Induction & Early Student Experience Survey</u> Committee received a paper ESES where it was noted that the use of a closed-link format had produced better data. Response rates were up 2% to 70%. And an overall satisfaction rate of 96% was reported, however there was a need to dig into granular information around underlying issues affecting certain group of students, eg under-16s, hearing impaired. Committee requested that efforts be made to publicise the good news stories contained within the report. Principal advised that a new senior role included a remit within this area <u>Student Recruitment</u> Committee were advised on current numbers for AY 2025/26, and funded target information for AY 2026/27. Both FE and HE targets have been met for 2025/26, and initial forecasting assumptions for budget purposes for 2026/27 show higher than current targets, although formal funding announcements re student targets are yet to be announced by SFC. <u>Terms of Reference</u> Committee endorsed minor amendments to Terms of Reference due to recent changes in the management structure	HISA Perth to work with SVRs to engage locally around events and potential provision of options around second Student Board Member position Director of LSER to investigate underlying issues for development Director of LSER to liaise with Marketing to discuss ways to more widely report key successes
Committee Chaired by: **Chris Lusk**	**Date of next meeting:** **06 May 2026**

Board of Management – Standing Committee Summary

Paper No: 14e

Name of Committee: **Finance & Resources**	**Date of Committee:** **10 March 2026**
Key Issues discussed:	**Actions agreed:**
<u>External Audit</u> Committee noted that discussion with External Auditor re final fees position was still ongoing	
<u>Procurement</u> Committee discussed and approved a procurement quotation for replacement kitchen equipment, noting that costs of remaining equipment disposal may be incurred, and the insurance claim is still being processed with AVIVA.	
<u>Financial Forecast</u> Committee received and scrutinised half-year management accounts and estimated outturn to July 2026. Committee were advised that, in addition to the information presented, the conflict in the Middle East is likely to pose a risk in terms of increasing cost base.	
Committee were advised that monthly forecasting will commence shortly and will be issued to Board once format agreed	Director of Finance to issue to F&R in order to agree format, then issue to Board.
Committee discussed ongoing conversations with SFC re additional income to support course delivery following the administration of AST, however the SFC's position has been adopted for forecasting purposes.	
Committee noted the ongoing review in ASW, however changes will take time to implement therefore ASW will not make target income levels this FY.	
<u>Mid-Year Review:</u> Committee scrutinised Mid-Year Review, which presented same information as above in a different format, and is required to be presented to SFC	Committee **approved** MYR.

<u>Standard Reporting Items:</u> Committee received and discussed updates on Estates, HR and Digital Transformation, and noted minutes from EDIT, JNC Committees and Perth Staff Group. Committee discussed in detail the ongoing issues caused by the flood in the Brahan Lecture Theatre, noting the resultant effects on delivery of curriculum, which had resulted in the submission of a Priority Funding Bid to SFC. Committee were informed that a bid is due to be submitted to Tay Cities Deal – details will be provided to Board at the earliest opportunity given sensitivities related to certain aspects of the bid. Committee discussed 3 AI-related bids that had been submitted to the TCD Digital Skills Project (DigiTay), which would include funding for project management costs. <u>Terms of Reference:</u> Committee endorsed minor amendments to Terms of Reference due to recent changes in the management structure.	
Committee Chaired by: **Ian Robotham**	**Date of next meeting:** **26 May 2026**

BOARD OF MANAGEMENT **Paper 16**

Membership
All Independent Members appointed by the Regional Strategic Body;
The Principal & Chief Executive of the College;
One person appointed by being elected by the teaching staff of the College;
One person appointed by being elected by the non- teaching staff of the College;
Two persons appointed by being nominated by HISA Perth from among the matriculated students of the College;
Two persons appointed by being nominated by the recognised Trade Unions of the College

In attendance
Depute Principal ~~(Academic)~~
~~Depute Principal (Operations)~~
Chief Financial Officer
Other appropriate staff members of the College by invitation

Quorum
The quorum shall be 50% of the total current membership of the Board

Frequency of Meetings
The Board shall meet no less than four times per year.

Terms of Reference

During Board meetings and other sanctioned Board events, the Board shall:

1. Take note of the overall environment in which the college operates, and provide considered and appropriate strategic guidance to safeguard and enhance the continued operation of the college.

2. Ensure that the College provides the best possible education and learning environment for its students;

3. Ensure that the values and ethos of the College are upheld and promoted;

4. Ensure that its decision-making process is transparent, properly informed, rigorous and timely, and in the best interests of the College as a whole, including taking into account UHI partnership needs;

5. Ensure that the College operates ethically, responsibly and with respect for the environment and for society at large;

6. Ensure that robust risk management and internal control systems are in place, maintained and enhanced;

7. Ensure compliance with all statutes, ordinances and provisions regulating the College and its framework of governance.

Reviewed March 2026~~October 2024~~