UHI | PERTH

Board of Management

Agenda

Meeting reference: Board 2025-26/04
Date: Tuesday 23 June 2026 at 5.00pm
Location: Brahan Boardroom (Room 019)
Purpose: Rescheduled 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		Chair	
2	Additions to the Agenda		Chair	
3	Declaration of a Conflict of Interest in any Agenda Item		Chair	
*4	Minutes of the Board meeting held on 31 March 2026	Clerk	Chair	Paper 1
*5	Actions arising from previous minutes		Chair	Verbal
6	**Items for Approval/Endorsement**			
*6.1	UHI Accord	UHI	Interim Principal	Paper 2 **(to follow)**
*6.2	UHI Perth Budget 2026/27	Chief Financial Officer	Chief Financial Officer	Paper 3
*6.3	Recovery Plan Monitoring Committee	Clerk	Clerk	Paper 4
*6.4	Board & Committee Meeting Schedule 2026/27	Clerk	Clerk	Paper 5
*6.5	HISA – Review of Articles of Association	HISA	HISA DoSER	Paper 6
7	**Standing & Additional Reports**			
7.1	HISA Elections Report 2026	HISA	HISA DoSER	Paper 7
7.2	HISA Perth Report	HISA Perth	HISA	Paper 8
7.3	Chair's Report	Chair	Chair	Verbal
7.4	Interim Principal's Report	Interim Principal	Interim Principal	Verbal

	Agenda Items	Author	Led by	Paper
7.5	Procurement Report	Interim Principal	Interim Principal	Paper 9 **(to follow)**
8	**Audits & Financial Reporting**			
8.1	Financial Forecast – Year to 31 July 2026 at 30 April 2026	Director of Finance	Director of Finance	Paper 10
9	**Strategy**			
9.1	Strategic Plan 2027-2032 - Presentation	Interim Principal	Interim Principal	Verbal
10	**Standing Committee Summaries**			
10.1	Recovery Plan Monitoring Committee • 20 April 2026 • 08 June 2026	Chair - RPM	Chair - RPM	Paper 11a Paper 11b
10.2	Learner Experience Committee • 06 May 2026	Vice Chair – LEC	Vice Chair – LEC	Paper 11c
10.3	Finance & Resources Committee • 26 May 2026	Chair – F&R	Chair – F&R	Paper 11d
10.4	Audit Committee • 08 June 2026	Vice Chair – Audit	Vice Chair – Audit	Paper 11e
11	**Items of Reserved Business**			
11.1	Reserved Item	Clerk	Chair	Paper 12
12	Any Other Competent Business		Chair	
13	Date & Time of Next Meeting • **Tuesday 13 October 2026 @ 5pm**	Clerk		
*14	Review of Meeting (Committee to check against the Terms of Reference to ensure all competent business has been covered)		Chair	Paper 13

UHI | PERTH

Board of Management

DRAFT Minutes

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

Members present: Alistair Wylie, Interim Chair, Board of Management
Sarah Cordwell, Board Member
Mary Fraser, Board Member
Rosie Howie, Board Member
Deirdre Joy, Board Member
Chris Lusk, Board Member
David Macluskey, Board Member (until Item 7.6)
John McMullen, Board Member (until Item 7.2)
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

In attendance: Jill Elder, Depute Principal
Gail Dunn, Chief Financial Officer
Fiona Cameron, Interim Director of Finance
Ian McCartney, Clerk to the Board of Management
Max Brown, UHI Director of Transformation (Item 2 only)
Liz Stewart, UHI Court Observer

Apologies: Millie Foster, Student Board Member

In Attendance: Johnathan Doran, Appointee Board Member

Chair: **Alastair Wylie**
Minute Taker: Ian McCartney
Quorum: 9

MINUTES

Item		Action
1.	**Welcome and Apologies** Interim Chair welcomed all to the meeting, and noted apologies before introducing Johnathan Doran, who will be joining the Board pending completion of required paperwork.	
2.	**UHI Transformation – Full Business Case** Interim Chair thanked Board Members for their contributions to the substantial written feedback received from Board Members to Draft FBC presented to Board in January, and noted that this Item provided an opportunity for the UHI Director of Transformation to provide an update on the project subsequent to this feedback, and for Board Members to have any questions answered directly. UHI Director of Transformation repeated thanks for significant feedback and noted the response to these provided previously. UHI Director of Transformation noted that the feedback across the Partnership aligned with that received from UHI Perth, with a total of 431 lines of feedback received. UHI Director of Transformation summarised the Transformation Summit held on 11th March which had raised significant concerns around the deliverability of Option 6, and had instead asked for an enhanced version of Option 3 to be developed with a focus on Top-Slice, RAM/Micro-RAM, a UHI "Compact" and income growth proposals. UHI Director of Transformation advised that the next Transformation Summit was planned for mid-May 2026 which will look at technical and financial analysis, with a view to seeking a decision from governing bodies to take the project to the next stage. Staff Board Member queried whether Option 6 would continue to be developed as well as Option 3. UHI Director of Transformation advised that the focus will be on developing Option 3 as the Green Book regulations require both to be considered. Board Member noted that there were a number of assumptions in Option 3 that did not look to be tangible without being given additional data. Interim Chair noted that Summit agreed with this position. Board Member noted that there was a reliance on funding and stressed a need to explore what Plan B would look like if legislative change is not forthcoming. Board Member raised concern that this project was being taken forward without equality or partnership, and there is a requirement all	

	colleges to be a genuine part of strategic decision-making – the lack of opportunity for all Board Members to be able to discuss at Summit or another event is disappointing. Board Member expressed surprise that research is not mentioned in the Business Case as research needs to percolate throughout the institution, not just as centres of excellence. Board Member advised that the Business Case is not likely to be funded until there is much more work conducted on the impact the colleges have in their own communities, which was a case that Dundee University had to make to receive funding. Interim Chair noted that the current view at UHI is that Option 3+++ is the way forward, however there is a need for partners to know what +++ looks like. UHI Director of Transformation noted that the Transformation Project is underpinned by the requirement to make around £10m of savings across the partnership, but Option 3 as it stands only delivers £3.5 savings so work needs done to address this significant gap. UHI Director of Transformation acknowledged the need to reach an agreed solution that works across the partnership, and that the research element is underdeveloped at the present time, and concluded by noting that either the funding gap gets filled or a political will needs to be found for Transformation to be delivered. Interim Chair thanked UHI Director of Transformation for the summary and Q&A session, and requested that any subsequent feedback be directed to the Clerk.	
3.	**Additions to the Agenda** Additional items relating to the Campus Transformation Officer and HISA Restructure were added to Item 7.	
4.	**Declaration of Interest in any Agenda Item** There were no Declarations of Interest noted.	
5.	**Minutes of the Board Meeting held on 19 January 2026** Minutes were approved as being an accurate record of the meeting.	
6	**Matters Arising from Previous Minutes** <u>Item 7.8 – Removal & Relocation Expenses Policy</u> Board were advised that no progress had been made on this item, and the matter would be deferred to the next meeting.	

7.1	**International Strategy** Depute Principal presented Paper 3, noting that the Paper sought Board approval having previously been endorsed by Perth Leadership Group. Depute Principal highlighted the focus on a partnership approach through extending programmes with current partners, and seeking new partners, including in new countries, by using the current partnership model. Board Member supported the market diversification approach, however noted previous challenges experienced at UHI level, and sought reassurance that improvements had been made in this regard. Depute Principal noted that both parties were looking at lessons learned during recent challenges, including the need to arrive at a better definition of "Institution", therefore ways of working with UHI will be different going forward. Board Member queried opportunities in the Middle East given current circumstances. Depute Principal advised that area was work in pipeline as there a current project based in that area; a due diligence visit has been recently postponed, however the Partner has global reach so the opportunity is continuing to progress. Depute Principal advised that options beyond China need to be developed to add diversity to the portfolio, hence the move into pipelines including Nepal, Vietnam and Sri Lanka. Interim Principal noted that UHI Perth has over 15 years of experience in China and is a highly respected partner; the natural next step for UHI Perth is to extend beyond this market, however as previously discussed UHI processes can be very reactive, and what UHI Perth sees as "business as usual" may be perceived by UHI as innovation. Board Member queried what target figures are likely to be in place for this Strategy, and what success will look like. Depute Principal advised that £250k of income was included in the Financial Recovery Plan, within an overall target of £1.5m additional income projected over 5 years. Board Member suggested creating a Risk Matrix around the projects as this might help get UHI more firmly on board. Depute Principal to action. Interim Chair suggested it would be useful to have some weighting to each of the 7 project areas noted in the Strategy, plus a record of any mitigations of weaknesses identified within the SWOT Analysis. Depute Principal to action. Board **APPROVED** Paper 3.	Depute Principal Depute Principal

7.2	**SFC Priority Funding – confirmation of online approval** Clerk noted that Paper 4 had previously been approved by Board via an online process and was presented today to ensure a corporate record of proceedings. Interim Principal further noted that the paper includes a letter from SFC noting that £505k of funding had been approved against the £880k applied for, and that a number of conditions of funding would require to be bet. Board **RATIFIED** online approval of Paper 4.	
7.3	**BSc Sport & Fitness Fees - confirmation of online approval** Clerk noted that Paper 5 had previously been approved by Board via an online process and was presented today to ensure a corporate record of proceedings. Clerk further noted that additional information requested re expected income levels had been appended within the Cover Sheet. Following a query from a Board Member, Interim Principal confirmed that the Unit of Cost figures provided related to pre-Top Slice. Board **RATIFIED** online approval of Paper 5.	
7.4	**Commercial Associate Trainers - confirmation of online approval** Clerk noted that Paper 6 had previously been approved by Board via an online process and was presented today to ensure a corporate record of proceedings. Board **RATIFIED** online approval of Paper 6.	
7.5	**Review of Board & Committee Terms of Reference** Clerk presented Paper 7, which provided amendments to nomenclature for Committee Terms of Reference following recent changes to the management structure. Amendments relating to Committees had been reviewed by each Committee, excepting Audit Committee, which has been rescheduled to next week. Board **APPROVED** Paper 7.	
7.6	**Campus Transformation Officer** Board received a late paper relating to the extension of provision of a consultant to assist with works to ensure UHI Perth meets the Scottish Government objectives on Climate Emergency targets for net zero,	

	plus the current poor state of the overall campus buildings and general estate, presented as Non-Competitive Action for approval. Interim Principal provided wider context to the project and the experience provided by the consultant, noting this is a substantial piece of work that the connections provided by the consultant would allow the work to be fast-forwarded. Board Member sought reassurance from a governance perspective in terms of monitoring of performance and VFM relating to the project. Interim Principal advised that the Campus Transformation Officer would be reporting to the Board on a regular basis and progress will be reviewed regularly by the Chief Financial Officer. A portfolio of projects will be reported to Senior Leadership Team on a weekly basis. Board Member noted that the Campus Transformation Officer was well known and respected across the sector and this would be seen as a positive move. Board Member stressed that Board would need to see expectations around deliverables met, and that the project needs managed from a reputational viewpoint, before noting a level of discomfort around the proposed costs and the timing of proposals coming to the Board without much time for scrutiny. Interim Chair queried whether the consultant had been contracted for 9 months of if this still under review. Interim Principal clarified that the consultant had initially been contracted for a shorter period of time but it became apparent that the project would need a longer period of time therefore a procurement process for the 9 months was deemed to be more realistic. Interim Principal noted that the consultant had already brought in £500k in funding that otherwise wouldn't have been sourced. Board Member queried whether there was a termination clause based on performance within the contract. Interim Principal advised that this would need looked into, however the consultant has not yet been paid anything. Board requested that Interim Principal provide an update to Board on the contract relating to this work. Board Member advised that the project needs to be monitored re performance against cost and sustainability. Board Member noted concern re timing of the approval process and stressed that the Board should not be put in a position of approval by hindsight. Board **APPROVED** Non-Competitive Action proposal, reference NCA-PC-41516.	Interim Principal

7.7	**HISA Restructure** Clerk provided a verbal update to Board, referencing the previous decision reported to Board to reduce the number of Local Elected Officers at some Academic Partners, including UHI Perth. This had impact for the UHI Perth Board in that this would mean that there would only be a single, full-time elected officer at HISA Perth, meaning that a process would be required to determine the nomination of the second Student Board Member for the Board of Management. Clerk advised that governance professionals across the Partnership were looking to take the matter forward with HISA with a view to arriving at a suitable nominations process moving forward, however warned that there was a live possibility that there would not be 2 Student Board Members on the Board until early in the next academic year. Clerk to advise Board on progress. Interim Chair expressed congratulations on behalf of the Board to Andi Garrity on his election as HISA's Vice President Education.	Clerk
8.1	**Interim Chair's Report** Interim Chair presented Paper 8 for information, which Board **NOTED.**	
8.2	**Interim Principal's Report** Interim Principal presented Paper 9 for information, which Board **NOTED.** Board Member noted attendance at last week's performance of Dear Evan Hansen, which was an amazing production. Interim Principal seconded this review. Board Member referenced update on FE Credits and asked if there was anything Board could do to support. Interim Principal advised that Board could use every opportunity where it arises to indicate to UHI that we could take more numbers as credit targets are the responsibility of the Regional Strategic Body. UHI Perth is currently 240 over target which has been achieved by filling up classes at no extra cost.	
8.3	**HISA Perth Report** Student Board Member presented Paper 10 for information. Student Board Member highlighted that the new HISA CEO had now started in the role, and the HISA election results. Board Member queried how the local elections were controlled. Student Board Member clarified that the elections are run mainly by the central HISA team with some local support. Board Member followed-up	

	by asking how HISA planned to increase the very poor levels of turnout. Student Board Member noted the difficulties around locations and the reliance on candidates campaigning. Clerk advised that an Elections Report was due to be presented by HISA at the next Board meeting. Board **NOTED** Paper 10.	
8.4	**Recruitment of Principal & Chief Executive** Interim Chair provided Paper 11 to update Board on behalf of Nominations Committee on the current status of the recruitment process, noting the failure to appoint at this stage. Interim Chair proposed that the matter be taken forward as an item of Reserved Business at the next Board meeting, and noted that a Nominations Committee meeting is scheduled for 16th April. Board Member queried the use of a "chemistry test" within the recruitment process, and whether this was used at the suggestion of the Recruitment Consultants. Interim Chair advised that this was not a specific recommendation but had been used by them previously and was seen as a useful way to involve the Depute Principal in the process. Board **NOTED** Paper 11.	
9.1	**Strategic Risk Register** Chief Financial Officer presented Paper 12 for information, noting that the paper had yet to be presented to Audit Committee for scrutiny. Chief Financial Officer highlighted that the Financial Risk Likelihood score had been increased due to the conflict in the Middle East, although indications from APUC were that some of the increase in fuel and energy costs being experienced would be mitigated due to advanced purchasing within the APUC Framework. Board Member advised that laptop costs had been increased by approx. 25% on the framework. Chief Financial Officer noted that Business Continuity Risk was due to be reviewed to allow for local Continuity Planning as paper is based on UHI Business Continuity Plan. Board **NOTED** Paper 12.	

9.2	**Financial Forecast – Year to July 2026 as at 31 January 2026** Interim Chair noted that Paper 13 is provided in amended format as previously discussed. Any specific feedback on new format should be provided to Interim Chair or Clerk for collation. Interim Director of Finance presented Paper 13 for information, noting that the projected deficit position, caused mainly by reductions income levels resulting from a double-counting of some International tuition income, plus a recalculation in the Pay Award income being received from UHI. Chief Financial Officer reminded Board that the deficit includes a significant provision allocated for contingency, which may require to be reduced, however this has not been reflected in the figures at this stage. Chief Financial Officer advised that the Indicative Funding Allocation for 2026/27 has now been received, which indicates that approx. £200k will be allocated to Capital Grant funding, however this figure remains indicative until confirmed by UHI. Board **NOTED** Paper 13.	
10	**Standing Committee Summaries** Board received and **NOTED** summary reports from the following Committee meetings: • Recovery Plan Monitoring Committee – 16 February 2026 & 16 March 2026 • Chairs Committee – 03 March 2026 • Learner Experience Committee – 04 March 2026 • Finance & Resources Committee – 10 March 2026 Board noted that Audit Committee has been rescheduled to 09 April 2026 following the resignation of the Chair of Audit. The Vice Chair of Audit Committee has agreed to step in to chair the final 2 meetings of the Academic Year. Interim Chair advised that a reallocation of Board Member Committee membership would need to be considered at the end of the academic year.	
11	**Tay Cities Deal – RESERVED BUSINESS** Interim Principal presented Paper 15 as an item of Reserved Business, noting that the Paper acts as a response to the Scottish Government's clear directives around sustainable economic growth.	

	Interim Principal further noted that Tay Cities Deal will not fund all aspects as laid out in the paper, which should be considered the first part of UHI Perth's Campus Transformation project. Board Member queried next steps and timescales for the project. Interim Principal advised that processes are expected to move quickly with levels of interest in the project are already positive, and it is intended to present full proposals to the next Board. Board **NOTED** and expressed clear support for Paper 15.	
12	**AOCB** Interim Chair noted his intention to stand down from the Board, pending appointment of a permanent Chair, and would be confirming this decision in writing to UHI Court. Interim Chair thanked colleagues for the time, effort and contribution they had given over the last year during his time in the role. Board Members thanked Interim Chair for his dedication and significant time commitment to the role.	
13	**Date & Time of Next Meeting** • Tuesday 16 June 2026, 5:00pm	
14	**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 (except Item 11, Paper 15)

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	Board of Management
Subject	UHI Perth - Draft 2026/27 Budget
Date of Committee meeting	23/06/2026
Author	Gail Dunn, Chief Financial Officer
Date paper prepared	17/06/2026
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	This paper includes the draft 2026/27 budget which is currently showing a surplus of £54k.
Committee Consultation Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this	The draft 2026/27 budget has been discussed at Finance and Resources Committee on 26/05/26 with further revisions considered and submitted to the Committee via Teams. The Financial Forecast Return to 2028/29 is currently being worked on and will be brought to a later Board meeting for approval.
Action requested	☐ For information only ☐ For discussion ☐ For recommendation ☒ For approval
Resource implications (If yes, please provide details)	Yes Budgeted income and expenditure is included.
Risk implications (If yes, please provide details)	Yes Notes the risk to financial sustainability within the Risks and Opportunities section of the paper.

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	Financial sustainability
Equality and diversity **No** If yes, please give details:	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.
Data Protection Does this activity/ proposal require a Data Protection Impact Assessment?	**No** Set out any data protection aspects and whether a data protection impact assessment is needed
Status (e.g. confidential/non confidential)	Non-Confidential
Freedom of information Can this paper be included in "open" business?* **-Yes**	Papers should be open unless there is a compelling reason for them to remain closed. If a paper, or parts of a paper, are to remain closed the reason for that exemption must be specified – see reasons below

* 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.	☐

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

26/27 DRAFT BUDGET SUMMARY

CATEGORY	26/27 Draft Budget (£000)	25/26 Projection (£000)	26/27 Draft Budget V 25/26 Projection (£000)	26/27 Draft Budget V 25/26 Projection (%)	26/27 FRP Budget (£000)	26/27 Draft Budget V 26/27 FRP Budget (£000)	26/27 Draft Budget V 26/27 FRP Budget (%)
Academic Income	22,471	22,663	(192)	(0.8%)	20,770	1,702	8.2%
Commercial Income	3,747	3,505	242	6.9%	4,113	(366)	(8.9%)
TOTAL INCOME	**26,218**	**26,168**	**50**	**0.2%**	**24,883**	**1,336**	**5.4%**
Direct Staff Costs	12,777	12,508	(269)	(2.1%)	12,372	(404)	(3.3%)
Direct Non-Staff Costs	1,807	2,060	253	12.3%	1,818	11	0.6%
TOTAL DIRECT COSTS	**14,583**	**14,568**	**(15)**	**(0.1%)**	**14,190**	**(393)**	**(2.8%)**
CONTRIBUTION	**11,635**	**11,600**	**35**	**0.3%**	**10,692**	**1,728**	**16.2%**
CONTRIBUTION %	**44.4%**	**44.3%**	**0.0%**		**43.0%**	**1%**	
Support Staff Costs	6,618	5,917	(701)	(11.8%)	5,744	(874)	(15.2%)
Support Non-Staff Costs	4,963	5,326	363	6.8%	4,824	(138)	(2.9%)
TOTAL OVERHEAD COSTS	**11,581**	**11,243**	**(338)**	**(3.0%)**	**10,568**	**(1,013)**	**(9.6%)**
Restructuring Costs	0	128	128	100.0%	8	8	100.0%
NET SURPLUS/(DEFICIT)	**54**	**229**	**(175)**	**(76.4%)**	**116**	**(62)**	**(53.4%)**
NET SURPLUS/(DEFICIT) %	**0.2%**	**0.9%**	**(0.7%)**		**0.5%**	**(0.3%)**	

- The draft budget for financial year 26/27 is returning a modest net surplus of £54k (0.2%).
- This is £175k less than the 25/26 year end projection which is estimating a surplus of £229k.
- The 26/27 FRP budget was reporting a surplus of £116k (0.5%) which is £62k higher than the 26/27 draft budget position.
- The main variances are explained throughout this report which also includes a high level cash flow, risks and opportunities as well as a high level three-year projection.

26/27 DRAFT BUDGET - INCOME

CATEGORY	26/27 Draft Budget (£000)	25/26 Projection (£000)	26/27 Draft Budget V 25/26 Projection (£000)	26/27 Draft Budget V 25/26 Projection (%)	26/27 FRP Budget (£000)	26/27 Draft Budget V 26/27 FRP Budget (£000)	26/27 Draft Budget V 26/27 FRP Budget (%)
ACADEMIC INCOME							
FE Teaching Grant	9,713	9,033	680	7.5%	8,750	964	11.0%
HE Teaching Grant	7,792	7,856	(64)	(0.8%)	7,760	31	0.4%
Estates Grant	0	601	(601)	(100.0%)	0	0	0.0%
Other Grants	356	458	(102)	(22.3%)	459	(103)	(22.5%)
Tuition Fees	3,159	3,328	(169)	(5.1%)	2,798	361	12.9%
Research Income	402	338	64	18.9%	0	402	0.0%
Refectory Income	787	762	25	3.3%	753	35	4.6%
Other Income	262	287	(25)	(8.9%)	249	13	5.0%
TOTAL ACADEMIC INCOME	**22,471**	**22,663**	**(192)**	**(0.8%)**	**20,770**	**1,702**	**8.2%**
COMMERCIAL INCOME							
International Income	1,723	1,526	197	12.9%	1,723	0	0.0%
Residences Income	428	425	3	0.7%	552	(124)	(22.5%)
Short Courses	153	164	(11)	(6.7%)	294	(141)	(47.9%)
MA and VQ	507	545	(38)	(7.0%)	511	(4)	(0.8%)
Academy of Sport and Wellbeing	800	798	2	0.3%	902	(102)	(11.3%)
Other Commercial Income	136	47	89	188.9%	131	5	3.7%
TOTAL COMMERCIAL INCOME	**3,747**	**3,505**	**242**	**6.9%**	**4,113**	**(366)**	**(8.9%)**
TOTAL INCOME	**26,218**	**26,168**	**50**	**0.2%**	**24,883**	**1,336**	**5.4%**

26/27 Draft Budget V 25/26 Projection

- FE Teaching Grant is £680k higher for 26/27 as a result of the increase in FE funding. The figure includes the additional funding received for National Insurance and pay rise increases.
- Student Support grant income has been excluded as this income will not be reported through the management accounts from 26/27.
- HE Teaching Grant is £64k lower than 25/26 projection. The 25/26 figure includes the additional income received as a result of the increase in HE students and also includes £262k of income relating to an overprovision of the 23/24 clawback made by UHI EO.
- The Estates Grant is to be treated as 100% CDEL for 26/27 hence the drop in RDEL income of £601k.
- Other Grants have reduced by £102k mainly due to no income budgeted for Tay Cities Deal although we are expecting an update on this before the end of the current academic year. This is offset by an additional grant of £37k for the DigiTay project.
- Tuition Fee income has reduced by £169k due to conservative estimates made for post-graduate income.
- Research Income relates to The Centre for Mountain studies and is showing a £64k increase for 26/27. Conversations are ongoing with regards to transferring this department to UHI North West and Hebrides. In the 26/27 budget, CMS is making an overall deficit of c£125k.
- Other Income relates to training restaurant, hair and beauty appointments, sports therapy etc and is showing a decrease of £25k for 26/27 based on the numbers projected by the curriculum.
- International Income has increased by £197k in 26/27 due to potentially increasing student fees as well as gaining more students during 26/27. The college is also in discussions with potential future partners.
- Short Courses, MA and VQ income and Other Commercial Income are overall showing an increase of £40k due mainly to projected car park and nursery premises income as per the Financial Recovery Plan.

26/27 Draft Budget V 26/27 FRP Budget

- FE Teaching Grant is £964k higher than FRP as a result of the increase in FE funding as well as the additional funding received for national insurance and pay rise increases which were not included in the 26/27 FRP figures..
- HE Teaching Grant is broadly in line with the 26/27 FRP budget. The target number of HE students for 26/27 draft budget is in line with the FRP target.
- Other Grants have reduced by £103k mainly due to the additional funds expected to offset the increased costs of Resource Group now being treated as an advance by the Scottish Funding Council, should we decide to drawdown the advance during 26/27.
- Tuition Fees are higher in the 26/27 draft budget as post-graduate and open learning income was not budgeted for in the FRP.
- There is no Research Income recorded in the 26/27 FRP as CMS was expected to transfer to UHI North West Hebrides during academic year 25/26.
- Refectory and Other Academic Income are slightly higher in the 26/27 draft budget but broadly in line with the FRP figure.
- Residences Income is £124k less than the FRP figure due to the 25/26 budget for this category being too high. The figure provided for draft budget 26/27 is a conservative estimate due to lack of information around how many weeks the students applying will be requiring the accommodation, i.e. 36 or 40 weeks.
- Short Courses income is £141k lower than 26/27 FRP budget, this area will be reviewed in the coming months.
- Academy of Sport and Wellbeing is £102k lower in the 26/27 draft budget as this area is currently being reviewed with a new staffing structure being put in place as well as planned improvements to the facilities while working on the strategy to increase the income.

26/27 DRAFT BUDGET - STAFF COSTS

CATEGORY	26/27 Draft Budget (£000)	25/26 Projection (£000)	26/27 Draft Budget V 25/26 Projection (£000)	26/27 Draft Budget V 25/26 Projection (%)	26/27 FRP Budget (£000)	26/27 Draft Budget V 26/27 FRP Budget (£000)	26/27 Draft Budget V 26/27 FRP Budget (%)
Curriculum Management	1,989	1,925	(64)	(3.3%)	1,926	(63)	(3.3%)
Permanent Lecturers	9,024	8,628	(396)	(4.6%)	8,908	(116)	(1.3%)
Temporary Lecturers	540	687	147	21.4%	353	(187)	(53.0%)
Other Curriculum Staff	1,224	1,268	44	3.5%	1,185	(39)	(3.3%)
Direct Staff Costs	**12,777**	**12,508**	**(269)**	**(2.1%)**	**12,372**	**(404)**	**(3.3%)**
Support Staff Costs	6,618	5,917	(701)	(11.8%)	5,744	(874)	(15.2%)
VS Costs	0	128	128	100.0%	8	8	100.0%
TOTAL STAFF COSTS	**19,395**	**18,553**	**(842)**	**(4.5%)**	**18,124**	**(1,271)**	**(7.0%)**

26/27 Draft Budget V 25/26 Projection

- Curriculum Management costs are £64k higher than 25/26 projection due to anticipated pay rises due in September 26.
- Permanent Lecturers costs are £396k higher than 25/26 due to the anticipated pay rise estimated at 3.75% in this budget.
- Temporary Lecturers costs have reduced by £147k as savings will be expected to be made in this category.
- Other Curriculum Staff includes Technicians, Work Based Assessors, Department Administrators. The costs for this category have slightly decreased based on the staff requirement for 26/27.
- Support Staff Costs are higher than 25/26 projection as a result of the 3.4% pay rise due in September 26 as well costs for new positions created during this academic year which were not budgeted for, i.e. Governance, Growth and Change Manager, Head of Finance etc. The Centre for Mountain Studies staff costs are included in the 26/27 draft budget while discussions continue with regards to this department being transferred.

26/27 Draft Budget V 26/27 FRP Budget

- Direct Staff Costs are overall £404k higher than 26/27 FRP budget as a result of additional money being added to cover pay rises, as well as an increase in Temporary Lecturers budget. Negotiations are currently ongoing between the EIS-FELA and College Employers Scotland with regards to a three-year pay deal.
- Support Staff Costs are £874k higher than 26/27 FRP budget due to the addition of new roles not budgeted for in the FRP, i.e. Head of Finance, Health and Safety Officer, Governance, Growth and Change Manager, as well as the staff costs for The Centre for Mountain Studies.

26/27 DRAFT BUDGET - NON-STAFF COSTS

CATEGORY	26/27 Draft Budget (£000)	25/26 Projection (£000)	26/27 Draft Budget V 25/26 Projection (£000)	26/27 Draft Budget V 25/26 Projection (%)	26/27 FRP Budget (£000)	26/27 Draft Budget V 26/27 FRP Budget (£000)	26/27 Draft Budget V 26/27 FRP Budget (%)
Curriculum Costs	1,447	1,713	266	15.5%	1,474	27	1.8%
International Costs	110	97	(13)	(13.1%)	94	(15)	(16.1%)
Exam Fees	250	250	0	0.0%	250	0	0.0%
Direct Costs	**1,807**	**2,060**	**253**	**12.3%**	**1,818**	**11**	**0.6%**
Staff Training	52	57	5	8.8%	50	(2)	(4.0%)
Professional Fees	706	888	182	20.5%	500	(206)	(41.2%)
ICT	645	452	(193)	(42.8%)	600	(45)	(7.6%)
Estates	1,243	1,498	255	17.0%	1,509	266	17.6%
Finance and Audit	116	145	29	20.3%	104	(12)	(11.1%)
Residences	268	264	(4)	(1.6%)	288	20	6.8%
Refectory	812	779	(33)	(4.2%)	780	(32)	(4.2%)
Other Supplies and Services	609	743	134	18.0%	441	(168)	(38.1%)
Non-Recoverable VAT	512	500	(12)	(2.3%)	553	41	7.5%
Overhead Costs	**4,963**	**5,326**	**363**	**6.8%**	**4,824**	**(180)**	**(3.7%)**
TOTAL COSTS	**6,769**	**7,386**	**617**	**8.3%**	**6,643**	**(168)**	**(2.5%)**

26/27 Draft Budget V 25/26 Projection

- Curriculum Costs are £266k lower than 25/26 projection mainly due to a reduction in Resource Group costs.
- Professional Fees includes legal, consultancy, APUC and recruitment fees as well as some UHI shared services (LIS/HISA). It is anticipated that the costs of this category will fall by £182k during 26/27 due to reductions in recruitment agency fees as well as the Interim Finance Director being replaced by a permanent Head of Finance.
- ICT costs are projected to be £193k higher due to the College moving on from a break/fix scenario to more investment in ICT.
- Estates costs are budgeted to be £255k lower than 25/26 projection as we anticipate capitalising more of these costs as a result of the estates grant being treated as 100% CDEL.
- Finance and Audit costs are £29k lower in the 26/27 budget due to a reduction in external auditors additional fees offset by price increases for internal audit and external audit services.
- Other Supplies and Services include insurance costs, equipment leases, copyright costs etc and are expected to be £134k lower in 26/27. This is as a result of additional funds available for 25/26 being held in this category while deciding how this will be spent. It is expected that this cash will be spent by the end of July 26 on estates, ICT and other projects.
- Non-Recoverable VAT is expected to be £12k lower in 26/27 due to the overall reduction in spend.
- Student Support expenditure has been excluded as it will not be reported through the management accounts from 26/27.

26/27 Draft Budget V 26/27 FRP Budget

- Direct Non-Staff Costs for 26/27 draft budget are broadly in line with 26/27 FRP budget.
- Professional Fees are £206k higher than what was reported in 26/27 FRP budget due to more conservative estimates being made in what costs can be cut in 26/27.
- Estates costs are lower in 26/27 draft budget due to a proportion of the costs being capitalised.
- Other Supplies and Services are £168k higher than 26/27 FRP due to rising inflation and more conservative estimates being made in what costs can be cut in 26/27.

26/27 DRAFT BUDGET - CASH FORECAST

2026/27 Draft Budget	Aug-26 (£000)	Sep-26 (£000)	Oct-26 (£000)	Nov-26 (£000)	Dec-26 (£000)	Jan-27 (£000)	Feb-27 (£000)	Mar-27 (£000)	Apr-27 (£000)	May-27 (£000)	Jun-27 (£000)	Jul-27 (£000)	TOTAL (£000)
SFC Funding	1,830	1,830	1,780	1,780	1,652	1,909	1,268	1,012	2,322	1,809	1,937	1,526	**20,655**
Tuition Income	10	34	72	69	62	2,514	42	64	108	61	123	0	**3,159**
Other Income	392	466	600	411	405	775	259	528	528	409	395	386	**5,554**
Staff	(1,557)	(1,729)	(1,612)	(1,612)	(1,629)	(1,673)	(1,612)	(1,690)	(1,612)	(1,612)	(1,690)	(1,612)	**(19,640)**
Non-Staff	(502)	(657)	(733)	(665)	(774)	(980)	(809)	(1,008)	(906)	(676)	(641)	(672)	**(9,023)**
Capital Expenditure	(713)	(59)	(65)	(59)	(119)	(34)	(72)	(117)	(54)	(60)	(57)	(60)	**(1,469)**
Total cashflow	**(540)**	**(115)**	**42**	**(76)**	**(403)**	**2,511**	**(924)**	**(1,211)**	**386**	**(69)**	**67**	**(432)**	**(764)**
Opening balance	1,773	1,233	1,118	1,160	1,084	681	3,192	2,268	1,057	1,443	1,374	1,441	**1,773**
Movement	(540)	(115)	42	(76)	(403)	2,511	(924)	(1,211)	386	(69)	67	(432)	**(764)**
Closing Balance	**1,233**	**1,118**	**1,160**	**1,084**	**681**	**3,192**	**2,268**	**1,057**	**1,443**	**1,374**	**1,441**	**1,009**	**1,009**

The above table provides a high level view of the 26/27 draft budget cash forecast. The following assumptions have been made:

- The opening cash balance of £1,773k is higher than usual due to the spend relating to money received during 25/26 not being paid out in full until at least August 26, for example the emergency funding of £500k granted by SFC for the repairs of the damage caused by the lecture theatre/ICT suite flood, £160k "Ball in the Wall" funds raised for the Academy of Sports and Wellbeing as well as summer works funds by the estates grant.
- SFC Funding has been phased as per the SFC payment profile, Tuition Fees and Other Income have been phased using the average for previous years with SAAS fees being received in January.
- Staff costs include the £244k pension strain costs Tayside Pension Fund payment plan.
- There is no provision made for job evaluation payments as this is unlikely to conclude until 2028 at the earliest and Scottish Government have agreed in principal that they will be funding this.
- Capital expenditure costs relate to payments made for funds received during 25/26 as well as the capital estates grants for 26/27.
- There is no provision made for repayment of any advance funding from SFC. There is currently £2m on the balance sheet for this and although SFC have given verbal assurances that this will not need to be paid back during 26/27, we await further instructions on how to deal with these advances as part of the FFR exercise which will be due at the end of June 26.
- The minimum closing balance required for the college's working capital requirements is approximately £1m, any risk of the month end balance falling below this level will be discussed well in advance with UHI to ensure that all payments can be made. Based on the current phasing, only the closing balance at December 2026 is potentially falling below the required £1m and this will be closely monitored.

26/27 DRAFT BUDGET - SFC INDICATIVE ALLOCATIONS

RDEL	26/27 Indicative Allocations (£000)	25/26 Budget (£000)	26/27 Indicative Allocations V 25/26 Budget (£000)	26/27 Indicative Allocations V 25/26 Budget (%)	26/27 FRP Budget (£000)	26/27 Draft Budget V 26/27 FRP Budget (£000)	26/27 Draft Budget V 26/27 FRP Budget (%)
FE Teaching Grant inc. NI/Pay Award	9,713	9,034	680	7.5%	8,750	964	11.0%
FE Estates Grant	0	649	(649)	(100.0%)	0	0	0.0%
HE Teaching Grant - Non-Controlled	7,010	6,852	158	2.3%	7,008	2	0.0%
HE Teaching Grant - Controlled (TBC)	782	782	0	0.0%	746	36	4.8%
Resource Group	0	0	0	0.0%	214	(214)	(100.0%)
TOTAL RDEL	**17,505**	**17,316**	**189**	**1.1%**	**16,718**	**788**	**4.7%**
CDEL							
FE Estates Grant - CDEL	758	109	649	597.4%	758	0	0.0%
HE Estates Grant - CDEL	52	42	10	24.8%	42	10	24.8%
	810	**150**	**659**	**438.5%**	**799**	**10**	**1.3%**
Student Support	2,340	2,340	0	0.0%	2,340	0	0.0%
TOTAL CASH	**20,655**	**19,807**	**848**	**4.3%**	**19,857**	**798**	**4.0%**

- The Scottish Funding Council issued the indicative 26/27 funding allocations in March 26 with UHI Executive Office sending the UHI partners their indicative allocations shortly afterwards.
- Although UHI EO have not fully confirmed the final allocations for 26/27, they have advised using the figures discussed at the Partnership Council meeting which was held on the 16th June.
- The revenue budget position is reporting an increase of £189k compared to 25/26 budget.
- The FE Estates Grant has now to be treated as CDEL which means an increase in capital funding of £649k.
- Student support is expected to be the same as the original 25/26 allocation which excludes the additional £70k awarded as part of the in-year redistribution of the funds. It is assumed that all student funding requirements will be met by SFC.
- Compared to 26/27 FRP budget, revenue grants are expected to be £788k higher due to the Teaching Grant increases as well as the Estates Grant also being treated as CDEL in the FRP.
- Overall, the total cash position has improved by £848k compared to 25/26 budget and £798k compared to 26/27 FRP budget.

26/27 DRAFT BUDGET - RISKS AND OPPORTUNITIES

No	Risk	Liklihood	Impact	Potential Financial Impact (£000)	Mitigating Actions
1	FE teaching grant - credits fall short of target.	Low	High	100	FE credits have in recent years been oversubscribed for UHI Perth but FE applications, enrolments and withdrawals must be closely monitored so mitigating actions i.e. additional streams of well recruited courses or new February start courses, can be taken. Potential financial impact based on a shortfall of 1,000 credits.
2	HE numbers - FTE targets are not achieved.	Medium	High	150	Previously targeted FTE numbers have not recovered to their pre-covid level so targets must be realistic but ambitious to grow this area. Applications, enrolments and withdrawals must be closely monitored with mitigating actions taken such as maximising student progression from FE to HE. Potential financial impact based on a shortfall of 50 students (HE grant and tuition fees).
3	International Income	Medium	High	170	Existing and potential new partnerships may be at risk as UHI is not a ranked university which may lead to the partners seeking another university to deliver to their students. This is issue is currently being discussed with UHI EO. Costs per student need carefully negotiated with partners to ensure that UHI Perth's costs are being covered while not being priced out of the market. Potential financial impact based on a 10% reduction in business.
4	Commercial Income	High	High	160	Due to funding cuts and the prospect of flat cash funding, UHI Perth has a requirement to grow it's commercial income to help ensure the future financial sustainability of the college. UHI Perth lags behind other colleges in the sector with regards to the short courses offering as well as the SDS modern apprenticeship contract. The appointment of the new Governance, Growth and Change Manager as well as new costing templates and commercial policy currently under development should put more emphasis and drive in this area. Potential financial impact based on a 10% reduction in business.
5	Staff Costs - Increase in Lecturer Pay Offer	Medium	High	100	Negotiations are currently underway between EIS-FELA and College Employers Scotland to secure a three-year pay deal for lecturing staff. There is currently a budget of 3.75% in 26/27 budget for this but there is a risk that this may be higher to avert strike action and funding should be sought from SFC to plug any gaps. Potential financial impact based on a 1% increase in the pay offer for 26/27.
6	Staff Costs - Increase in NI Rates	Low	High	180	The last change to employers NI contribution rates saw the threshold reduced and the rates increased leading to much higher costs for organisations. Although this is not expected to change in the near future this should be considered as a potential risk to financial sustainability. Potential annual financial impact based on a 1% increase in employers NI rates.
7	Staff Costs - Increase in Employers Pension	Medium	High	200	Both the LGPS and STPS are due for their three-yearly valuation with the new rates expected to commence from April 27. Any increases in the employers contribution rate will have a detrimental impact on the college's financial sustainability with cuts needed elsewhere to plug the gap as well as additional funding sought from SFC. Mitigation includes communicating with Tayside Pension Fund to see if there are any indications of what the LGPS rate is likely to be and if there is an opportunity for UHI Perth to be part of the scheme stabilisation mechanism which prevents significant swings in the employers contribution rates in the future. Potential annual financial impact based on a 1% increase in employers contribution rates for both pension schemes.
8	Staff Costs - Job Evaluation	Low	High	4,000	There is continuing uncertainty with regards to the outcome of the job evaluation scheme with the target date for implementation now being 2028. Confirmation is required from Scottish Government that this will be fully funded. Potential impact is the college having to fund this based on projected 25/26 year end accrual.
9	Non-Staff Costs - Inflation	High	High	200	Inflation remains high which will have an impact on the college's costs especially utility costs while the situation in the Middle East remains unresolved. Budget holders need to be aware of potentially rising costs and need to work with the Procurement team to ensure value for money and minimise waste. Potential financial impact is a 3% increase on 26/27 budget non-staff cost base.
10	Non-Staff Costs - Capitalisation	Low	High	200	The estates grant is to be treated as capital funding which means there are no funds available to offset any revenue funding against. Estates and ICT costs in particular will need to be capitalised ensuring that the accounting standards are adhered to so the external auditors do not raise this as an issue. Potential financial impact is 50% of 26/27 capital budget being treated as revenue.
11	Non-Staff Costs - Deterioration of Campus Buildings	High	High	£m's	The campus buildings are deteriorating with maintenance currently being reactive leading to more serious issues arising that cost more money to resolve. A maintenance schedule needs to be put in place to prevent issues and improve our buildings to ensure that the student experience is not compromised as well as proactively seeking funding to improve the estate. The potential financial impact for this can be several millions.
12	Non-Staff Costs - Lack of Investment in ICT	High	High	£000's	There is a need to invest in the college's systems to increase the efficiency of processes and reduce manual processing. This means that staff can spend more time on value added activities such as process improvements as well as improving the student experience. The potential financial impact can be thousands be there would be efficiencies expected from improvements which would need quantified in each business case. Other sources of funding should be researched, i.e. Tay Cities Deal.
13	Non-Staff Costs - Lack of Investment in Staff Training	Medium	High	250	Cuts have been made to the CPD budget meaning that staff are unable to enhance their skills to provide a better experience for the student. Cost effective solutions need to be sought to provide staff training, i.e. College Development Network. The financial impact of this is related to lower than planned recruitment for both FE and HE students as per risks 1 and 2.

No	Opportunity	Likelihood	Impact	Potential Financial Impact (£000)	Actions
1	Transfer of Centre for Mountain Studies	High	High	125	Discussions are currently underway with UHI North West Hebrides with regards to transferring CMS. A date has not yet been agreed so the full years income and costs are in the 26/27 budget. If this transfer takes places before 1st August 26 then a saving of £125k will be made, pro-rata if later in the year.
2	Growth in Commercial Income	Medium	Medium	30	A renewed focus is being made on the college's current commercial courses with a view to increasing the income. There has been new costing templates produced which must be completed for all proposed courses to ensure financial viability, the commercial policy is currently being reviewed and the new Governance, Growth and Change Manager will lead on this area. Potential financial impact of this is based on a 20% increase in short course income without any increase in delivery costs.
3	Growth in SDS MA Contract	Medium	Medium	37	The current Skills Development Scotland Modern Apprentices contract has remained static for the last few years. Places are allocated to UHI who then distribute the places to the UHI Partners. Compared to other colleges, UHI Perth's share of this contract is low and UHI EO usually returns places which haven't been filled to SDS. Discussions are needed to establish what capacity UHI Perth has available to deliver additional places and then this needs discussed further with UHI EO with a view to growing this contract. Potential financial impact of this is based on a 20% increase in SDS MA income without any increase in delivery costs.
4	Transparency in Financial Viability of Courses	High	High	£000's	The new costing templates ensure that all costs, including college overhead costs, are taken into consideration to establish the income needed to ensure financial viability of each course. Each course will calculate the minimum number of students required to break even which can potentially lead to net profits on courses which can be reinvested in the college's resources.
5	New SFC grants available.	Medium	High	£000's	SFC have indicated that there may be grants available relating to poverty, employability and transformation. Although no details are available as yet, the college must be in a position to apply for these grants, minimising the associated delivery costs.
6	Tay Cities Deal funding.	Medium	Medium	40	The college has received funding from Tay Cities for the last few years, the amounts for the past three years have ranged from £42k to £163k. There is nothing in the 26/27 budget at the moment but we will know what funding is available by the end of the current academic year and would hope to tag any income against existing costs. Potential financial impact is a conservative estimate.
7	Growth in Academy of Sports and Wellbeing Income	Medium	High	100	The Academy of Sports and Wellbeing is currently undergoing a review with a refreshed staffing structure put in place as well as investment in gym and climbing wall equipment. Advice will be sought on a strategy to grow the income with the aim of increasing memberships as well as more ad-hoc bookings. The potential financial impact is based on the 26/27 FRP figure.

THREE-YEAR DRAFT BUDGET TO 28/29

CATEGORY	25/26 Projection (£000)	26/27 Draft Budget (£000)	27/28 Draft Budget (£000)	28/29 Draft Budget (£000)
Academic Income	22,663	22,471	22,471	22,471
Commercial Income	3,505	3,747	4,006	4,406
TOTAL INCOME	**26,168**	**26,218**	**26,477**	**26,877**
Direct Staff Costs	12,508	12,777	13,224	13,654
Direct Non-Staff Costs	2,060	1,807	1,861	1,917
TOTAL DIRECT COSTS	**14,568**	**14,583**	**15,085**	**15,570**
CONTRIBUTION	**11,600**	**11,635**	**11,392**	**11,307**
CONTRIBUTION %	**44.3%**	**44.4%**	**43.0%**	**42.1%**
Support Staff Costs	5,917	6,618	6,817	7,021
Support Non-Staff Costs	5,326	4,963	5,112	5,265
TOTAL OVERHEAD COSTS	**11,243**	**11,581**	**11,928**	**12,286**
Restructuring Costs	128	0	0	0
NET SURPLUS/(DEFICIT)	**229**	**54**	**(536)**	**(979)**
NET SURPLUS/(DEFICIT) %	**0.9%**	**0.2%**	**(2.0%)**	**(3.6%)**

The table above provides a high level three-year projection to 28/29 using the following assumptions:

- Academic income is assumed to be flat cash over the period to 28/29.
- International income will rise by 5% per annum in 27/28 and 28/29.
- Residences income will rise by 3% year on year for the same period.
- All other commercial income will increase by 10% year on year for the same period.
- Curriculum staff costs will increase by 3.5% in 27/28 and 3.25% in 28/29.
- Support staff costs will increase by 3% in 27/28 as per the current pay deal and 3% in 28/29.
- All non-staff costs are assumed to rise by 3% year on year in 27/28 and 28/29.
- There are no restructuring costs over the period.
- The income and costs for the Centre for Mountain Studies remain in the three-year projection.

This results in a deficit of £536k in 27/28 and £979k in 28/29 if no further action is taken. SFC will be issuing their assumptions for the 3-year FFR and this will be looked at in more detail with actions required to ensure future financial sustainability.

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Committee Cover Sheet

Paper No.4

Name of Committee	Board of Management
Subject	Recovery Plan Monitoring Committee
Date of Committee meeting	23/06/2025
Author	Deirdre Joy, Chair, Recovery Plan Monitoring Committee
Date paper prepared	16/06/2025
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	Board approval is sought to: • Discontinue RPMC from the end of Academic Year 2025/26; and • Absorb monitoring of the Financial Recovery Plan into existing mechanisms within Finance & Resources Committee
Committee Consultation Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	Discussed at RPMC 18 May 2026
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.	n/a

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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.

Freedom of Information

Committee Cover Sheet

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

Recovery Plan Monitoring Committee

Background & Context

The Recovery Plan Monitoring Committee (RPMC) was established at a time when the college required intensive focus on financial recovery, and it has served an important purpose in helping maintain oversight during a particularly challenging period.

As UHI Perth moves into the next phase, with the prospect of returning to a modest surplus position, and with regular financial reporting and recovery actions increasingly embedded within operational delivery, RPMC consider that there would be merit in considering how the work of this Committee and that of Finance & Resources Committee might best align going forward.

There is now a degree of clear overlap between the two committees, which presents an opportunity to streamline reporting, reduce duplication and ensure that accountability for delivery remains clear and visible.

More broadly, there would be value in ensuring that Board discussion time is increasingly focused on the three areas most critical to the future success of UHI Perth:

- Delivery of the Budget and long-term financial sustainability;
- UHI Transformation and our strategic position within the wider partnership;
- Student Strategy, experience, recruitment and outcomes.

These are the areas where Board-level discussion and challenge can add most value over the coming period.

Proposal

Recovery Plan Monitoring Committee therefore seek Board's approval to:

1. Discontinued RPMC from the end of Academic Year 2025/26; and
2. Absorb high-level monitoring of the Financial Recovery Plan into existing mechanisms within Finance & Resources Committee

Deirdre Joy
Chair, Recovery Plan Monitoring Committee
June 2026

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Committee Cover Sheet

Paper No.5

Name of Committee	Board of Management
Subject	Board Committee Meeting Schedule 2026/27
Date of Committee meeting	23/06/2025
Author	Ian McCartney, Clerk to the Board
Date paper prepared	12/06/2025
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	Paper provides a schedule for all Board and Committee meetings for 202627 for approval. Paper also provides scheduled dates for identified business and compliance matters during the year. Two versions of the schedule have been provided with this paper – depending on the outcome of Paper 7, one version of the schedule will no longer be deemed relevant. The following principles have been applied: • Where possible, no more than 1 Board/Committee meeting will take place in any given week • Where possible, evening in-person meetings have been scheduled for Tuesdays to utilise Room 019
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)

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.	n/a
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.

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

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Board Committee Meetings Schedule Summary 2026/27 (DRAFT)

Meeting	Cycle 1	Cycle 2	Cycle 3	Cycle 4
Remuneration	Monday 17 August 5pm	Monday 02 November 5pm	Monday 08 February 5pm	Monday 26 April 5pm
Chairs'	Tuesday 25 August 5pm	Tuesday 10 November 5pm	Tuesday 16 February 5pm	Tuesday 04 May 5pm
Learner Experience	Wednesday 09 September 3pm	Wednesday 25 November 3pm	Wednesday 03 March 3pm	Wednesday 19 May 3pm
Recovery Plan Monitoring	Thursday 20 August 4pm	Monday 09 November 4pm	Tuesday 09 February 4pm	Tuesday 27 April 4pm
Finance & Resources	Thursday 17 September 5pm	Monday 07 December 5pm (Joint meeting with Audit)	Tuesday 09 March 5pm	Tuesday 25 May 5pm
Audit	Monday 28 September 5pm	Monday 07 December 5pm (Joint meeting with F&R)	Thursday 18 March 5pm	Wednesday 02 June 5pm
Board of Management	Tuesday 13 October 5pm	Tuesday 15 December 5pm	Tuesday 30 March 5pm	Tuesday 15 June 5pm
Board Development Sessions	Board Strategy Away-Day w/c 10 August 2026 (tbc)	Tuesday 17 November Time tbc	Tuesday 23 February Time tbc	Tuesday 11 May Time tbc
Other Key Dates	**Graduation** Thursday 08 October			**Prizegiving** Thursday 03 June

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Board Committee Meetings Schedule Summary 2026/27 (DRAFT – without RPMC)

Meeting	Cycle 1	Cycle 2	Cycle 3	Cycle 4
Remuneration	Monday 17 August 5pm	Monday 02 November 5pm	Monday 08 February 5pm	Monday 26 April 5pm
Chairs'	Tuesday 25 August 5pm	Tuesday 10 November 5pm	Tuesday 16 February 5pm	Tuesday 04 May 5pm
Learner Experience	Wednesday 09 September 3pm	Wednesday 25 November 3pm	Wednesday 03 March 3pm	Wednesday 19 May 3pm
Finance & Resources	Thursday 17 September 5pm	Monday 07 December 5pm (Joint meeting with Audit)	Tuesday 09 March 5pm	Tuesday 25 May 5pm
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Other Key Dates	**Graduation** Thursday 08 October			**Prizegiving** Thursday 03 June

Perth College Board of Management – Standard Business & Compliance Allocation 2026/27

Committee	Cycle 1		Cycle 2		Cycle 3		Cycle 4	
	Date	**Business & Compliance**	**Date**	**Business & Compliance**	**Date**	**Business & Compliance**	**Date**	**Business & Compliance**
Chairs & Remuneration	27 Aug	Membership 1-2-1 Review Summary; Principal's Objectives	05 Nov		11 Feb		15 Apr	Draft Principal's Objectives
Learner Experience	11 Sep	HISA Perth Plan of Work; Student Satisfaction and Engagement Survey;	20 Nov	National Student Survey; Postgraduate Taught Experience Survey; Corporate Parenting Impact Report	19 Feb	Induction Early Experience Survey; Student Retention & Attainment Report; SFC Benchmark Report on KPIs	23 Apr	Student Destinations; Student Recruitment Targets

Committee	Cycle 1		Cycle 2		Cycle 3		Cycle 4	
	Date	**Business & Compliance**	**Date**	**Business & Compliance**	**Date**	**Business & Compliance**	**Date**	**Business & Compliance**
Finance & Resources	26 Sep	Full Year Management Accounts;	05 Dec	Annual Financial Statements; External Audit Annual Report	19 Mar	Draft Mid-Year Review	21 May	Draft Budget & Financial Forecast Return;
Audit	09 Oct	Annual H&S Report; NFI Compliance; Review compliance against Governance Code to allow preparation of Certificates of Assurance;	11 Dec	Annual Financial Statements; External Audit Annual Report; Internal Audit Annual Report; Audit Committee Report to Board	19 Mar	H&S Risk Register; Data Protection Accountability Report Cybersecurity Report	28 May	Internal Audit Annual Plan; External Audit Annual Plan;

Committee	Cycle 1		Cycle 2		Cycle 3		Cycle 4	
	Date	**Business & Compliance**	**Date**	**Business & Compliance**	**Date**	**Business & Compliance**	**Date**	**Business & Compliance**
Board of Management	23 Oct	Receive Full Year Management Accounts	18 Dec	Approve Annual Accounts; Approve External Audit Annual Report; Approve Internal Audit Annual Report; Approve Audit Committee Report to Board	02 Apr	Approve Mid-Year Review	05 June	Receive Draft Budget & FFR; Dates for Committee Meetings

UHI | PERTH

Committee Cover Sheet

Paper No.6

Name of Committee	Board of Management
Subject	Revised HISA Articles of Association
Date of Committee meeting	23/06/2026
Author	Simon Varwell
Date paper prepared	12/06/2026
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	The paper is the culmination of a long period of engagement with boards, Principals, and of course our own elected officers and membership, to revise our governing documents. The review aimed to address information that was missing, outdated, conflicting and contradictory, or unnecessarily complex and duplicating. It therefore does not present a substantive change, bar three small technical changes listed in the cover note. As we are accountable to all UHI's governing bodies under the terms of the 1994 Education Act, this document requires approval from all boards.
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)
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 By tidying up the Articles, risks to HISA's (and therefore the UHI partnership's) governance are in fact significantly reduced or even removed.

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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.	No direct link, but students' associations' governing documents are required to be approved by their parent institution's governing body.
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	No
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)?	~~Yes/~~ No If yes, please give details:
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

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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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and

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

Revised HISA Articles of Association

This paper presents HISA's revised Articles of Association for approval by each of its institutional governing bodies.

The revision is the culmination of a major undertaking begun during the 2024-25 academic year to develop revised governing documents. The documents have been approved by a referendum and Annual All-Student Meeting, and by our Trustee Board and a Special Resolution passed by our Company Law Meeting (21 May 2026).

A primary purpose of this work was to address information that was missing, outdated, conflicting and contradictory, or unnecessarily complex and duplicating. This "tidying up" exercise aimed broadly **not** to substantively change our current structures, but merely to express them in a clearer, more readable and more useable manner. At the same time, a small number of minor adjustments have been made, including:

1. The restructure of our Student Officer team (including the removal of the HTC Depute President).
2. The adjustment of our Trustee Board chair role to now sit with an independent member rather than the President. This change reflects good practice and aims to strengthen our governance by allowing an external trustee who is in place for more than one year to help ensure continuity and consistency whilst allowing the elected President to be the vice-chair. This arrangement is seen in the majority of other students' associations in Scotland and is supported in the latest Code of Governance for Students' Unions. Given the workload of the President, the HISA Trustee Board and Executive Committee supported this change as a means of encouraging applicants to the Cross-Campus Officer roles.
3. Continuing to set referendum thresholds at 200 students participating and which reflects current experiences.

The background to the role of the Association and its need to remain accountable to the University and each Academic Partner remains unchanged.

We welcome broader feedback as to how future revisions of the Articles of Association can help enhance engagement of our diverse student membership in shaping the policies and priorities of HISA.

The HISA Trustee Board have requested ratification of the updated Articles of Association with the aim to complete this process by the 30th June 2026 in order to allow a sound, stable and clear basis for constitutional functioning for 2026-27.

Xander McDade
Chair of Trustees/Student President
Highlands and Islands Students' Association
29 May 2026

The Companies Act 2006

Company Limited by Guarantee and not Having a Share Capital

Memorandum and Articles of Association of the Highlands and Islands Students' Association

To be adopted following ratification by the Court of the University of the Highlands and Islands and by Academic Partners HISA Company Law Meeting Special Resolution, 21st May 2026

HISA is a registered charity (SC046142) and represents the students at the University of the Highlands and Islands, and their academic partners.

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Table of Contents and Comments

Part One: Key Constitutional Provisions **Page 3**

This section describes the organisation, its purpose, the activities it can engage in and the boundaries of its work. It describes what happens if the organisation was to be dissolved and how the memorandum and articles can be amended.

It also includes a table of definitions and interpretations.

Part Two: Members **Page 11**

This section describes who the members of the Students' Association are.

Part Three: Meetings **Page 15**

This section describes how various meetings of the Association (Referendum, Annual All Student Meetings, All Student Meetings, Company Law meetings) are called and what business will take place within them.

Part Four: Trustees **Page 18**

This section describes who the Trustees are, how they are appointed, how they can be removed and their powers.

Part Five: Executive Committee **Page 23**

This section describes who the Executive Committee are, how they are appointed, how they can be removed and their powers.

Part Six: Decision Making by Trustees **Page 24**

This section lays out how Trustee meetings will be called and run and how trustees can make decisions.

Part Seven: Administrative Arrangements and Miscellaneous Provision **Page 28**

This section deals with miscellaneous issues.

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HISA is a registered charity (SC046142) and represents the students at the University of the Highlands and Islands, and their academic partners.

The Companies Act 2006 Company Limited by Guarantee and not having a Share Capital

Articles of Association of the Highlands and Islands Students' Association

BACKGROUND

A The Highlands and Islands Students' Association (the "Association") is a Students' Union within the meaning of the Education Act 1994 (formed in accordance with Article 19.1 of the University's Articles of Association) and is the eligible body to nominate students to the Court of the University of the Highlands and Islands (UHI).

The Highlands and Islands Students' Association will represent the interests of all students (FE and HE) at the University of the Highlands and Islands and its academic partners at a cross-campus level. The Association will also represent the local interests of all students at those academic partners whose representative structures are part of the Association as outlined in the Schedules to these Articles.

B The Association will seek at all times to:

(i) ensure that the diversity of its Student Membership is recognised and that equal access is available to all Student Members of whatever origin or orientation;

(ii) pursue its aims and objectives independent of any political party or religious group; and

(iii) pursue equal opportunities by taking positive action within the law to facilitate participation of groups discriminated against by society.

C These Articles have been structured to give the Board of Trustees reasonable authority to manage the affairs of the Association in a professional manner. The Student Members enjoy the right, which must be exercised in accordance with charity law, to elect a proportion of the Trustees and to dismiss all of the Trustees. The Board of Trustees will give the utmost consideration to the views of Student Members.

D Under the Education Act 1994, the University of the Highlands and Islands and its academic partners have a statutory duty to ensure that the Association operates in a fair and democratic manner and is held to proper account for its finances. The Association therefore works alongside the University of the Highlands and Islands and its academic partners in ensuring that the affairs of the Association are properly conducted and that the educational and welfare needs of the Association's Student Members are met.

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Part One
Key Constitutional Provisions

1. Definitions and Interpretation

1.1 The meanings of any defined terms used in these Articles are set out below. If any dispute arises in relation to the interpretation of these Articles or any of the Schedules, it shall be resolved by the Student President or, where appropriate, a nominee appointed by them. Any appeal to their interpretation must be directed to the Board of Trustees who shall make a final ruling.

Term	Meaning
Academic Year	the period between 1st July in one year to 30th June in the following year;
Address	includes a postal or physical address and a number or address used for the purpose of sending or receiving documents by Electronic Means;
Appointments Committee	the committee set up in accordance with the Schedules;
Articles	these Articles of Association for the Students' Association; the governing document outlining what we do;
Association	the Highlands and Islands Students' Association, also known as HISA;
Board of Trustees or Board	the Board of Trustees of the Association;
Chair	the chair of the Board of Trustees, who shall be appointed in accordance with Article [47.1];
Chair of the meeting	in the case of Trustees' meetings means the person chairing the meeting in accordance with Article [47];
Circulation Date	in relation to a written resolution, has the meaning given to it in the Companies Acts;
Clear days	in relation to the period of a notice, that period excluding the day when the notice is given or deemed to be given and the day for which it is given or on which it is to take effect;
Code of Practice	the code of practice relating to the University of the Highlands and Islands' and its academic partners' obligations under Section 22 of the Education Act;
Companies Acts	means the Companies Acts (as defined in Section 2 of the Companies Act 2006), in so far as they apply to the Association;
Company Law Meeting	a general meeting of the Company Law Members of the Association for the purposes of the Companies Acts;
Company Law members	members of the Association for the purposes of the Companies Acts, as defined in Article [13];
Connected person	any person falling within one of the following categories and where payment to that person might result in the Trustee obtaining benefit: a) any spouse, civil partner, parent, child, brother, sister, grandparent or grandchild of a Trustee; or b) the spouse or civil partner of any person in (a); or c) any person living with a Trustee or their partner; or d) any company or LLP or firm of which a Trustee is a paid director, member, partner or employee, or shareholder holding more than 1% of the capital;

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Cross-Campus Officer Trustee	a Trustee elected in accordance with Article [25], often referred to as a Cross-Campus Officer;
Deputy Chair	the deputy chair of the Board of Trustees, who shall be the Student President in accordance with Article [47.2];
Document	includes summons, notice, order or other legal process and includes, unless otherwise specified, any document sent or supplied in Electronic Form;
Education Act	the Education Act 1994;
Elected Officers	the Cross-Campus Officer Trustees and Local Officers elected under the Schedules;
Electronic Form and Electronic Means	have the meanings respectively given to them in Section 1168 of the Companies Act 2006;
(the) Executive Committee	means the committee comprising the Cross-Campus Officer Trustees and the Local Officers as further described in Article [37];
External Trustee	a Trustee appointed in accordance with Article [27.1] who for the avoidance of doubt shall not be deemed to be either a major Association office holder or a Cross-Campus Officer Trustee for the purposes of Section 22 of the Education Act;
Financial expert	an individual, company or firm who is authorised to give investment advice under the Financial Services and Markets Act 2000;
Hard Copy and Hard Copy Form	have the meanings respectively given to them in the Companies Act 2006;
Local Officers	the Student Members elected in accordance with the Schedules to be Student Officers at the academic partners of UHI;
Members	the Student Members and the Company Law Members;
Positional Policy	representative and campaigning policy set by Referenda in accordance with Article [20] and schedules respectively or by the Student Members at an Annual All Student Meeting or an All Student Meeting in accordance with Article [21] and the schedules;
RAG	the Raising And Giving society which develops students by providing them with an opportunity to raise funds for charitable causes;
Referendum	a ballot in which all Student Members of the Association are entitled to cast a vote, the protocol for which shall be set out in the Schedules;
Schedules	a document outlining the working practices of the Association made from time to time in accordance with Article [52];
Secure Petition	a written request to the Association which shall be fixed in a prearranged place or places or held securely on-line;
Senior Manager	the senior manager of the Association who is appointed by the Board of Trustees;
Student	any individual who is formally registered for an approved programme of study provided by the University of the Highlands and Islands and its academic partners. For the avoidance of doubt, the relevant institution shall determine whether or not an individual has student status;
Student Trustee	a Trustee elected in accordance with Article [26] who is a Student and who, for the avoidance of doubt, shall not be a major Association office holder for the purposes of Section 22 of the Education Act;
Student Members	student members of the Association as defined in Article [11];

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Subsidiary Company	any company in which the Association holds more than 50% of the shares, controls more than 50% of the voting rights attached to the shares or has the right to appoint a majority of the board of the company;
Trustee and Trustees	the directors of the Association as defined in Article [24]; and
Writing	the representation or reproduction of words, symbols or other information in a visible form by any method or combination of methods, whether sent or supplied in Electronic Form or otherwise

1.2 This constitution uses the gender-neutral pronouns “they”, “their” and “them” throughout the document.

1.3 Subject to Article [1.4], any reference in these Articles to an enactment includes a reference to that enactment as re-enacted or amended from time to time and to any subordinate legislation made under it.

1.4 Unless the context otherwise requires, other words or expressions contained in these Articles bear the same meaning as in the Companies Act 2006 as in force on the date when these Articles become binding on the Association.

2. Name

The name of the company is the Highlands and Islands Students’ Association. In these Articles it is called “the Association”.

3. Registered Office

The registered office of the Association is situated in Scotland.

4. Objects

The objects of the Association are the advancement of education of students at the University of the Highlands and Islands and its academic partners for the public benefit by:

4.1 working to enhance the teaching and learning experience of students at the University of the Highlands and Islands and its academic partners by organising, supporting and promoting the role of students, and working in partnership with the relevant institutions and its staff;

4.2 promoting the interests and welfare of students during their course of study and representing, supporting and advising students;

4.3 being the recognised representative channel between students and the University of the Highlands and Islands and its academic partners and any other external bodies;

4.4 providing social, cultural, sporting and recreational activities, and forums for discussions and debate for the personal development of its students; and

4.5 being the recognised representative body that represents students to the University of the Highlands and Islands as the regional strategic body for further education in the Highlands and Islands.

5. Powers

To further its objects, but not to further any other purpose, the Association may:

5.1 provide services and facilities for Student Members;

5.2 establish, support, promote and operate a network of student activities for Student Members;

5.3 support any Raising & Giving (RAG) or similar fundraising activities carried out by its Student Members for charitable causes, including the provision of administrative support, banking facilities andacting as a holding trustee of any funds raised;

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5.4 alone or with other organisations:

5.4.1 carry out campaigning activities;

5.4.2 seek to influence public opinion; and

5.4.3 make representations to and seek to influence governmental and other bodies and institutions regarding the reform, development and implementation of appropriate policies, legislation and regulations, provided that all such activities shall be confined to the activities which a Scottish charity may properly undertake and provided that the Association complies with the Education Act and any guidance published by the Office of the Scottish Charity Regulator (OSCR);

5.5 write, make, commission, print, publish or distribute materials or information or assist in these activities;

5.6 promote, initiate, develop or carry out education and training and arrange, provide or assist with exhibitions, lectures, meetings, seminars, displays or classes;

5.7 promote, encourage, carry out or commission research, surveys, studies or other work and publish the useful results;

5.8 provide or appoint others to provide advice, guidance, representation and advocacy;

5.9 co-operate with other charities and bodies and exchange information and advice with them;

5.10 become a member, affiliate or associate of other charities and bodies;

5.11 support, set up or amalgamate with other charities with objects identical or similar to the Association's objects, and act as or appoint trustees, agents, nominees or delegates to control and manage such charities (including without limitation to act as trustee of any charitable trust of permanent endowment property held for any of the charitable purposes included in the Association's objects);

5.12 purchase or acquire all or any of the property, assets, liabilities and engagements of any charity with objects similar to the Association's objects;

5.13 pay out of the funds of the Association the costs of forming and registering the Association;

5.14 raise funds and invite and receive contributions from any person, provided that the Association shall not carry out any taxable trading activities out with the recommendations of OSCR in raising funds;

5.15 borrow and raise money on such terms and security as the Association may think suitable including for the purposes of investment or of raising funds in accordance with the restrictions imposed by the Charities and Trustee Investment (Scotland) Act 2005;

5.16 purchase, lease, hire or receive property of any kind including land, buildings and equipment and maintain and equip it for use;

5.17 sell, manage, lease, mortgage, exchange, dispose of or deal with all or any of its property;

5.18 make grants or loans of money and give guarantees;

5.19 set aside funds for special purposes or as reserves against future expenditure;

5.20 invest and deal with the Association's money not immediately required for its objects in or upon any investments, securities, or property;

5.21 delegate the management of investments to an appropriately experienced and qualified financial expert provided that:

5.21.1 the investment policy is set down in writing for the financial expert by the Trustees;

5.21.2 every transaction is reported promptly to the Trustees;

5.21.3 the performance of the investments is reviewed regularly by the Trustees;

5.21.4 the Trustees are entitled to cancel the delegation at any time;

5.21.5 the investment policy and the delegation arrangements are reviewed at least once a year;

5.21.6 all payments due to the financial expert are on a scale or at a level which is agreed in advance and are notified promptly to the Trustees on receipt; and

DRAFT

5.21.7 the financial expert may not do anything outside the powers of the Trustees;

5.22 arrange for investments or other property of the Association to be held in the name of a nominee (being a company or a limited liability partnership registered or having an established place of business in the United Kingdom) under the control of the Trustees or a financial expert acting under their instructions and to pay any reasonable fee required;

5.23 lend money and give credit to, take security for such loans or credit and guarantee or give security for the performance of contracts by any person or company;

5.24 open and operate banking accounts and other facilities for banking and draw, accept, endorse, negotiate, discount, issue or execute negotiable instruments such as promissory notes or bills of exchange;

5.25 trade in the course of carrying out any of its objects and carry on any other trade which is not expected to give rise to taxable profits;

5.26 establish or acquire subsidiary companies to carry on any trade;

5.27 subject to Article [6] (Limitation on private benefits), employ and pay employees and professionals or other advisors;

5.28 grant pensions and retirement benefits to employees of the Association and to their dependents and subscribe to funds or schemes for providing pensions and retirement benefits for employees of the Association and their dependents;

5.29 pay out of the funds of the Association the cost of any premium in respect of any indemnity insurance to cover the liability of the Trustees (or any of them) which by virtue of any rule of law would otherwise attach to them in respect of any negligence, default, breach of trust or breach of duty of which they may be guilty in relation to the Association, including without limitation any liability to make a contribution to the Association's assets as specified in section 214 of the Insolvency Act 1986 (wrongful trading), provided that no such insurance shall extend to:

5.2.9.1 any claim arising from any liability incurred by the Trustees to pay a fine imposed in criminal proceedings or a sum payable to a regulatory authority by way of a penalty in respect of non-compliance with any requirement of a regulatory nature (however arising);

5.2.9.2 any liability incurred by the Trustees in defending any criminal proceedings in which the Trustees are convicted of an offence arising out of any fraud or dishonesty, or wilful or reckless misconduct;

5.2.9.3 any liability incurred by the Trustees to the Association that arises out of any conduct which the Trustees knew (or must reasonably be assumed to have known) was not in the interests of the Association or in the case of which they did not care whether it was in the best interests of the Association or not; or

5.29.4 in relation to any liability to make a contribution to the Association's assets as specified in section 214 of the Insolvency Act 1986, any liability to make such a contribution where the basis of the Trustee's liability is their knowledge prior to the insolvent liquidation of the Association (or reckless failure to acquire that knowledge) that there was no reasonable prospect that the Association would avoid going into insolvent liquidation; and

5.30 do all such other lawful things as shall further the Association's objects.

6. Limitation on private benefits

6.1 The income and property of the Association shall be applied solely towards the promotion of its objects.

6.2 Except as provided below no part of the income and property of the Association may be paid or transferred directly or indirectly by way of dividend, bonus or otherwise by way of profit to any Member of the Association. This shall not prevent any payment in good faith by the Association of:

6.2.1 any payments made to any Member in their capacity as a beneficiary of the Association;

6.2.2 reasonable and proper remuneration to any Member for any goods or services supplied to the Association provided that if such Member is a Trustee Article [6.3] shall apply;

6.2.3 interest on money lent by any Member to the Association at a reasonable and proper rate;

6.2.4 any reasonable and proper rent for premises let by any Member to the Association.

6.3 Except as provided below no Trustee may sell goods, services or any interest in land to the Association; be employed by, or receive any remuneration from, the Association; or receive any other financial benefit from the Association. This shall not prevent any payment in good faith by the Association of:

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6.3.1 any payments made to any Trustee or Connected Person in their capacity as a beneficiary of the Association;

6.3.2 reasonable and proper out of pocket expenses of the Trustees;

6.3.3 reasonable and proper remuneration to any Cross-Campus Officer Trustee or Connected Person for any goods or services supplied to the Association on the instructions of the Trustees provided that:

6.3.3.1 for the avoidance of doubt, the authorisation under this provision shall extend to the remuneration of Cross-Campus Officer Trustees and Connected Persons under contracts of employment with the Association;

6.3.3.2 subject to Article [6.3.3.1], the authorisation under this provision shall not extend to the service of acting as Trustee;

6.3.3.3 if the person being remunerated is a Trustee the procedure described in Article [50] (Conflicts of Interest) must be followed in considering the appointment of the Trustee and in relation to any other decisions regarding the remuneration authorised by this provision;

6.3.3.4 if the person being remunerated is a Connected Person the procedure described in Article [50] (Conflicts of Interest) must be followed by the relevant Trustee in relation to any decisions regarding such Connected Person;

6.3.3.5 subject to Article [6.5], this provision may not apply to more than half of the Trustees (and for these purposes such provision shall be treated as applying to a Trustee if it applies to a person who is a Connected Person in relation to that Trustee); and

6.3.3.6 at all times the provisions of the Education Act and the Charities and Trustee Investment (Scotland) Act 2005 are complied with;

6.3.4 interest on money lent by any Trustee or Connected Person to the Association at a reasonable and proper rate;

6.3.5 any reasonable and proper rent for premises let by any Trustee or Connected Person to the Association;

6.3.6 reasonable and proper premiums in respect of indemnity insurance effected in accordance with Article [5.29];

6.3.7 any payments made to any Trustee or officer under the indemnity provisions set out at Article [60]; and

6.3.8 any payments authorised in writing by the Office of the Scottish Charity Regulator (OSCR).

6.4 For any transaction authorised by Article [6.3], the Trustee's duty (arising under the Companies Act 2006) to avoid a conflict of interest with the Association shall be disapplied provided the relevant provisions of Article [6.3] have been complied with.

6.5 Where a vacancy arises on the Board of Trustees with the result that Article [6.3.3] applies to less than half of the Trustees, the Association may continue to pay remuneration to its Cross-Campus Officer Trustees and any Connected Persons receiving remuneration in accordance with Article [6.3.3] provided that the Association uses all reasonable endeavours to fill the vacancy as soon as possible.

7. Liability of Company Law Members

The liability of each Company Law Member is limited to £1, being the amount that each Company Law Member undertakes to contribute to the assets of the Association in the event of its being wound up while they are a Company Law Member or within one year after they cease to be a Company Law Member, for:

7.1 payment of the Association's debts and liabilities contracted before they cease to be a Company Law Member;

7.2 payment of the costs, charges and expenses of winding up; and

7.3 adjustment of the rights of the contributories among themselves.

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8. Dissolution

If any property remains after the Association has been wound up or dissolved and all debts and liabilities have been satisfied, it shall not be paid to or distributed among the Members of the Association. It shall instead be given or transferred to some other charitable institution or institutions having similar objects to those of the Association and which prohibits the distribution of its or their income and property among its or their members to an extent at least as great as these Articles impose upon the Association. The institution or institutions which are to benefit shall be chosen by the Trustees of the Association at or before the time of winding up or dissolution.

9. Reviewing and amending the Articles

9.1 The Trustees and the Court of the University of the Highlands and Islands shall be required to review the provisions of the Association's Articles of Association at intervals of no more than five years.

9.2 Any amendment to the Association's Articles of Association shall require the following:

9.2.1 A resolution passed at an All Student meeting or in a Referendum by a two thirds majority vote approving the Proposal or the Proposal(s) (as the case may be);

9.2.2 A special resolution of the Company Law Members making the amendments to the Articles that have been approved by resolution of the Student Members in accordance with Article [9.2.1];

9.2.3 Approval at a convened meeting of representatives of Court of the University of the Highlands and Islands, subject to ratification of Court in its entirety.

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Part Two
Members

10. Members of the Association

10.1 The Members of the Association shall be as follows:

10.1.1 Student Members; and

10.1.2 Company Law Members.

10.2 The Association may also have the following associate members:

10.2.1 Student Associate Members in accordance with Article [15].; and

10.2.2 Non-Student Associate Members in accordance with Article [16].

BECOMING AND CEASING TO BE A STUDENT MEMBER

11. Student Members

11.1 The Student Members of the Association shall be as follows:

11.1.1 each and every Student aged 16 and over registered with the academic partners whose representation structures are part of the Association, who has not opted out by notifying the University of the Highlands and Islands Student Records Office of their wish not to be a Student Member of the Association; and

11.1.2 the Cross-Campus Officer Trustees of the Association; and

11.1.3 the full-time Local Officers of the Association.

11.2 A register of students who have opted out of membership of the Association in accordance with these Articles shall be maintained by the University of the Highlands and Islands.

12. Termination of Student Membership

12.1 Student Membership shall not be transferable and shall cease on death. A Student Member shall cease to be a Student Member of the Association if:

12.1.1 they cease to be a student. For the avoidance of doubt, this will include the situation where a Student Member's Student status with the University of the Highlands and Islands or its academic partners is revoked by the University of the Highlands and Islands or its academic partners;

12.1.2 they cease to be a Cross-Campus Student Officer; or

12.1.3 they cease to be a full-time Local Officer; or

12.1.4 they opt out of Student Membership by giving written notice to the University of the Highlands and Islands Student Records Office; or

12.1.5 a decision is made to remove them from Student Membership of the Association in accordance with the Association's Code of Conduct or the Disciplinary Procedure for Members Schedule.

12.2 Any student who has exercised their right to opt out of Student Membership shall not be unfairly disadvantaged, with regard to the provision of Association services or otherwise, by reason of having done so.

12.3 Any student who has exercised their right to opt out shall not be permitted to engage with the democratic governance structures of the Association.

BECOMING AND CEASING TO BE A COMPANY LAW MEMBER

13. Trustees as Company Law Members

13.1 The Trustees from time to time shall be the only Company Law Members of the Association.

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13.2 A Trustee shall become a Company Law Member on becoming a Trustee.

13.3 The names of the Company Law Members of the Association shall be entered in the register of Company Law Members.

14. Termination of Company Law Membership

14.1 A Company Law Member shall cease to be a Company Law Member if they cease to be a Trustee.

14.2 Company Law Membership is not transferable and shall cease on death.

BECOMING AND CEASING TO BE ASSOCIATE MEMEBERS

15. Student Associate Members

15.1 Students registered with academic partners that maintain independent students' associations are not Student Members of the Association.

15.2 Students registered with academic partners that maintain independent students' associations have a category of membership, Student Associate Member, that enables them to be represented by the Highlands and Islands Students' Association at a cross-campus level.

15.3 This category of membership enables these students to fully participate in all Association business in relation to cross-campus matters. This includes Cross-Campus Officer Trustee elections, committees, referenda, petitions and any other cross-campus activity delivered by the Association.

15.4 Under agreement between the Highlands and Islands Students' Association and these independent students' associations, some services may be shared.

15.5 Student Associate Membership shall not be transferable and shall cease on death. A Student Associate Member shall cease to be a Student Member of the Association if:

15.5.1 they cease to be a Student. For the avoidance of doubt, this will include the situation where a Student Associate Member's Student status with the University of the Highlands and Islands or its academic partners is revoked by the University of the Highlands and Islands or its academic partners;

15.5.2 they opt out of Student Associate Membership by giving written notice to the University of the Highlands and Islands Student Records Office; or

15.5.3 a decision is made to remove their Student Association Membership in accordance with the Association's Code of Conduct or the Disciplinary Procedure for Members Schedule.

16. Non-Student Associate members

16.1 The Annual All Student Meeting (AASM) may establish such classes of Non-Student Associate Membership with such description and with such rights and obligations as they think fit and may admit and remove such Non-Student Associate Members in accordance with the Schedules provided that no such Non-Student Associate Members shall be Members of the Association for the purposes of the Articles or the Companies Acts.

16.2 Non-Student Associate Members shall not be Members for the purposes of these Articles and shall not be entitled to vote on any matter.

MEMBERSHIP RIGHTS & RESPONSIBILITIES

17. Rights Of Membership

17.1 Student Members of the Association shall be entitled to;

17.1.1 Engage with the Association's democratic functions;

17.1.2 Utilise the social facilities administered by the Association;

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17.1.3 Access the services and support facilities provided by the Association;

17.1.4 Join registered student groups (for example Sport Clubs and Societies) subject to the conditions of membership of such groups;

17.1.5 Engage in the democratic functions of student groups of which they are members;

17.1.6 Represent the organisation in competitive sport including, but not limited to, BUCS competitions subject to qualification conditions of each sporting body;

17.1.7 Be represented by the Association on academic issues and any other relevant issues that arise as a result of their student status; and

17.1.8 Attend Company Law Meetings as observers at the invitation of the Chair.

17.2 Company Law Members shall be entitled to;

17.2.1 Participate in Company Law meetings subject to their rules and regulations;

17.2.2 Utilise the social facilities administered by the Association;

17.2.3 Access the publicly available services provided by the Association (unless otherwise stated); and

17.2.4 Join registered student groups (for example Sport Clubs and Societies) subject to the conditions of non-student membership of such groups and the approval of their committee.

17.3 Student Associate Members shall be entitled to;

17.3.1 Engage with the Association's cross-campus democratic functions;

17.3.2 Utilise the social facilities administered by the Association;

17.3.3 Access the services and support facilities provided by the Association;

17.3.4 Join registered student groups (for example Sport Clubs and Societies) subject to the conditions of membership of such groups;

17.3.5 Engage in the democratic functions of student groups of which they are members;

17.3.6 Represent the organisation in competitive sport including, but not limited to, BUCS competitions subject to qualification conditions of each sporting body;

17.3.7 Be represented by the Association on academic issues and any other relevant issues that arise as a result of their student status; and

17.3.8 Attend Company Law Meetings as observers at the invitation of the Chair.

17.4 Non-Student Associate Members shall be entitled to;

17.4.1 Utilise the social facilities administered by the Association;

17.4.2 Access the publicly available services provided by the Association (unless otherwise stated);

17.4.3 Join registered student groups (for example Sports Clubs and Societies) subject to the conditions of Non-Student Associate Membership of such groups and the approval of their committee; and

17.4.4 Attend Company Law Meetings as observers at the invitation of the Chair.

18. Responsibilities Of Membership

18.1 All types of membership shall be subject to the Articles, Schedules and Policies of the Students' Association including the Code of Conduct.

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19. Code of Conduct

19.1 The Board of Trustees will establish and monitor a “code of conduct” that all Student Members and all Student Associate Members shall be required to adhere to, including when Student Members are involved in activities or at events that are administered or organised by the Association.

19.2 The code of conduct may include a range of sanctions for breach of the code of conduct by a Student Member or a Student Associate Member, including the suspension or removal of any or all of the rights and privileges of Student Membership or Student Associate Membership, including the holding of office.

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Part Three
Meetings

20. Referendums

20.1 A Referendum may be called on any issue by:

20.1.1 a resolution of the Trustees; or

20.1.2 a majority vote of the Annual All Student Meeting; or

20.1.3 a majority vote of the All Student Meeting; or

20.1.4 A Secure Petition signed by at least 100 Student Members and/ or Associate Student Members

20.2 Subject to Article [31.1.2], a resolution may only be passed by Referendum if at least 200 Student Members and/ or Associate Student Members cast a vote in the Referendum and a majority of the votes cast are in favour of the resolution.

20.3 Referenda shall be conducted in accordance with these Articles and the Schedules.

20.4 Subject to Article [33.3], the Student Members may set Positional Policy by Referendum. Policy set by Referendum may overturn Positional Policy set by an Annual All Student Meeting (AASM) or an All Student Meeting (ASM).

21. Annual All Student Meetings

21.1 The Association shall hold an Annual All Student Meeting (AASM) each Academic Year which shall be called and held in accordance with these Articles and the Schedules. The Annual All Student Meeting (AASM) shall be held at such time and place as the Trustees shall think suitable to allow the maximum number of Student Members to attend.

21.2 The Annual All Student Meeting (AASM) shall, but is not limited to:

21.2.1 represent the voice of the Students;

21.2.2 ratify minutes of the previous Annual Student Members' Meeting (AASM);

21.2.3 receive the annual Trustee report and / or an overview of the Association's activities since the previous Annual All Student Meeting (AASM);

21.2.4 receive the accounts of the Association for the previous financial year;

21.2.5 subject to Article [33.3], set the Positional Policy of the Association and refer Positional Policy to Referenda of the Student Members;

21.2.6 ratify the decisions made by the Appointments and Remunerations Committee relating to the appointment of Student Trustees and External Trustees in accordance with Articles [26] and [27.1];

21.2.7 scrutinise the activity of the elected Student Officers;

21.2.8 question the Trustees;

21.2.9 make, repeal and amend the Schedules jointly with the Trustees in accordance with Article [52];

21.2.10 approve the list of affiliations of the Association; and

21.2.11 appoint Non-Student Associate Members in accordance with Article [16] and the Schedules

21.3 The Association may hold additional All Student Meetings (ASMs) in addition to the Annual All Student Meeting (AASM). Such meetings shall be called and held in accordance with the Schedules.

21.4 For the avoidance of doubt, any Annual All Student Meeting (AASM) or All Student Meeting (ASM) held under this Article [21] shall not be a Company Law Meeting of the Association for the purposes of the Companies Acts.

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22. Company Law Meetings

22.1 The Trustees may call a Company Law Meeting at any time.

22.2 Such meetings must be held in accordance with the provisions regarding such meetings in the Companies Acts.

22.2 A Company Law Meeting will only be required where the Association wishes to pass a company law resolution (other than by way of written resolution) in accordance with the Articles and/or the Companies Acts, for example a resolution to amend the Association's Articles of Association.

23. Written Resolutions

23.1 Subject to this Article [23], a written resolution agreed by:

23.1.1 Company Law Members representing a simple majority; or

23.1.2 (in the case of a special resolution) Company Law Members representing not less than 75%;

of the total voting rights of eligible Company Law Members shall be effective.

23.2 On a written resolution each Company Law Member shall have one vote.

23.3 A written resolution is not a special resolution unless it stated that it was proposed as a special resolution.

Circulation

23.4 A copy of the proposed written resolution must be sent to every eligible Company Law Member together with a statement informing the Company Law Member how to signify their agreement and the date by which the resolution must be passed if it is not to lapse.

23.5 In relation to a resolution proposed as a written resolution of the Association the eligible Company Law Members are the Company Law Members who would have been entitled to vote on the resolution on the Circulation Date of the resolution.

23.6 The required majority of eligible Company Law Members must signify their agreement to the written resolution within the period of 28 days beginning with the Circulation Date.

23.7 Communications in relation to written resolutions must be sent to the Association's auditors in accordance with the Companies Acts.

Signifying agreement

23.8 A Company Law Member signifies their agreement to a proposed written resolution when the Association receives from them (or from someone acting on their behalf) an authenticated document:

23.8.1 identifying the resolution to which it relates; and

23.8.2 indicating the Company Law Member's agreement to the resolution.

23.9 For the purposes of Article [23.8]:

23.9.1 a document sent or supplied in Hard Copy Form is sufficiently authenticated if it is signed by the person sending or supplying it; and

23.9.2 a document sent or supplied in Electronic Form is sufficiently authenticated if:

23.9.2.1 the identity of the sender is confirmed in a manner specified by the Association; or

23.9.2.2 where no such manner has been specified by the Association, if the communication contains or is accompanied by a statement of the identity of the sender and the Association has no reason to doubt the truth of that statement.

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23.10 If the Association gives an electronic address in any document containing or accompanying a written resolution, it will be deemed to have agreed that any document or information relating to that resolution may be sent by Electronic Means to that address (subject to any conditions or limitations specified in the document).

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Part Four
Trustees

APPOINTMENT AND RETIREMENT OF TRUSTEES

24. Appointment of Trustees

The Trustees shall be made up of the following persons:

24.1 Cross-Campus Officer Trustees, elected in accordance with Article [25];

24.2 Student Trustees, appointed in accordance with Article [26];

24.3 External Trustees, appointed in accordance with Article [27].

25. Cross-Campus Officer Trustees

25.1 The Cross-Campus Officer Trustees shall be elected by secret ballot by the Student Members and Associate Student Members of the Association at an election to be held in accordance with the Schedules.

25.2 Cross-Campus Officer Trustees shall be elected in accordance with Article [25.1] to posts specified in the Schedules and each of these Cross-Campus Officer Trustees shall also hold office as a Trustee until they cease to be a Cross-Campus Officer Trustee in accordance with Article [31] or cease to be a Cross-Campus Officer Trustee in accordance with Articles [28]. Except where otherwise indicated, references in these Articles to “Cross-Campus Officer Trustees” are to individuals acting solely in their capacity as Cross-Campus Officer Trustees.

25.3 The Cross-Campus Officer Trustees shall remain in office for a term of one year commencing in accordance with the Schedules. The term of office may be shorter or longer on a transitional basis to coincide with an alteration of the year start or end. Subject to a transitional change in the year of office, a Cross-Campus Officer Trustee may be re-elected for a maximum further term of one year by the Student Members and Student Associate Members of the Association at an election to be held in accordance with the Schedules. For the avoidance of doubt, a Cross-Campus Officer Trustee’s terms of office may be either consecutive or non-consecutive.

25.4 Each Cross-Campus Officer must either be:

25.4.1 a Student Member; or

25.4.2 a Student Associate Member; or

25.4.3 a first year Cross-Campus Trustee; or

25.4.4 a full-time Local Officer;

at the time of their election.

25.5 In accordance with Article [11], each Cross-Campus Officer Trustee shall become a Student Member of the Association on commencement of their appointment or reappointment as a Cross-Campus Officer Trustee. Such Student Membership shall cease when the Cross-Campus Officer Trustee ceases to be a Cross-Campus Officer Trustee.

25.6 The Cross-Campus Officer Trustees shall be deemed to be “major Association office holders” for the purposes of Section 22 of the Education Act.

25.7 At the same time as commencing the term of office, each Cross-Campus Officer Trustee will enter into a contract of employment with the Association for a term to be determined by the Schedules. The duties and method of remuneration of each Cross-Campus Officer Trustee shall be as set out in the Schedules.

26. Student Trustees

Subject to Article [26.1] below, Student Trustees shall be appointed by a simple majority vote of the Appointments Committee provided that the appointment of each Student Trustee is ratified by a simple majority vote of the Annual All Student Meeting (AASM) or All Student Meeting (ASM). For the avoidance of doubt, such appointments shall not take effect until it has been ratified by the Annual All Student Meeting (AASM) or All Student Meeting (ASM).

26.1 Each Student Trustee must be a Student at the time of their appointment (and shall continue to be a Student for the duration of their term as a Student Trustee).

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26.2 Student Trustees shall remain in office for a maximum term of two years commencing in accordance with the Schedules. The term of office may be shorter or longer on a transitional basis to coincide with the alteration of the year start or end.

26.3 A Student Trustee may serve a maximum of two terms which may either be consecutive or non-consecutive.

27. External Trustees

27.1 External Trustees shall be appointed by a simple majority vote of the Appointments Committee provided that the appointment of each External Trustee is ratified by a simple majority vote of the Annual All Student Meeting (AASM) or All Student Meeting (ASM). For the avoidance of doubt, such appointment shall not take effect until it has been ratified by the Annual All Student Meeting (AASM) or All Student Meeting (ASM).

27.2 Unless their appointment is terminated in accordance with Articles [28], [29] or [30], External Trustees shall remain in office for a term of up to four years commencing in accordance with the Schedules.

27.3 External Trustees may serve for a maximum of two terms which may either be consecutive or non-consecutive.

27.4 They may not be Student Members, Associate Student Members, employees of the Association, or serving governors at UHI.

28. Disqualification, Resignation and Removal of Trustees

The office of a Trustee shall be vacated if:

28.1 that person ceases to be a Trustee by virtue of any provision of the Companies Act 2006 or is prohibited from being a company director by law;

28.2 they become prohibited by law from being a charity trustee;

28.3 in the case of a Cross-Campus Officer Trustee, they cease to be a Cross-Campus Officer Trustee;

28.4 in the case of a Student Trustee, they cease to be either a Student Member or Student Associate Member;

28.5 in the case of a Cross-Campus Officer Trustee or a Student Trustee, their Student Membership or Student Associate Membership of the Association is removed in accordance with the Association's code of conduct;

28.6 they resign by notice to the Association (but only if at least three Trustees will remain in office when the notice of resignation is to take effect);

28.7 they fail to attend three consecutive meetings of the Trustees and in the opinion of the Trustees there are no mitigating circumstances for that failure and the Trustees therefore resolve that they are removed for this reason; or

28.8 they are removed from office under Article [29] or [30].

29. Removal of Student Trustees or External Trustees by an All Student Meeting (ASM)

The office of a Trustee shall be vacated if:

29.1 A motion of no confidence in the Trustee is passed by a two thirds majority vote at an All Student Meeting (ASM). Such a motion shall only be triggered by a Secure Petition of no confidence signed by at least 100 Student Members and, or Student Associate Members.

30. Removal of Trustees by the Board

The office of External Trustee or Student Trustee shall be vacated if a majority resolution of no confidence is passed by the Trustees. For the avoidance of doubt, the Trustee concerned and any Trustee who has a conflict of interest in relation to the matter shall not vote on this resolution and the quorum shall be adjusted accordingly in accordance with Article [46].

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31. Removal of Cross-Campus Officer Trustees

31.1 A Cross-Campus Officer Trustees shall be removed from office if they:

31.1.1 resign or die;

31.1.2 are removed from office by a motion of no confidence: this is passed by a simple majority of the Student Members and/ or Student Associate Members voting in a Referendum, provided that at least 200 Student Members and/ or Student Associate Members cast a vote in the Referendum. Such a motion shall only be triggered by a Secure Petition of no confidence signed by at least 100 Student Members and/ or Student Associate Members;

31.1.3 provided that, such removal shall be subject to the Association having first carried out any steps it is required to take under the Elected Officer's contract of employment and/or the applicable disciplinary procedure and otherwise in accordance with good employment practice.

32. Replacement of Trustees

32.1 If a Cross-Campus Officer Trustee resigns, is disqualified or is removed from office at any time prior to the commencement of the Academic Year, the vacancy that results on the Board of Trustees shall be filled in accordance with the Schedules.

32.2 If a Cross-Campus Officer Trustee resigns, is disqualified or is removed from office after the commencement of the Academic Year the vacancy shall be filled in accordance with the Schedules. Any person elected under these Articles may be required to assume the responsibilities of the Cross-Campus Officer Trustee.

32.3 If a Student Trustee resigns, is disqualified or is removed from office, a Student Trustee may be appointed to the vacancy in accordance with Article [26].

32.4 If an External Trustee resigns, is disqualified or is removed from office, an External Trustee shall be appointed to the vacancy in accordance with Article [27.1].

TRUSTEES' POWERS AND RESPONSIBILITIES

33. Trustee's general authority

33.1 The Board of Trustees shall be responsible for the management and administration of the Association and (subject to the Education Act, these Articles and the Schedules) may exercise all the powers of the Association. A meeting of the Trustees at which a quorum is present may exercise all powers exercisable by the Trustees.

33.2 The Board's powers under Article [33.1] shall include but not be limited to responsibility for:

33.2.1 the governance of the Association;

33.2.2 the budget of the Association; and

33.2.3 the strategy of the Association.

33.3 The Board of Trustees may override any decision or Positional Policy made by the Student Members and/ or Student Associate Members at an Annual All Student Meeting (AASM), or All Student Meeting (ASM), or by Referendum which the Trustees consider (in their absolute discretion):

33.3.1 has or may have any financial implications for the Association;

33.3.2 is or may be in breach of, contrary to or otherwise inconsistent with charity or education law or any other legal requirements (including ultra vires);

33.3.3 is not or may not be in the best interests of the Association or all or any of its charitable objects; or

33.3.4 will or may otherwise affect the discharge of any or all of the responsibilities referred to in Article [33.2].

33.4 No alteration of these Articles or the Schedules shall invalidate any prior act of the Trustees which would have been valid if that alteration had not been made.

33.5 All acts done by a meeting of Trustees, or of a committee of the Trustees, shall be valid, even if it is later discovered that any Trustee who participated in the vote:

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33.5.1 was not properly appointed;

33.5.2 was disqualified from holding office;

33.5.3 had vacated office; or

35.3.4 was not entitled to vote.

34. Trustees may delegate

34.1 Subject to the Articles, the Trustees may delegate any of the powers which are conferred on them under the Articles:

34.1.1 to such person or committee;

34.1.2 by such means (including by power of attorney);

34.1.3 to such an extent;

34.1.4 in relation to such matters or territories; and

34.1.5 on such terms and conditions as they think fit.

34.2 If the Trustees so specify, any such delegation may authorise further delegation of the Trustees' powers by any person to whom they are delegated.

34.3 The Trustees may revoke any delegation in whole or part, or alter its terms and conditions.

35. Committees

35.1 In the case of delegation to committees:

35.1.1 the resolution making the delegation shall specify those who shall serve or be asked to serve on such committee (although the resolution may allow the committee to make co-options up to a specified number);

35.1.2 subject to Article [35.3], the composition of any such committee shall be entirely in the discretion of the Trustees and may comprise such of their number (if any) as the resolution may specify;

35.1.3 the deliberations of any such committee shall be reported regularly to the Trustees and any resolution passed or decision taken by any such committee shall be reported promptly to the Trustees and for that purpose every committee shall appoint a secretary;

35.1.4 no committee shall knowingly incur expenditure or liability on behalf of the Association except where authorised by the Trustees or in accordance with a budget which has been approved by the Trustees.

35.2 The Trustees shall establish and retire committees in accordance with their powers under Articles [33.1] and [33.2]. The remit and authority of such committees shall be defined in the Schedules.

35.3 For the avoidance of doubt, the Trustees may (in accordance with Articles [34] and [35.1]) delegate all financial matters to any committee provided that such committee shall include at least one Trustee. The Trustees may empower such committee to resolve upon the operation of any bank account according to such mandate as it shall think fit provided that the signature of at least one Trustee shall be required for cheques above a certain amount as set out in the Schedules and provided always that no committee shall incur expenditure on behalf of the Association except in accordance with a budget which has been approved by the Trustees.

35.4 The meetings and proceedings of any committee shall be governed by the Articles regulating the meetings and proceedings of the Trustees so far as applicable and not superseded by any Schedules.

36. Delegation of day-to-day management powers to the Association's Senior Manager

In the case of delegation of the day-to-day management of the Association to the Association's Senior Manager:

36.1 the delegated power shall be to manage the Association by implementing the policy and strategy adopted by and within a budget approved by the Trustees and if applicable to advise the Trustees in relation to such policy, strategy and budget;

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36.2 the Trustees shall provide the Association's Senior Manager with a description of their role and the extent of their authority;

36.3 the Association's Senior Manager shall report regularly to the Trustees on the activities undertaken in managing the Association and provide them regularly with management accounts sufficient to explain the financial position of the Association; and

36.4 the Trustees shall provide the Association's Senior Manager with a performance management structure to aid their work plan and development.

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Part Five
Executive Committee

37. The Executive Committee

37.1 Unless the Trustees or schedules determine otherwise, the Executive Committee shall include:

37.1.1 the Cross-Campus Officer Trustees; and

37.1.2 one elected Local Officer from each academic partner.

37.2 The Executive Committee's responsibility shall not include the duties of the Trustees as set out in Article [33] but shall include representation and campaigning work and the implementation of Positional Policy save in so far as these responsibilities have not been delegated to another committee.

37.3 The Association's Senior Manager and the Association's management team may attend meetings of the Executive Committee at the request of the Executive Committee.

37.4 The Executive Committee shall meet in accordance with the Schedules.

38. Local Officers

38.1 Local Officers shall be elected by secret ballot by the Student Members of the Association at an election to be held in accordance with the Schedules.

38.2 The Local Officers shall remain in office for a term of one year commencing in accordance with the Schedules. The term of office may be shorter or longer on a transitional basis to coincide with an alteration of the year start or end. Subject to a transitional change in the year of office, a Local Officer may be re-elected for a maximum further term of one year by the Student Members of the Association at an election to be held in accordance with the Schedules. For the avoidance of doubt, the term of a Local Officer may be either consecutive or non-consecutive.

38.3 Each Local Officer must be a Student at the time of their election; in the case of a full-time Local Officer, they may be a first year full-time Local Officer at the time of their election.

38.4 In accordance with Article [11], each full-time Local Officer shall become a Student Member of the Association on commencement of their appointment or reappointment as a Local Officer. Such Student Membership shall cease when the Local Officer ceases to be a Local Officer.

38.5 Local Officers shall be deemed to be "major Association office holders" for the purposes of Section 22 of the Education Act.

38.6 At the same time as commencing the term of office, each Local Officer will enter into a contract of employment with the Association for a term to be determined by the Schedules. The duties and method of remuneration of each Local Officer shall be as set out in the Schedules.

38.7 A Local Officer shall be removed from office if they:

38.7.1 resign or die;

38.7.2 are removed from office by a motion of no confidence: this is passed by a simple majority of the Student Members and/ or Student Associate Members voting in a Referendum, provided that at least 200 Student Members and/ or Student Associate Members cast a vote in the Referendum. Such a motion shall only be triggered by a Secure Petition of no confidence signed by at least 100 Student Members and/ or Student Associate Members;

38.7.3 provided that, such removal shall be subject to the Association having first carried out any steps it is required to take under the Elected Officer's contract of employment and/or the applicable disciplinary procedure and otherwise in accordance with good employment practice.

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Part Six
Decision Making by Trustees

DECISION-MAKING BY TRUSTEES

39. Trustees to take decisions collectively

Any decision of the Trustees must be either a majority decision at a meeting or a decision taken in accordance with Article [49] (Majority decisions without Trustees' meeting).

40. Trustees' meetings

40.1 The Trustees shall hold a minimum of four meetings in any Academic Year.

40.2 Guests or observers can attend meetings of the Trustees at the discretion of the Chair of the meeting.

41. Calling a Trustees' meeting

Two Trustees may, and the Association's Senior Manager at the request of two Trustees, shall call a Trustees' meeting.

42. Length of Notice

A Trustees' meeting shall be called by at least seven clear days' notice unless either:

42.1 all the Trustees agree to shorter notice; or

42.2 urgent circumstances require shorter notice.

43. Contents of Notice

Every notice calling a Trustees' meeting shall specify:

43.1 the place, day and time of the meeting;

43.2 the general particulars of all business to be considered at such meeting; and

43.3 if it is anticipated that Trustees participating in the meeting will not be in the same place, how it is proposed that they should communicate with each other during the meeting.

44. Service of Notice

Notice of Trustees' meetings shall be given to each Trustee, but need not be in writing. Notice of Trustees' meeting may be sent by Electronic Means to an address provided by the Trustee for the purpose.

45. Participation in Trustees' meetings

45.1 Subject to the Articles, Trustees participate in a Trustees' meeting, or part of a Trustees' meeting, when:

45.1.1 the meeting has been called and takes place in accordance with the Articles; and

45.1.2 they can each communicate to the others any information or opinions they have on any particular item of the business of the meeting.

45.2 In determining whether Trustees are participating in a Trustees' meeting, it is irrelevant where any Trustee is or how they communicate with each other.

45.3 If all the Trustees participating in a meeting are not in the same place, they may decide that the meeting is to be treated as taking place wherever any of them is.

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46. Quorum for Trustees' meetings

46.1 At a Trustees' meeting, unless a quorum is participating, no proposal is to be voted on, except a proposal to call another meeting.

46.2 The quorum for Trustees' meetings may be fixed from time to time by a decision of the Trustees, but it must never be less than four. Unless otherwise fixed, the quorum shall be four and such quorum must include at least one Cross-Campus Officer Trustee. Where the resolution or issue under discussion concerns a matter in respect of which some or all of the Trustees have a conflict of interest, the quorum shall be four.

46.3 If the total number of Trustees for the time being is less than the quorum required, the Trustees must not take any decision other than a decision to increase the number of Trustees, including by calling An All Student Meeting (ASM) so as to enable Student Members and/ or Student Associate Members to ratify further Student Trustees or External Trustees, or by calling an election so as to enable the Student Members and/ or Student Associate Members to elect further Cross-Campus Officer Trustees.

47. Chair and Deputy Chair

47.1 The Trustees shall appoint an External Trustee to be the Chair of the Trustees and may at any time remove them from office.

47.2 The Student President shall be the Deputy Chair of the Trustees.

47.3 In the absence of the Chair and the Deputy Chair, another Trustee appointed by the Trustees present shall preside as chair of the meeting.

48. Casting vote

Questions arising at a Trustees' meeting shall be decided by a majority of votes. In the case of an equality of votes, the chair of the meeting shall be entitled to a casting vote in addition to any other vote they may have.

49. Majority decisions without Trustees' meeting

49.1 The Trustees may, in the circumstances outlined in this Article, make a simple majority decision without holding a Trustees' meeting.

49.2 If:

49.2.1 a Trustee has become aware of a matter on which the Trustees need to take a decision;

49.2.2 that Trustee has taken all reasonable steps to make all the other Trustees aware of the matter and the decision;

49.2.3 the Trustees have had a reasonable opportunity to communicate their views on the matter and the decision to each other; and

49.2.4 simple majority of the Trustees vote in favour of a particular decision on that matter;

a decision of the Trustees may be taken by a majority and shall be as valid and effectual as if it had been taken at a Trustees' meeting duly convened and held.

49.3 Trustees participating in the taking of a majority decision otherwise than at a Trustees' meeting in accordance with this Article:

49.3.1 may be in different places, and may participate at different times; and

49.3.2 may communicate with each other by any means.

49.4 No decision shall be taken by the Trustees in accordance with Article [49] unless a quorum participates in the decision-making process. The quorum for Trustees' decision-making in accordance with Article [49] shall be the same as the quorum for Trustees' meetings as set out in Article [46].

49.5 The Chair or such other Trustee as shall be appointed by the Trustees shall be the chair of the process of decision-making in accordance with Article [49]. The process shall include:

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49.5.1 circulation of the proposed decision with an indication of the time period for discussion and the date by which Trustees are asked to cast their votes;

49.5.2 the nomination of a person to whom all Trustees' votes must be communicated;

49.5.3 if a majority of the Trustees vote in favour of the decision, the nominated person shall communicate the decision to all the Trustees and the date of the decision shall be the date of the communication from the nominated person confirming formal approval; and

49.5.4 the nominated person must prepare a minute of the decision in accordance with Article [55].

49.6 In the case of an equality of votes in any decision-making process in accordance with this Article, the chair shall be entitled to a casting vote in addition to any other vote they may have but this does not apply if, in accordance with the Articles, the chair or specified Trustee is not to be counted as participating in the decision-making process for quorum, voting or agreement purposes.

50. Trustee interests and management of conflicts of interest

Declaration of interests

50.1 Unless Article [50.2] applies, a Trustee must declare the nature and extent of:

50.1.1 any direct or indirect interest which they have in a proposed transaction or arrangement with the Association; and

50.1.2 any duty or any direct or indirect interest which they have which conflicts or may conflict with the interests of the Association or their duties to the Association.

50.2 There is no need to declare any interest or duty of which the other Trustees are, or ought reasonably to be, already aware.

Participation in decision-making

50.3 If a Trustee's interest or duty cannot reasonably be regarded as likely to give rise to a conflict of interest or a conflict of duties with or in respect of the Association, they are entitled to participate in the decision-making process, to be counted in the quorum and to vote in relation to the matter. Any uncertainty about whether a Trustee's interest or duty is likely to give rise to a conflict shall be determined by a majority decision of the other Trustees taking part in the decision-making process.

50.4 If a Trustee's interest or duty gives rise (or could reasonably be regarded as likely to give rise) to a conflict of interest or a conflict of duties with or in respect of the Association, they may participate in the decision-making process and may be counted in the quorum and vote unless:

50.4.1 the decision could result in the Trustee or any person who is connected with them receiving a benefit other than:

50.4.1.1 any benefit received in their capacity as a beneficiary of the Association (as permitted under Article [6.3.1]) and which is available generally to the beneficiaries of the Association;

50.4.1.2 the payment of premiums in respect of indemnity insurance effected in accordance with Article [5.29];

50.4.1.3 payment under the indemnity set out at Article [60]; and

50.4.1.4 reimbursement of expenses in accordance with Article [6.3.2]; or

50.4.2 a majority of the other Trustees participating in the decision-making process decide to the contrary;

in which case they must comply with Article [50.5].

50.5 If a Trustee with a conflict of interest or conflict of duties is required to comply with this Article [50.5], they must:

50.5.1 take part in the decision-making process only to such extent as in the view of the other Trustees is necessary to inform the debate;

50.5.2 not be counted in the quorum for that part of the process; and

50.5.3 withdraw during the vote and have no vote on the matter.

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Continuing duties to the Association

50.6 Where a Trustee has a conflict of interest or conflict of duties and the Trustee has complied with their obligations under these Articles in respect of that conflict:

50.6.1 the Trustee shall not be in breach of their duties to the Association by withholding confidential information from the Association if to disclose it would result in a breach of any other duty or obligation of confidence owed by them; and

50.6.2 the Trustee shall not be accountable to the Association for any benefit expressly permitted under these Articles which they or any person connected with them derives from any matter or from any office, employment or position.

51. Register of Trustees' interests

The Trustees shall cause a register of Trustees' interests to be kept.

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Part Seven
Administrative Arrangements and Miscellaneous Provision

52. Schedules

The Trustees and the membership (via either an Annual All Student Meeting (AASM) or an All Student Meeting (ASM)) shall have the power from time to time to jointly make, repeal or amend Schedules as to the management of the Association and its working practices provided that such Schedules shall not be inconsistent with these Articles.

53. Communications by and to the Association

Methods of communication

53.1 Subject to the Articles and the Companies Acts, any document or information (including any notice, report or accounts) sent or supplied by the Association under the Articles or the Companies Acts may be sent or supplied in any way in which the Companies Act 2006 provides for documents or information which are authorised or required by any provision of that Act to be sent or supplied by the Association, including without limitation:

53.1.1 in Hard Copy Form;

53.1.2 in Electronic Form; or

53.1.3 by making it available on a website.

53.2 Where a document or information which is required or authorised to be sent or supplied by the Association under the Companies Acts is sent or supplied in Electronic Form or by making it available on a website, the recipient must have agreed that it may be sent or supplied in that form or manner or be deemed to have so agreed under the Companies Acts (and not revoked that agreement). Where any other document or information is sent or supplied in Electronic Form or made available on a website the Trustees may decide what agreement (if any) is required from the recipient.

53.3 Subject to the Articles, any notice or document to be sent or supplied to a Trustee in connection with the taking of decisions by Trustees may also be sent or supplied by the means which that Trustee has asked to be sent or supplied with such notices or documents for the time being.

Deemed delivery

53.4 A Member present in person or by proxy at a meeting of the Association shall be deemed to have received notice of the meeting and the purposes for which it was called.

53.5 Where any document or information is sent or supplied by the Association to the Members:

53.5.1 where it is sent by post it is deemed to have been received 48 hours (excluding Saturdays, Sundays, and Public Holidays) after it was posted;

53.5.2 where it is sent or supplied by Electronic Means, it is deemed to have been received on the same day that it was sent;

53.5.3 where it is sent or supplied by means of a website, it is deemed to have been received:

53.5.3.1 when the material was first made available on the website; or

53.5.3.2 if later, when the recipient received (or is deemed to have received) notice of the fact that the material was available on the website.

53.6 Subject to the Companies Acts, a Trustee or any other person (other than in their capacity as a Company Law Member) may agree with the Association that notices or documents sent to that person in a particular way are deemed to have been received within a specified time, and for the specified time to be less than 48 hours.

Failed delivery

53.7 Where any document or information has been sent or supplied by the Association by Electronic Means and the Association receives notice that the message is undeliverable:

53.7.1 if the document or information has been sent to a Company Law Member and is notice of a Company Law Meeting of the Association, the Association is under no obligation to send a Hard Copy of the document or information to the Company Law Member's postal address as shown in the Association's register of Company Law Members, but may in its discretion choose to do so;

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53.7.2 in all other cases, the Association shall send a Hard Copy of the document or information to the Member's postal address as shown in the Association's register of Members (if any), or in the case of a recipient who is not a Member, to the last known postal address for that person (if any); and

53.7.3 the date of service or delivery of the documents or information shall be the date on which the original electronic communication was sent, notwithstanding the subsequent sending of Hard Copies.

Exceptions

53.8 Copies of the Association's annual accounts and reports need not be sent to a person for whom the Association does not have a current address.

53.9 Notices of Company Law Meetings need not be sent to a Member who does not register an address with the Association, or who registers only a postal address outside the United Kingdom, or to a Company Law Member for whom the Association does not have a current address.

Communications to the Association

53.10 The provisions of the Companies Acts shall apply to communications to the Association.

54. Secretary

54.1 A Secretary may be appointed by the Trustees for such term at such remuneration and upon such conditions as they may think fit, and may be removed by them. If there is no Secretary:

54.1.1 anything authorised or required to be given or sent to, or served on, the Association by being sent to its Secretary may be given or sent to, or served on, the Association itself, and if addressed to the Secretary shall be treated as addressed to the Association; and

54.1.2 anything else required or authorised to be done by or to the Secretary of the Association may be done by or to a Trustee, or a person authorised generally or specifically in that behalf by the Trustees.

55. Minutes

55.1 The Trustees shall cause minutes to be made:

55.1.1 of all appointments of officers made by the Trustees;

55.1.2 of all resolutions of the Association and of the Trustees; and

55.1.3 of all proceedings at meetings of the Association and of the Trustees, and of committees of Trustees, including the names of the Trustees present at each such meeting

and any such minute, if purported to be signed (or in the case of minutes of Trustees' meetings signed or authenticated) by the chair of the meeting at which the proceedings were had, or by the chair of the next succeeding meeting, shall, as against any Student Member or Trustee of the Association, be sufficient evidence of the proceedings.

55.2 The minutes referred to in Article [55.1] above must be kept for at least ten years from the date of the meeting, resolution or decision.

55.3 The minutes of the meetings referred to in Article [55.1] above shall normally be considered open and shall be available to the Student Members on the Association's website, except where those minutes relate to any reserved or confidential matters, including without limitation staff-related or disciplinary matters. Copies of the minutes shall also be kept in the Association's offices

56. Records and accounts

56.1 The Trustees shall comply with the requirements of the Companies Acts and of the Charities and Trustee Investment (Scotland) Act 2005 as to maintaining a Company Law Members' register, keeping financial records, the audit or examination of accounts and the preparation and transmission to the Registrar of Companies and the Office of the Scottish Charity Regulator (OSCR) of:

56.1.1 annual reports;

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56.1.2 annual returns; and

56.1.3 annual statements of account.

56.2 Both Student Members and Student Associate Members of the Association have the right to ask the Trustees questions in writing about the content of any documents referred to in Article [56.1].

57. Irregularities

The proceedings at any meeting or on the taking of any poll or the passing of a written resolution or the making of any decision shall not be invalidated by reason of any accidental informality or irregularity (including any accidental omission to give or any non-receipt of notice) or any want of qualification in any of the persons present or voting or by reason of any business being considered which is not specified in the notice unless a provision of the Companies Acts specifies that such informality, irregularity or want of qualification shall invalidate it.

58. Patrons

The Trustees may appoint and remove any individual(s) as patron(s) of the Association and on such terms as they shall think fit. A patron shall have the right to be given notice of, to attend and speak (but not vote) at any Annual All Student Meeting (AASM) or All Student Meeting (ASM) as if a Student Member and shall also have the right to receive accounts of the Association when available to Student Members.

59. Exclusion of model articles

The relevant model articles for a company limited by guarantee are hereby expressly excluded.

60. Indemnity

TRUSTEES' INDEMNITY

Without prejudice to any indemnity to which a Trustee may otherwise be entitled, every Trustee shall and every other officer or auditor of the Association may be indemnified out of the assets of the Association against any liability incurred by them in defending any proceedings, whether civil or criminal, in which judgment is given in their favour or in which they are acquitted or in connection with any application in which relief is granted to them by the court from liability for negligence, default, breach of duty or breach of trust in relation to the affairs of the Association, and against all costs, charges, losses, expenses or liabilities incurred by them in the execution and discharge of their duties or in relation thereto.

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Committee Cover Sheet

Paper No.7

Name of Committee	Board of Management
Subject	HISA Elections Report 2026
Date of Committee meeting	23/06/2026
Author	Simon Varwell, HISA
Date paper prepared	12/06/2026
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	Paper provides summary and analysis of HISA Elections and Referendums held during 2026. HISA Elections pages can be found at: https://hisa.uhi.ac.uk/studentvoice/elections/
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)
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.

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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.	No
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	No
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)?	~~Yes/~~ No If yes, please give details:
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's 2026 elections: Report to UHI Perth Board of Management



Summary

Over the spring of 2026, HISA conducted elections for the 12 Student Officer roles across the UHI partnership for 2026-27. These positions collectively form HISA's Student Officer team and Executive Committee, and usually take up governing body positions across UHI. All students were able to vote for two Cross-Campus Officer roles and then one Local Officer role at their academic partner (though three such roles at UHI North, West and Hebrides).

This year, we built on substantial revisions and enhancements made for our 2025 elections, including updated candidate training and resources, election rules and publicity. We also continued to benefit from Single Sign-On for the HISA website's voting platform, which aimed to give us up to date access to records of eligible UHI students and enabled students to log into our website as if it was any other UHI platform.

We held our main **Student Elections** from January to March, and then **by-elections** over April and May to fill four posts (three of which remained vacant in the Student Elections and one where the elected candidate declined to take up post). We achieved candidates in all but one of these four by-elections. This gives us a nearly full Student Officer team going into the 2026-27 academic year.

Turnout in the main Student Elections was 3.75%, slightly down on last year's 4.17% but still up on two years ago.

This report aims to update governing bodies in UHI and the Academic Partners on these elections, contributing towards their responsibility under the 1994 Education Act to ensure free and fair elections in their students' association.

1: Introduction

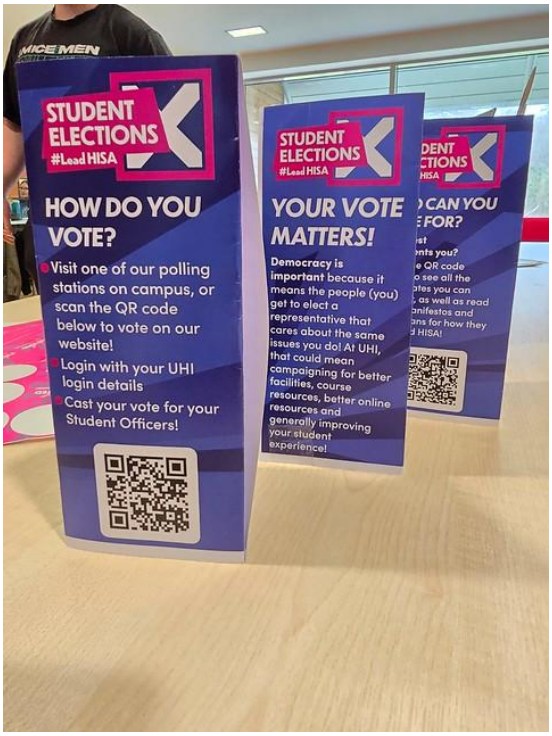
Under the 1994 Education Act, each further and higher education establishment is required to have a Students' Association that elects its officers through a fair and democratic election. HISA's Articles of Association state that we must hold elections for two Cross-Campus Officers (President and Vice-President Education) and at least one Local Officer from each academic partner.

This Student Officer team was revised over 2025-26 to reduce in number from 16 to 12, maintaining the local link but ensuring a more cost-effective system. At the same time, the HTC Depute President post was removed following discussions with HTC management and a consultative vote of HTC students (meaning HTC students would be represented from 2026-27 directly by the President and Vice-President Education).

Our main Student Elections saw nominations open in January and voting took place during the week of 9th March 2025. Two by-election windows took place in May 2026 with voting 5th to 7th and 26th to 28th May respectively.

Building on redevelopments in 2025, our elections saw a strong communication and outreach plan, including:

1. A clear "brand" for our elections, with graphics specific to each stage (eg nomination and voting).
2. Comprehensive election rules, drawing on effective practice from across the sector.
3. A detailed Nominations pack, providing full information for those interested in the roles.
4. A wide range of training for candidates, including a compulsory introductory session, training on campaigning and expenses, and – after the elections – and employability session run by UHI Futures to enable both successful and unsuccessful candidates to reflect on the skills they developed during the elections.
5. A social media competition with cash reward/prize for voting.
6. The use of Single Sign-On for the HISA website, where nomination and voting took place, enabling students to use their regular UHI login details rather than create a new account. This also has the advantage of enabling students to easily access other member-only functions such as joining a club or society.



2: Preparing for the elections

Working with staff, especially in teaching and support roles, at Academic Partners is crucial to the success of our elections, because of the day-to-day contacts with students that they have. As such, we arranged this year through AP management teams the promotion of our “recommend a friend” form whereby staff (and students) can trigger an anonymous email of encouragement to a student to consider standing, and a packed programme of class visits to promote the opportunities available through nominations. Our local teams have also undertaken promotional work through stalls in campus open spaces, digital communications through our website, social media and newsletter, and through AP-based services such as display screens, plus our various channels of engagement with Student Voice Reps (SVRs) including meetings.

Across UHI, we worked closely with UHI’s data protection and student records teams to ensure Single Sign-On and student data transfers operated smoothly.

This partnership working is further crucial given the roles local officers usually play as student member posts of governing bodies, so liaison with governing bodies and governance professionals is a key part of our election processes – not least in the form of this report.

At UHI Perth, we were glad of the support of staff in promoting the elections. In particular, senior UHI, Curriculum and Student Engagement staff were very supportive of the election process. This enabled HISA staff to visit as many classes as possible to promote and share information about the elections directly with students during the nomination period.

Information was also shared regularly with PATs, Sector Managers, Subject Leaders and student facing staff, including the “recommend a student” form. PATs brought students directly to polling stations stationed in Brahan and Goodlyburn Buildings during contact time to help promote importance of elections. Candidate visibility on campus was high for both local and cross-campus positions, with candidates visiting in person and using posters and flyers which helped boost awareness. Finally, promotion was also supported during nominations and the election process by UHI Perth Marketing team via their social media.

3: Elections process and results

Key dates for our main Student Elections were as follows:

- **Nominations Open**: Noon (12:00) Monday 19th January 2026
- **Nominations Close**: Noon (12:00) Thursday 19th February 2026
- **Candidates Briefing**: 6pm, Thursday 19th February 2026 (plus repeats on request).
- **Candidates Training Workshops**: Friday 20th to Monday 23rd February 2026
- **Manifestos Deadline**: Noon (12:00) Thursday 26th February 2025
- **Online Campaigning Starts**: 9am, Monday 2nd March 2026
- **Physical Campaigning Starts**: 9am, Monday 9th March 2026
- **Voting Opens**: 10am, Monday 9th March 2026
- **Voting Closes**: 4pm, Thursday 12th March 2026
- **Election Results Announcement**: 5pm, Friday 13th March 2026



Due to significant publicity and promotion work the level candidacy was high, albeit there was some candidate withdrawal upon engaging with briefings and training and due to personal circumstances. At the opening of voting, we had 20 candidates in total.

Voting took place by Single Transferable Vote. Voting was available through our website, and at polling stations at four campuses using a desktop polling app from MSL, our website provider.

The National Union of Students acted as Returning Officer, enabling them to provide external validation of results and advice on complaints or complex judgements. HISA's Director of Student Engagement and Representation (Simon Varwell) acted as Deputy Returning Officer, meaning he was responsible for decisions about the elections and declaring the results. Our Insight and Democracy Coordinator (Paul Stalker) was responsible for day-to-day management, and our staff at campuses across UHI organised local promotional work.

The results of the Student Elections voting in March, including our declaration video, are on our website. The names of candidates returned in each role, with the numbers of votes cast in total for each position (not just for the winning candidate), are as follows:

Role	Total votes cast	Winning candidate
President	700	Oliver Sweeney
Vice-President Education	639	Andi Garrity
Argyll Depute President	26	Tsz Chung Tang
Inverness Depute President	98	Chloe Young
Moray Depute President	148	Callum Stepien
North, West & Hebrides Depute President (Hebrides)	87	Alasdair Macleod
Orkney Depute President	33	Esméemilja Mackenna
Perth Depute President	269	Alexandra Paton *
SAMS Depute President	6 7	Merlin Farrell

* The elected candidate subsequently resigned, triggering a by-election.

By-elections held between 20th April and 7th May led to candidates returned as follows:

Role	Total votes cast	Winning candidate
North, West & Hebrides Depute President (North)	3	Cole Garscadden
Shetland Depute President	3	Jay Bain

Further by-elections were held between 11th and 28th May, in the first case due to a lack of candidates in both the main Student Elections and the above by-election, and in the second case due to the timing of the resignation of the candidate in the main Student Elections.

Role	Total votes cast	Winning candidate
Perth Depute President	60	Corben Bruce

Nominations were sought for North, West & Hebrides Depute President (West) but the one candidate was disqualified due to a breach of election rules. We will explore options for a by-election in the new academic year.

This means we have a nearly complete Student Officer team for 2026-27.

Sabhal Mòr Ostaig have their own local students' association, with an entitlement to an appointed place on the Executive; and as stated in part 1 there is now no longer an HTC Depute President.

4: 2026 Student Election statistics

Thanks to Single Sign-On, we were able to extrapolate some useful data about both candidacy and voting via MSL, our website provider.

While our candidacy numbers are too small to explore in depth, one interesting observation is that by far our two highest age ranges for candidates in the main Student Elections were 18-21 (33.33%) and 50-59 (23.81%).

In the main Student Elections in March, 859 members voted (3.75 4.17%), casting 2237 individual votes. This represents a slight decrease on last year (946 members representing 4.17%, casting 2984 individual votes).

Day of polling	Voters
Monday 9th March	223
Tuesday 10th March	260
Wednesday 11th March	187
Thursday 12th March	192

As with last year, voting tailed off slightly over the four days, with a peak on day 2.

Turnout by Academic Partner showed very broad consistency against size of student population, with notable over-representation of turnout at UHI Perth and SAMS, and under-representation where there were no candidates from or campaigning in that location.

Academic Partner or centre	Number of voters	% of total turnout
UHI Perth	286	33.29%
UHI Moray	156	18.16%
UHI Inverness	146	17.00%
UHI North, West and Hebrides	108	12.57%
Scottish Association for Marine Science	67	7.80%
UHI Orkney	35	4.07%
UHI Argyll	31	3.61%
UHI Executive Office	15	1.75%
Sabhal Mòr Ostaig	6	0.70%
UHI Shetland	6	0.70%
HTC	2	0.23%
(Blank – presumably unknown or incompletely registered)	1	0.12%

Some other headlines in voter statistics include:

- Full-time voters represented 81.37% of turnout.
- By level of study, further education students represented 46.33% of turnout, degree students 25.96%, HN students 22.47%, and PGT and PGR less than 2% each.
- 65.42% of voters were on one-year courses and 26.54% on two-year courses.

5: Evaluation and analysis

There are considerable successes we can point to in our 2026 Student Elections:

1. A high level of candidacy across our posts, with a number of contested elections (including, importantly, the posts of President and Vice-President (Education). Indeed only two posts in the main Student Elections had only one candidate.
2. Very high levels of engagement in certain locations (for example 67 votes in SAMS, or three candidates for Argyll Depute President), which can reflect local conditions such as outreach to classes or the mode of learning.
3. Contested posts for both Cross-Campus Officer roles is also something that has not happened often in recent years. The profile and good work of incumbents may have contributed to awareness of these roles. That many stood who were in local roles demonstrates the potential progression paths being recognised by officers.
4. Good standards and depths of manifestos from candidates.
5. Good engagement in our candidate training programme.
6. A healthy number of candidates from online courses (including candidates not based in the Highlands and Islands region).
7. Some significant travel undertaken by candidates for multi- and cross-campus roles.
8. Following two rounds of by-elections, a full Student Officer team for 2026-27.





On the other hand, there remain some continuing challenges:

1. Capacity for polling stations – The main Student Elections came at a time of stretched resources and internal leadership transition. This meant that polling station opening hours were reduced from the previous year which will have had an impact on students being prompted to vote.
2. As such, turnout remains low by our own expectations and sector standards. Our student population includes more students studying online or part-time compared to other institutions, and we must continue to address this through constructive engagement in these spaces. We are addressing specific issues in many parts of UHI where we are not invited to do talks, where students are not routinely encouraged to check their UHI email, or where Brightspace discussion facilities are switched off. These are barriers which impact on other engagement beyond democratic participation and indeed beyond HISA's work.
3. The resource to run by-elections is not insignificant, and the unusual step to run two rounds of by-elections before the summer was in response to specific circumstances. It shows the high importance of achieving candidacy across all posts at the first time of asking in the main Student Elections.
4. While we did not have significant data variance compared last year, there remained some niggling data issues in terms of students not being in our system and thus being unable to vote. We will continue to engage with student records teams on this.

In terms of action for the future:

1. We must be aware of the next phase of UHI Transformation in the coming academic year and its impact on students and their experience at UHI. For instance this is both an opportunity to engage in meaningful and high-profile conversations about what HISA can do for its membership at a time of change, as well as a consideration for our capacity and for Student Officers' abilities to demonstrate delivery on their manifesto commitments.
2. There is increasing stability in our staffing structure, which will allow for clearer planning based on known or predicted capacity.
3. Partnership working with UHI/APs especially in the area of online courses is essential so we can promote our work, impacts and opportunities to students where we often struggle to do so. For instance we are less able in online courses to get into classes for induction talks and Student Voice Rep recruitment.
4. We are beginning work on plans for improved voluntary opportunities within HISA's structures, for instance local committees at some campuses, building up a bedrock of engaged students who may then consider paid elected office in subsequent years.
5. Getting online students on to campuses will help in terms of building that community, and we are engaged in multiple conversations with APs and subject areas about encouraging and enabling students to visit their local campus even when teaching is online.
6. As is always the case, the success of elections depends on HISA's impact and visibility throughout the year and not just a well-run and high-profile election process. We must continue to communicate our impact and value, for instance through our events and activities, work on the enhancement of learning and our reporting. This must be clearly evidenced to both students and to UHI decision-makers.

Simon Varwell
Director of Student Engagement and Representation, and Deputy Returning Officer
Highlands and Islands Students' Association

May 2026



HISA's 2026 referendums

Summary

This report aims to update governing bodies in UHI and the Academic Partners on two referendums held over the spring of 2026, contributing towards their responsibility under the 1994 Education Act to ensure free and fair democratic processes in their students' association

1: Context

HISA held two referendums of its membership in the spring of 2026. These were highly unusual events and were believed to be the first referendums HISA or its predecessor organisations have ever run in UHI.

The two referendums were as follows:

1. A referendum to approve our proposed revised Articles and Schedules, which boards are being asked to approve. This referendum followed a resolution of HISA's Board of Trustees on 20th February to seek student approval for the new governing documents. This was held concurrently with the main Student Elections with voting between Monday 9th and Thursday 12th March.
2. A referendum on our membership of the National Union of Students. This referendum followed a motion at an All-Student Meeting in November 2025. It was held between 30th March and 1st April, concurrently with a vote on students' priorities for the next UHI Student Partnership Agreement.

2: Process

Given the precedent of no past referendums, considerable work required to be undertaken to ensure appropriate processes were in place for these referendums. Development of them drew on our relatively new processes for elections as well as wider sector good practice.

Features of the process included:

1. Development of referendum rules, to ensure a free, fair and transparent process.
2. Appointments by our Trustee Board of Referendum Returning Officers, with NUS acting in this role for the Articles and Schedules referendum and an experienced staff member from Dundee University Students' Association for the NUS referendum.
3. A registration and training process for students (and others) to register as campaigners in the referendum.
4. Statements invited from registered campaigners, to be posted on our referendum information bases.
5. Online voting, with polling stations at some major campuses.

3: Results and next steps

Articles and Schedules referendum

This vote was, perhaps unsurprisingly, uncontroversial, and communication and turnout was aided to some extent by concurrent voting with our main Student Elections in March. This meant that HISA staff could promote and explain the referendum at polling stations and in other communications alongside the elections.

The results, published on our website, were as follows:

- For: 200
- Against: 1
- Abstain: 19

Following affirmation of the result by the HISA Trustee Board on 7th May 2026 and noting/ affirmation at our Annual All-Student Meeting on 18th May 2026, these revised Articles and Schedules are now being presented to UHI's governing bodies before final adoption at a Company Law Meeting (consisting of HISA's trustees), so they come into effect for 1st July 2026.

NUS referendum

Candidates were registered for the "Yes" campaign (to disaffiliate), but none applied for the "No" campaign. It is notable that NUS officers did not register as campaigners, despite regular communication with NUS officers and staff. Subsequently, campaigner statements were only presented for the "Yes" case alongside HISA's own neutral guide on the referendum's page.

The results, published on our website, were as follows:

- Yes: 139
- No: 58
- Abstain: 7

Following affirmation of the result by the HISA Trustee Board on 7th May 2026 and noting/ affirmation at our Annual All-Student Meeting on 18th May 2026, the HISA President has taken steps to notify our intention to disaffiliate effective from 1st July 2026.

General observations

While quorum was achieved in both votes, turnout was substantially lower than at Student Elections in the past few years. While this is understandable for a non-controversial and largely technical topic such as our Articles and Schedules, and it might be argued that the profile of NUS among our membership is low, it is nonetheless worth exploring further how HISA can achieve higher turnouts at future referendums should we hold them.

On-campus polling stations were clearly a factor in turnout, as they are for elections. Both referendums took place at a stretched time for HISA including reduced staffing capacity. As we move to stability on this front, staffing of polling stations at more locations can be planned with more certainty.

As stated at the start of this report, holding a referendum was an unusual occurrence, and two of them reflected particular sets of circumstances. While referendums can be called at the behest of

our membership through appropriate processes, and therefore we cannot with certainty predict future occurrences, we do not anticipate any major topics going to referendums in the foreseeable future. Nonetheless, it is appropriate that we continue to reflect on our processes for referendums to ensure that they work smoothly and deliver results that are fair and deliver meaningful and convincing outcomes.

Simon Varwell
Director of Student Engagement and Representation, and Deputy Referendums Returning Officer
Highlands and Islands Students' Association

29th May 2026

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Committee Cover Sheet

Paper No.8

Name of Committee	Board of Management
Subject	HISA Update – June 2026
Date of Committee meeting	23/06/2026
Author	Highlands and Islands Students Association (HISA)
Date paper prepared	16/06/2026
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.
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

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 June 2026

1: Key Updates

Student Elections and Recruitment

- In our recent by-election at UHI Perth, students elected Corben Bruce as the Perth Depute President for 2026/27. Full results of this election are available on our website here. Corben has just completed a BA(Hons) in Theatre Industry Practice and will take up his full-time post with HISA on 1 July 2026.
- Following voting in our 2026 Student Elections and by-elections, we have nearly a full Student Officer team for 2026-27 and the NWH Depute President (West) will be elected in a by election at the start of the Autumn semester. Plans are developing smoothly for our summer training programme, taking place in Inverness in July.
- We have recently been recruiting for Student Trustees and student members of various Academic Partner boards of management.

Other Referendums and votes

- In recent months we have held two referendums: on our proposed revised Articles and Schedules (which are now going to UHI governing bodies for final approval) and on our NUS membership. Following the NUS referendum, we will write to NUS to notify them formally of our disaffiliation which will take effect on 31st December 2026.
- We have also held a vote on students' priorities for our next Student Partnership Agreement. Outcomes are being take forward by UHI and HISA leadership through our Liaison Group.

HISA Awards and SVR Impact Awards

- We had 640 nominations in this year's HISA Awards across 9 categories. Winners included two staff members from UHI Perth:
  - Above and Beyond – Staff Award: Highly commended: Victoria-Lee Rice
  - Most Inspiring Lecturer: Highly commended: Dr Claire Taylor
- Our 2026 Student Voice Rep (SVR) Impact Competition encouraged SVRs across UHI to share stories about the great things they have done to improve the student experience. Winners included two UHI Perth students:
  - Bronze Awards:
    Millie Barr-McIvor, SVQ Level 5 Hairdressing.
    Chlöe Jenner-Parson, NQ Outdoor Activities and Leadership.

Officer Updates

Andi Garrity – Perth President:

- I've worked with UHI Perth's ICT Support Team and Director of Quality & Resources to launch the 2026 Refurbished iMac Sale, which has had a really great sales raising money for the Big Project.

- Planning and delivering the Outstanding, Best, Inspiring (OBI) Awards ceremony.
- Launched the Language Accessibility Promise which is the project I've been co-leading under the Scottish Tertiary Enhancement Programme (STEP). This means institutions that sign up are committed to improving access to education, enhancing the quality of the student experience and increasing students' sense of belonging. So far, we have received 5 colleges, and 2 universities sign up including several UHI Academic Partners, including UHI Perth.
- 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.
- Engaged with students to promote voting in the Scottish Parliamentary Elections without any party bias and directing on where to find information with resources like the NUS Turn Up Campaign.
- Began planning a workshop on Student Partnership to facilitate at the UHI Learning Teaching & Student Experience Conference in June.

Millie Foster – Perth Depute:

- Art Competition

Wanting to create a yearly tradition of new artists' ideas and creativity being displayed in the Goodlyburn cafeteria, we have held an art competition that hopefully continues into later years to continue displaying and taking pride in students' work. The artwork has been printed, framed, and is on display in the Goodlyburn Canteen following our unveiling on 27 May.

- Tea Brew

In aid of the student's mental health, regular de-stressing tea sessions have been put on to relax students and bring together people through arts and craft and sharing bits of culture and tradition.

- Mental Health Leaflets

After some research and pulling on older sources, leaflets are being created that may help anyone struggling with their mental health. These will be found in Perth HISA reception.

2: The Student Voice Rep system and feedback on learning

Local SVR Update

Perth's final SVR meeting of the semester was held on 29 April. This meeting was attended by 18 representatives in person, with one rep attending a catch up meeting the following day. Local issues broadly reflect issues raised across the UHI and included:

- Brightspace – difficulty of navigation and differences in set up between different classes.
- Request for physical ID cards.
- Facilities issues including loose steps on path to Brahan, lack of sink space for practical classes in Goodlyburn, where to put posters on campus.

HISA Update

It has been a hugely successful year for our SVR system in terms of the growth of our SVR numbers (573 at the end of the academic year), the robustness of our processes, and our thematic reports from SVR meetings. We have been able to impact on the learning and wider student experience based the evidence we have gained from SVR meetings, our SVR Teams space, and many other interactions with reps over the year. We have also been able to celebrate and reward the work of SVRs through our SVR Impact Competition. Major themes from this have included student communities and belonging especially within academic areas, support for learning, curriculum content, and facilities.

We are confident that we are in a good position to build on these improvements over 2026-27 to make constructive and meaningful impacts on the enhancement of learning. There are a number of conversations and developments we are carrying into the summer to inform our work next academic year:

1. How we continue to use the national Student Learning Experience model as a basis for meaningful student feedback that enhances learning on a campus, AP and subject area basis.
2. How we can improve on many systemic improvements to the SVR system, including around recruitment and recording, to ensure that we can enhance recruitment in a few areas where numbers are lower and where we can ensure real impacts from SVR impacts.
3. An ongoing review of our SVR training for the new academic year, which will see a modularised approach with a wider number of bitesize training options.

4: Events and Activities: OBI Awards

Students and staff from across UHI Perth came together to celebrate the people who make our campus community so special at the 2026 Awards on 18 May. Organised by HISA Perth in collaboration with UHI Perth, the annual awards shine a spotlight on the incredible achievements, dedication, and impact of students and staff across UHI Perth.

Now in its 14th year, the OBIs received a record 554 nominations from students and staff highlighting how committed students and staff are to creating a vibrant and supportive student experience at UHI Perth.

This year's celebration featured guest speakers Colin Munro, Chief Executive Officer of HISA, and Jill Elder, Depute Principal of UHI Perth. Closing remarks were delivered by Chris Whatley, Vice Chair of the UHI Perth Board of Management. The celebration also featured performances from the music industries courses and refreshments prepared by hospitality staff and students making it a truly collaborative showcase of Perth excellence.

The full list of winners can be found on our website here.

3: Wider quality activities

We are grateful to UHI for funding our Faculty Intern work for 2026-27, primarily around UHI's Faculty Boards and Academic Council and internal quality panels. Due to timing and capacity, however, we will utilise this resource to enable our Executive Committee to pick up on these responsibilities in the coming year. This should provide a synergy between Student Officers' local and regional engagement, and enhance their engagement in learning, teaching and quality matters.

HISA has a strong presence on the programme for the UHI Learning, Teaching and Student Experience Conference on 17-18 June, with personnel delivering a range of workshops and presentations. Three of our (continuing) Student Officers are speaking on a panel about UHI Transformation and the student experience. This will root real student contributions at the heart of discussions about their learning and wider student experience.

HISA has also been involved in a number of key quality activities in recent weeks, including Institutional Liaison Meetings, a range of enhancement work through STEP, and detailed preparations for UHI and UHI Inverness Tertiary Quality Enhancement Reviews in the coming academic year.

4: Student Communities and Inclusion

- Overview: We currently administer 43 clubs and societies across UHI, as well as 7 networks with 1000+ members.
- To date, we have had 23 nominations for Sporting Blues, with the nomination period ending 26th May.
- Adventure Club Safety: All adventure clubs who will be continuing in 26/27 have completed the Adventure Club Safety questionnaire, outlining the qualifications held by incoming committee members that pertain to safety. This will allow us to identify any gaps and provide support to fill said omissions.
- End of Year Meetings: 25 of our clubs and societies have held their end of year meetings with HISA, or completed the EOY questionnaire. Predominant themes that have so far been identified include positive feedback regarding support from, and communication with, HISA. Knowledge of how to use the club/soc pages on the HISA website has been identified as an area for improvement, and training modules and workshops will be created over the summer to roll out at the start of the new AY.
- Welcome Week: Of the clubs and societies who have held their EOY meetings, the majority have expressed interest in being involved in Welcome Week 2026, be that online, in-person, or both.
- We are working with UHI EDI committee to prepare for and understand what the new EHRC Guidance (if it is passed) will mean for our institutions, students, and staff and how we can best support and advocate for the rights and safety of our vulnerable communities.

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Paper No.10

Name of Committee	Board of Management
Subject	Financial Forecast to 31 July 2026 at 30 April 2026.
Date of Committee meeting	23/06/2026
Author	Gail Dunn, Chief Financial Officer Fiona Cameron, Interim Director of Finance Yemi Orioge, Finance Manager
Date paper prepared	15/06/2026
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	The attached paper includes the full-year financial forecast to 31 July 2026 at 30 April 2026 of £229k surplus. The main changes from the previous month have been a reduction in the annual forecast for electricity costs and irrecoverable VAT. Other key points are: **Income and Expenditure** Against FRP the main areas that have not been achieved from Year 1 are: - Short course income £31k– This is mainly due to the Business area not seeing great demand for the courses offered. A new Governance, Growth & Change Manager has been employed and will take a lead on development of commercial income opportunities. Discussions are ongoing with Academic Directors to clarify areas of shortfall. - ASW £46k– Academy of Sports and Wellbeing saw a decline in pay as you go income and membership and is currently behind overall by £108k. Jill Elder is working with the ASW Manager to look at investment required and development opportunities. - Resource Group Funding from SFC £489k. This has been confirmed that this is an advance of Grant and therefore requires to be paid back to

	SFC. This has been removed from income and is shown as a loan on the balance sheet. Actual amount received from SFC was £500k. - Centre for Mountain Studies has not yet been transferred, although it is forecast to breakeven for the year, so is contributing positively in the current year. Discussions are ongoing. - Full FRP breakdown is on page 8. Other key points to note: Estates spending: SFC confirmed in January that CDEL monies could be used as RDEL - £650k. Contingency of £333k is included as previously agreed by the Board and this is currently forecast to be spent. Ongoing discussions with estates and academic areas to ensure additional funds allocated are able to be committed before the end of July 2026. £505k received via SFC Emergency Fund to assist with repairs as a result of the flooding. This is not included within the financials presented as not determined exactly what works will be so some could be capitalised. Liaising with SFC to see if this funding can be carried forward, if works are not able to be actioned before end of July 26. Legacy funding of £135k has been left to UHI Perth in a local person's will. This has not been reflected in the financial position as funds were received after preparation of the papers. Discussions are ongoing as to the how these funds are to be used. **Balance Sheet** The balance sheet does not include any significant capital spend which could arise depending on the outcome of the use of the emergency funds noted above. The balance sheet includes provisions for 2018 Job evaluation of £3.76m and advance of grant funding from SFC of £2m which is not included in cashflow forecast. **Cashflow** Cashflow position is forecast to be £861k more than budget forecast. This is a mixture of additional income

	not included in budget, plus timing of spending of estates work in forecast but will not impact cashflow until Aug. Main income items are: - £262k release of 23/24 clawback - £300k post graduate income not in budget - £59k additional income from SFC re pay awards/ni - £135k legacy funds received.
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 This paper has not been through a committee, but Finance and Resources Committee were presented with the forecasted position as at 31 March 2026 at the meeting of that group on 26 May 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 Risk Register linked to the paper; and (b) the Board-approved risk appetite level for each associated risk. If yes, please provide details	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. (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	Financial Sustainability

provide a justification for inclusion 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 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

Monthly Management Accounts Pack
Year End Forecast for 31 July 2026
as at month end 30 April 2026

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Summary of Full Year Forecast Position as at 30 April 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	26,496	1,546
Commercial	2,211	48	2,259	2,147	(112)
Total Income	**26,277**	**932**	**27,209**	**28,643**	**1,434**
Staff Costs	19,193	(865)	18,328	18,553	(225)
Non Staff Costs	9,576	(463)	9,113	9,861	(748)
Total Costs	**28,769**	**(1,328)**	**27,441**	**28,415**	**(973)**
Operating Net Surplus/(Deficit)	**(2,492)**	**2,260**	**(232)**	**229**	**461**

Full Year Forecast:

Overall the forecast position has improved on last month from a breakeven position to a forecast surplus of £229k. This change mainly relates to non-staff costs with reduction in irrecoverable VAT along with an adjusted forecast for electricity costs.

The main variations against full year budget are:

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 Post graduate income
- - new research grant funding in the year
- - additional funding to support increased pay award
- - additional funding for further support for NI increases from SFC
- - release of 23/24 clawback

Staff costs are over budget due to:
- - final pay award was 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 Interim 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 additional audit fees from Deloitte's

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Year to Date and Full Year Forecast Income as at 30 April 2026

	Baseline Budget 25/26	FRP Adjustments	Revised Budget 25/26	Full Year Forecast	Full Year Forecast V Revised Budget
Income	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Academic					
FE Teaching Grant	8,750	0	8,750	8,701	(48)
Student Support	2,410	0	2,410	2,475	65
SFC/RSB Grants	612	403	1,015	1,345	330
HE Teaching Grants	7,251	298	7,549	7,856	307
Tuition Fees	2,616	91	2,707	3,328	621
SDS Contracts	511	0	511	545	34
International Income	1,473	0	1,473	1,526	53
Other Income	443	92	535	720	185
	24,066	**884**	**24,950**	**26,496**	**1,546**
Commercial					
Catering/Residences	1,281	0	1,281	1,187	(93)
Other Income	70	2	72	162	89
ASW	860	46	906	798	(108)
	2,211	**48**	**2,259**	**2,147**	**(112)**
Total Income	**26,277**	**932**	**27,209**	**28,643**	**1,434**

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 £360k:
  - Estates grant converted from capital to revenue - £649k. Estimated some of this will be carried forward to August.
  - Support staff pay award funding confirmed after budget was approved - £85k - only received £51k.
  - Tay Cities Deal funding, £120k should have been released in 2024/25, additional £14k received in 2025/26 - £134k.
  - Removal of additional grant for Resource Group, confirmation received from SFC that this is only an advance. - £(489)k.
  - Additional funding received from SFC re NI increase support £61K
- HE teaching grant is higher than budget due to the additional 63 FTE, 13 more than FRP.
- HE also includes release of 23/24 clawback of £262k
- Tuition fees are better than budget by £621k:
  - Unbudgeted post graduate fees - £320k.
  - Open learning income - £21k.
  - Increased HE part-time tuition fee - £197k.
  - 2024/25 SAAS tuition fee income released into 2025/26 - £83k.
- International income is forecast to be over budget by £53k:
  - Reduction in forecasted income due to courses not receiving approval £30k
  - Increase in forecasted income as actual invoiced amount exceeded budget, additional courses that had not been part of the original budget.
- Other income is over budget by £185k:
  - Unexpected research grants received for the Centre for Mountain Studies - £208k
  - small reductions in short courses and other academic areas e.g. sale of books

Commercial income main variances can be attributed to the following:

- Catering/Residences income is now forecast to be £93k less than budget. This is made up of:
  - lower than expected residences income of £104k offset slightly by higher than expected hospitality income.
  - plus insurance claim received of £79k re kitchen fire included in other income.
- Academy of Sport and Wellbeing income forecast is similar to the position last month but is still £108k short of budget due to reduced income for pay as you go gym and climbing income. A review of this area is ongoing.

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Year to Date and Full Year Forecast Staff Costs as at 30 April 2026

	Baseline Budget 25/26	FRP Adjustments	Revised Budget 25/26	Full Year Forecast	Full Year Forecast V Revised Budget
Staff Costs	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Staff Costs	18,335	(679)	17,656	17,739	(83)
Contracts & Timesheet	858	(309)	549	687	(138)
VS & Pension Strain	0	123	123	128	(5)
Total Staff Costs	**19,193**	**(865)**	**18,328**	**18,553**	**(225)**

Full Year Forecast

Main variances can be attributed to the following:

- Staff Costs
  - £85k additional costs due to support staff pay award. EO did not receive 100% of the additional funds requested with only £51k received.
  - Other various staff changes plus sickness and maternity cover.

- Contracts & Timesheet:
  - Unbudgeted holiday pay - £48k.
  - Unbudgeted TNE marking & oversees allowance- £46k.
  - Various other contracted posts across curriculum areas £27k
  - Unbudgeted increase in ASW staff costs £17k

- 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 30 April 2026

	Baseline Budget 25/26	FRP Adjustments	Revised Budget 25/26	Full Year Forecast	Full Year Forecast V Revised Budget
Non-Staff Costs	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Travel & Subsistence	140	(14)	126	164	(38)
Training & Other staff costs	102	0	102	136	(34)
Course costs & exam fees	1,920	0	1,920	1,890	31
Supplies & Services	1,861	(5)	1,856	2,437	(581)
ICT	619	(134)	485	442	44
Property costs	1,844	(238)	1,606	1,498	109
Legal & Admin	595	(72)	523	674	(151)
Bursary costs	2,410	0	2,410	2,475	(65)
Finance costs	84	0	84	145	(62)
Total Non-Staff costs	**9,576**	**(463)**	**9,113**	**9,861**	**(748)**

Full Year Forecast

Main variances can be attributed to the following:

- Supplies and Services:
  - Interim Director of Finance, initial period extended whilst recruitment process takes place £88K. Head of Finance now in place and Interim Director of Finance finishes on 30 June 2026.
  - Contingency for areas of budget risk as recommended by the Finance and Resources Committee on 8 December 2025 - £333k
  - Increase in provision for irrecoverable VAT - £247k.

- Legal and Admin - £151k
  - Increased consultancy expenditure for Centre for Mountain Studies as a result of increased Grant Funding
  - Campus Transformation Officer costs, expected to be offset by income in 26/27.

- 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. This increase has been offset by irrecoverable VAT on Resource Group cost which sits with Supplies & Services above.
  - 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.
  - Property costs are forecasting to be ahead of budget with a reduction in forecast spend for electricity.

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Year to Date and Full Year Forecast Summary Balance Sheet as at 30 April 2026

UHI Perth Balance Sheet	YTD 30 Apr 2026 £000	Forecast 31 Jul 2026 £000	Prior Year 31 Jul 2025 £000
Fixed Assets	48,691	48,585	48,691
Current Assets	3,026	2,602	2,495
Current Liabilities (amounts due within one year)	1,560	2,982	3,605
Creditors due greater than one year	4,262	4,006	4,258
Provisions	5,606	6,458	5,414
Total Net Assets	**40,289**	**37,741**	**37,909**
Reserves	**40,289**	**37,741**	**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 is made up of £1.5m received in 24/25, plus £0.5m funding relating to resource Group now confirmed to be cash advance)
  - Pension Liability - £0.7m, this is based on actuarial valuation at 31.07.25.

Debtors	30 Apr 2026
Total Debtor balance at	£0.964m
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
23 Mar 2026	The James Hutton Institute	Fellowship Payment 1	18,593.00	Paid
31 Mar 2026	AITM	Student Fees Yrs 1 & 2 Semester 1	25,000.00	Outstanding
31 Mar 2026	AITM	Student Fees Yrs 1 & 2 Semester 2	25,000.00	Outstanding
09 Apr 2026	Dundee and Angus College	Equipment for Science Futures 25/26	32,994.59	Paid
09 Apr 2026	Dundee and Angus College	Curriculum Development for Science Futures 25/	30,720.00	Paid
09 Apr 2026	AITM	Student Fees Hospitality Management Sem 1	41,625.00	Outstanding
09 Apr 2026	AITM	Student Fees Hospitality Management Sem 2	41,625.00	Outstanding
21 Apr 2026	Beijing Lan Ting Wang Education Technology	ZUA Student Fees (320)	176,000.00	Outstanding
21 Apr 2026	Beijing Lan Ting Wang Education Technology	ZUA Student Fees (80)	44,000.00	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, extension was requested to end of March and is currently being chased. - Director of International Partnerships is pursuing this.
- Asian Institute of Technology and Management - Have confirmed that payment request has been made but appears to be a delay in money being received from China. This is actively being monitored and pursued.
- Beijing Lan Ting Wang Education Technology - This is not yet due but is being actively pursued to ensure payment terms are met.

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Cashflow statement as at 30 April 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 14/06/26 - updated for Capital Spend received March 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	1,268	1,882	2,673	2,120	2,070	1,947
Capital Funds received								504				
Staff	(1,501)	(1,525)	(1,589)	(1,559)	(1,559)	(1,573)	(1,601)	(1,651)	(1,542)	(1,552)	(1,631)	(1,570)
Non-staff	(422)	(637)	(986)	(598)	(1,468)	(596)	(720)	(1,158)	(594)	(723)	(656)	(486)
Capital Funds Spend												(5)
Total cashflow	**67**	**214**	**647**	**(88)**	**(1,174)**	**1,820**	**(1,053)**	**(423)**	**537**	**(155)**	**(217)**	**(114)**
Opening balance	1,712	1,779	1,993	2,640	2,552	1,378	3,198	2,145	1,722	2,259	2,104	1,887
Movement	67	214	647	(88)	(1,174)	1,820	(1,053)	(423)	537	(155)	(217)	(114)
Closing Balance	**1,779**	**1,993**	**2,640**	**2,552**	**1,378**	**3,198**	**2,145**	**1,722**	**2,259**	**2,104**	**1,887**	**1,773**

Key Variances year to date as at April 2026:

- Income overall is ahead of budget, mainly due to £300k of post graduate income received, this had not been included in the original budget.
- Phasing of tuition income differed across the months as SAAS funding was received in January but had been phased over the year.
- Originally assumed pay awards would be made from September, actual pay award was applied in January with back pay in February, YTD staff costs less than budget due to timing of staff savings from FRP being earlier than expected.
- £500k advance received from SFC to support additional payment to Resource Group received Feb 26. This was originally assumed to be income but has since been confirmed as cash advance which will need repaid. There is no provision for repayment of this amounts prior to July 26.
- £123k pension strain payments were not included within original cashflow.
- £262k release of clawback relating to 23/24
- £51k additional funding from SFC towards pay award increase.
- Capital funds have been received from SFC via the emergency fund £505k. This is to be spent on repairs from the flood damage. It is now assumed that this money will be carried forward and the cash outflow being into the new financial year.
- Other non staff costs are currently ahead of budget, with plans to spend these over the summer, resulting in the cashflow likely to impact August 26 rather than current financial year.

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FRP Monitoring as at 30 April 2026

	FRP Target Income Increase 25/26	Forecast Income Increase at 30/04/26	Variance
INCOME GROWTH	**£'000**	**£'000**	**£'000**
Curriculum			
Increase HE numbers	302	380	78
Short courses	92	61	(31)
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**	**443**	**(488)**

Income growth main variances are attributed to:

- Currently forecasting that HE numbers will be an additional 63 - FRP target was additional 50. Base HE FTEs - 1530, forecast position 1593.
- Short courses income overall not expected to achieve revised budget, but this is mainly due to the Business curriculum not achieving their original budget. This area did not receive an increase within the FRP.
- 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 £117k. This is a small decrease of £3k from the position at February.
- SFC have now confirmed that Resource Group Funding is cash advance and therefore not a source of income. £500k Grant received in February is now included in the balance sheet as a loan.

	FRP Target Savings 25/26	Forecast Savings at 30/04/26	Variance
NON-STAFF COSTS	**£'000**	**£'000**	**£'000**
ICT - reduced spend	64	128	64
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	4	(13)
Energy usage - reduced spend	16	16	0
UHI microram - net receiver	87	82	(5)
Centre for Mountain Studies	96	96	0
Total Non-Staff Cost Savings	**630**	**666**	**36**

Non-staff costs main variances are attributed to:

- Currently licence costs are forecasting to be less than ICT revised budget by an additional £64K.
- 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 not expected to achieve FRP savings. This is due to additional external support being required particularly around HR matters.
- Final UHI microram report shows UHI Perth due to pay £5k this year. It has been agreed that there were errors in the EO report and this is to be re-run. Still awaiting final report but indications are that this should be favourable.
- CMS has not transferred out as expected. Whilst discussions are still ongoing it is included in the forecast for the full year. Significant additional funding has been received in the current year, and overall this cost centre is looking to break even . FRP had originally anticipated to save around 50% of the deficit position but could over the year save 100% - total original budget deficit was £186k.

	FRP Target Savings 25/26	Forecast Savings at 30/04/26	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)	(128)	(5)
Curriculum review	306	203	(103)
Invigilators, readers and scribes	3	3	0
Total Staff Cost Savings	**701**	**669**	**(32)**

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, plus additional VS as a result of support staff back dated pay award.
- Due to increased long term sick leave, it is not likely that the curriculum review full saving will be achieved in Year 1.

	FRP Target Savings 25/26	Forecast Savings at 30/04/26	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**

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Board of Management – Standing Committee Summary

Paper No: 11a

Name of Committee: **Recovery Plan Monitoring Committee**	**Date of Committee:** **20 April 2026**
Key Issues discussed: Committee noted progress on cost controls but expressed concern re income levels which prompted focus on key income risks. <u>International</u> Ministerial approval still awaited from authorities re large project in China, and meetings were ongoing re 5 other projects. Outcomes of these would determine deliverability for Years 2 and 3. Travel is booked in May to take discussions forward around fee negotiations, etc. Visit to China for Graduations also provided opportunity for other negotiations around extensions to current contracts, however there are challenges around the lack of progress being made by UHI around Rankings, which would present a substantial threat moving forward and requires a concerted effort driven by UHI. While this is a complex process, there may be a lack of expertise at UHI senior management level in this area. Committee discussed whether challenges need escalating to the Board and/or UHI Court given the credibility issues this presents. <u>Years 2 & 3</u> Process re 2026/27 Budget had identified some areas where income was not quite hitting targets. In addition, a recent meeting with SFC had confirmed that the income related to Resource Group was to be treated as an advance from their perspective, albeit with no specific deadlines to pay back. Chief Financial Officer noted that a formal letter of complaint had been issued to UHI on	**Actions agreed:** Committee **AGREED** that the China Trip presents an option to lobby senior staff within UHI, before potentially escalating the matter to Board. Committee **AGREED** that Chair & Interim Principal pull together update to

this matter, to be communicated onwards to SFC. Indicative allocations for Capital and Estates funding for 2026/27 showed an increase in income of £600k, which is in effect a Flat-Cash position due to considerations around Resource Group, therefore will need to look at what can be off-set during the budget process. <u>ASW</u> Depute Principal advised that an initial meeting had been held with the Campus Transformation Officer with a view to ring-fencing circa £130k to refresh ASW building. Local income streams were also being looked at however there is an exposure to risk with increased competition coming on-stream which is likely to impact on ASW membership numbers, as the proposition being offered by the new competitor was different to that initially envisaged. Committee were informed that a specific ASW Recovery Plan was being pulled together. Chair noted that ASW is a key risk area so this needs to be closely monitored. Committee were advised that ASW needs to be considered as a learning space as well as a gym and the building is not costing as much as it would do if it wasn't making contributions. The ASW building needs to be able to provide for the curriculum no matter what else takes place there. <u>Staffing Costs</u> Committee were advised that staffing costs were being monitored every week by SLT. <u>Commercial Courses</u> Committee were advised that an evidence paper was being developed around income generation related to commercial courses, with Vice Chair looking in particular at part-time degree options. Committee noted that a Master in Social Work programme had been rejected at the Approval stage. This programme will be review with the potential to re-submit at a future point.	Board on this matter, with a view to escalating to SFC.

Any Other Business Chair requested that Committee Members consider options for future meetings ahead of further discussion at the next meeting.	
Committee Chaired by: **Deirdre Joy**	**Date of next meeting:** **18 May 2026**

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Board of Management – Standing Committee Summary

Paper No: 11b

Name of Committee: **Recovery Plan Monitoring Committee**	**Date of Committee:** **08 June 2026**
Key Issues discussed: Meeting had been held over from scheduled date of 18 May 2026, however meeting failed to meet quoracy therefore was held as an advisory meeting. Meeting was attended by Directors of Curriculum to discuss progress in areas within their responsibility. <u>Short Courses</u> There was some apparent confusion around the income figures provided, leading to some dubiety over whether targets had been/were on course to be met, or the level of shortfall against targets <u>ASW</u> Support had been secured for a 6-8 week project assessing Customer Journeys with a view to improving how customers are recruited and retained; timing is crucial in this aspect due to impact of increased competitor activity. Plans arising from this project will be filtered into Year 2 projections, as will potential leads re external partners using the space. Committee discussed impact on levels of cleanliness/hygiene on recruitment and retention of customers. <u>Nursery</u> Committee were briefed that 3 potential customers were exploring use of the Nursery space, with further conversations scheduled shortly. Committee were advised that there may be some slippage in terms of Year 2 targets depending on which of these options is taken forward and potential conversions required to the space.	**Actions agreed:** Directors of Curriculum to meet with Finance Team ASAP to resolve

Car Park Committee were advised that a full resurfacing of the car park was no longer being explored, rather focused patching work would take place over the summer at a lower cost. Introduction of charges would not be implemented until these works were complete. Commercial Courses Committee were advised that UHI have indicated that they are looking to launch part-time and evening degree courses across the network, which has resulted in UHI Perth looking at alternative options in this area. Estates Committee were advised that the cost savings re energy, which had previously projected at around £16k, were now confirmed following official metering as being close to £100k. Work was being conducted to ascertain the long-term sustainability of these savings due to specific circumstances experienced this year (eg mild winter, lecture theatre out of use), and gas usage will be net in line to be tackled. Year 2 Committee discussed factors around achievability of Year 2 of the FRP, noting that there were some big wins achieved early and other challenges now coming through which may have skewed figures and expectations to an extent. Committee were advised that FRP my not be delivered entirely as initially intended, but delivered in different ways. It was also noted that the Board would be in a position to receive a full draft Budget for approval at the June Board meeting for the first time in a number of years. Any Other Business Chair reflected that Committee had perhaps served its purpose and should now be realigned with Finance & Resources Committee, not as a separate reporting strand. Committee were broadly in agreement with this position, although it was noted that UHI and SFC would have an expectation and require evidence of monitoring and tracking of the FRP.	Finance to produce a summary of items deemed achievable, and those at risk of under-achievement. Committee agreed that Board should discuss the discontinuation of the Recovery Plan Monitoring Committee on the proviso that assurance against progress is monitored via F&R, with FRP proposed to be a standing item on the F&R Agenda
Committee Chaired by: **Deirdre Joy**	**Date of next meeting:** **tbc**

Board of Management – Standing Committee Summary

Paper No: 11c

Name of Committee: **Learner Experience Committee**	**Date of Committee:** **06 May 2026**
Key Issues discussed: Student ID Cards Committee were informed that agreement had been reached to produce ID Cards by exception and implementation would be monitored to ensure those who needed the cards received them promptly. Self-Evaluation & Action Plans (SEAP) Committee received an update on the SEAP, which noted that areas for development had been discussed at LTAG meetings and monthly review meetings were planned to monitor progress against the supporting Action Plan. HISA Perth Update Committee received an update on recent HISA activity and events. Committee were informed that a By-Election was required to fill the vacant HISA Perth Depute President role after the successful candidate in the main elections had to withdraw. Applications for a local Student Board Member were also being sought. Committee discussed the poor election turnout and potential options to increase engagement. Committee were advised that HISA would be producing a full Elections Report which would address some of these issues; Clerk confirmed that a representative from HISA management would be presenting this to the Board. Personal Learning Support Plans (PSLPs) Committee received a verbal update on PSLPs, which was at the start of a review process. 50 staff had already completed a questionnaire and provided detailed feedback, with 5 or 6 key themes emerging which are being actively pursued with a view to better alignment of PSLPs with the courses being studied. A short-life working group has been	**Actions agreed:**

formed to develop options further with a view to implementation next Academic Year. Committee discussed the potential for self-development strategies for students to allow students to take ownership of their specific needs. Committee agreed there was a need to ensure the right support was provided at the right time while reducing the onus on the college, as well as being more beneficial to students in the longer term. <u>SFC Benchmark Report on KPIs</u> Committee were advised that SFC had still not released any benchmarking data, which would normally be expected around this time of the Academic Year. <u>QAA Institutional Liaison</u> Committee were advised that the Institutional Liaison Report had not yet been received from QAA, however it was highlighted that the meeting itself was very positive and the college was able to demonstrate progress against the SEAP. The main development point was around the use of data to ensure the college is more data-informed than data-aware <u>Student Recruitment</u> Committee received a summary of trending data on Student Recruitment – while this information was currently produced monthly, this will shortly revert to bi-weekly. Committee discussed timings of interventions re poorly-recruiting courses to ensure resources are used most effectively and appropriately. There was an acknowledgement the college has historically taken hard decisions later than it should have in this regard, however a staff group is working on these issues over the summer, analysing trend data re late recruitment to ensure reviews and decisions on course viability are taken more timeously. <u>Future Meetings</u> Committee discussed options re dates/times of future meetings and concluded that status quo position works, however the timing of some meetings within cycles would benefit from review.	Item to be carried forward to next meeting. Item to be carried forward to next meeting.
Committee Chaired by: **Mary Fraser**	**Date of next meeting:** **tbc**

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Board of Management – Standing Committee Summary

Paper No: 11d

Name of Committee: **Finance & Resources**	**Date of Committee:** **26 May 2026**
Key Issues discussed: <u>Procurement</u> Committee received a procurement strategy relating to Water Management arising from investigations into water ingress at the Brahan Lecture Theatre and IT Suite, with endorsement requested by F&R in terms of an agreement in principle re the procurement routes ahead of final Board approval to allow works to progress over the summer. Committee were informed that emergency funding from SFC would be utilised for the works, although final quotations were yet to be provided, and that SFC had indicated they would be content for funding to be rolled into 2026/27 if required as long as funds are committed. SFC would expect an update re the situation in July. Committee were advised that timescales should be clearer once the full survey report had been received as this will define the full scope of work. <u>Financial Forecast</u> Committee received and scrutinised management accounts to end March and estimated outturn to July 2026. Committee were advised that end of year projections were slightly ahead of the forecast break-even position, due to additional clarity around International charges and additional income received re 2023/24 claw-back. Committee were advised that the SFC Emergency Funding previously discussed were not yet included in the figures as the treatment of these monies were still to be determined. Committee were also advised that a legacy of around £135k had been receive, but not in time to	**Actions agreed:** Committee **APPROVED** procurement approach as described, however requested an updated position once financial implications had been determined.

be included in the report. Clarification was provided that this legacy was to be treated as unrestricted funds, and management are looking at how it best be used in a meaningful, which would be communicated in due course to the Executors. Committee noted the ongoing review in ASW, and it was clarified that additional support had been sourced to review the Customer Journey with a view to producing a plan for ASW in July. Committee were that discussion with External Auditor re final fees position remained unresolved, but it is hoped that a final decision be reached soon. Committee discussed the current position around the Centre for Mountain Studies and lack of savings generated around HR savings. <u>Draft Budget 2026/27</u> Committee received the Draft Budget, which shows a small surplus of £54k based on March 2026 actuals and projections based on the FRP. Committee were advised that: • FE teaching grant income increased based on SFC's indicative allocation • Centre for Mountain Studies included within Budget due to uncertainty of timing s over transfer to UHI • There is confidence over International Income levels due to approval being granted by Ministry of Education in China for ongoing work • Short Course, Modern Apprenticeship and VQ targets may be stretched following review • Other Commercial Income includes car parking fees and rental income from former Nursery • Staff costs have risen considerably, however these include Centre for Mountains Studies staff plus some newly-created roles • A target has been set to retain minimum of £1m cash at the end of each month, however this will require to be worked through with UHI in terms of phasing to achieve • There is a contingent risk around a Pensions Revaluation due in April 2027 Committee queried the risks around cashflow, and were advised that, while there is much that the college does not have control over, eg SAAS funding issued in a single batch in January, advances from UHI are available if required.	

Committee were advised that 2027/28 and 2028/29 deficits were based on an assumed Flat Cash provision going forward, plus an increase in costs, however the picture presented shows a high-level forecast if the college does nothing, and work is still required to be done in these areas. Committee were further advised that the proposals presented in the Budget had been incorporated into the FRP, and that student fee income and student number forecasts for 2026 were broadly in line with expectations, however data was being looked at to a granular level to ensure projections are turned in confirmed places, and courses with waiting lists are looking to convert wherever possible to maximise the recruitment position. Committee discussed the likely timing re a revised Budget and the Financial Forecast Return being presented to Board for approval. <u>Standard Reporting Items:</u> Committee received and discussed updates on Estates, HR and Digital Transformation, and noted minutes from EDIT. Committee were advised that the Brahan Kitchen installation works are due to commence at end Jun. Committee received and discussed the 2026 summer works programme, which was primarily focused on building resilience and Health & Safety compliance. The Brahan car park would undergo focused patching work over the summer, rather than a full resurfacing, to lower costs. Committee discussed complex HR issues and the requirement for Board involvement in some of the more challenging matters, and were advised that the appropriate policies and procedures were being reviewed. Committee requested sector/ONS data re sickness absence benchmarking in future reports. Committee were advised that £114k had been received from the DigiTay fund for delivery of AI training and workplace upskilling, and it is hoped to look at own workforce in the same area.	
Committee Chaired by: **Ian Robotham**	**Date of next meeting:** **tbc**

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Board of Management – Standing Committee Summary

Paper No:11e

Name of Committee: **Audit**	**Date of Committee:** **08 June 2026**
Key Issues discussed:	**Actions arising:**
Strategic Risk Register Committee received latest Risk Register, which reflected increased risks and impacts of the conflict in the Middle East. Committee also discussed approaches to potential risks re continued strategic alignments in the Far East, concluding that the college needs to be watchful and build mitigations, however, while there is always an underlying risk around changes in government, the nature of the current strategic alignments provide a stable, reliable market to operate within. Internal Auditor commended link between updated version of the Risk Register and Audit Recommendations in terms of both risk profile and assurance.	
Academic Partner Annual Assurance Committee received a mapping exercise based on a letter received from UHI Audit Committee and levels of assurances provided to Audit Committee and Board at UHI Perth, and noted the actions suggested. Internal Auditor noted that the new Global Standards for Internal Audits provided an expectation for Internal Auditors to flag a deteriorating in standards, which should provide Committee with additional assurance in this area.	Clerk to consider approaches to ensure repeat findings reported in the Audit Committee Annual Report to Board are flagged and addressed. Clerk to write to UHI on behalf of Audit Committee confirming current levels of assurance. .
Data Protection Accountability Report Committee received this reports and noted progress made against the ICO framework.	Clerk to amend report to take account of updated job roles
Internal Audit Reports Committee received Audit Reports on Teaching Staff Utilisation Business Process Review and Business Development, and noted findings and recommendations.	

Management confirmed agreement of recommendations, and advised no surprises were contained in these Reports. Board Member commended use of Toyota approach within the education environment re business processes. The Business Development report was considered to be timely due to FRP targets, the proposed work around a Commercial Strategy due to be presented to Board, and the links to a new Strategic Plan. **Internal Audit Draft Plan 2026-29** Committee received initial draft of Internal Audit plan for next 3 years, which included proposals for prioritisation of audit reviews. Internal Auditor advised that proposed audit areas and timings allocated were not set in stone, however if audit approach agreed and subject to further discussion a final draft would be presented to the next Audit Committee meeting for approval. **External Audit Update** Committee received a verbal update on the External Audit, which was expected to have been tabled for approval, however absences within the External Audit team had prevented this from happening. The External Audit is due to start over the next few weeks, so it was proposed that, once confirmed following a meeting planned on 18 June, the Audit Plan would be issued to Committee ASAP, **FOI & Data Protection Update** Committee received a quarterly update. Clerk noted a spike in HR-related FOI queries from a single Trade Union.	Committee **APPROVED** the proposed approach to External Audit Plan.
Committee Chaired by: **Chris Whatley**	**Date of next meeting:** **19 March 2026**

BOARD OF MANAGEMENT **Paper 13**

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
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