Extraordinary Board of Management

Agenda

Meeting reference: Board2025-26/E02
Date: Thursday 02 July 2026 at 5:00pm
Location: Online
Purpose: Extraordinary meeting

* Denotes items for approval or discussion.
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	UHI Accord	UHI	Chair	Paper 1
*5	UHI Perth Financial Forecast Return	Chief Financial Officer	Chief Financial Officer	Paper 2
6	Strategic Plan 2027-2032 Presentation	Interim Principal	Interim Principal	Verbal
*7	Campus Transformation	Campus Transformation Officer	Campus Transformation Officer	Paper 3
8	Campus Transformation Project Governance	Depute Principal	Interim Principal	Paper 4 (to follow)
9	**Any other Business**		Chair	
10	Date and time of next meeting: • Tuesday 13 October 2026	Clerk		

Paper No. 1

Name of Committee	Extraordinary Board of Management
Subject	UHI Accord
Date of Committee meeting	02/07/2026
Author	UHI
Date paper prepared	30/06/2027
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	This paper sets out current information relating to the proposed UHI Accord, for which Board approval is requested. The paper is comprised of the following elements: a. Email from Chair of Court introducing the UHI Accord b. The UHI Accord c. UHI Perth Management Advice Note d. Letter to UHI Principal from SFC (26 June 2026) e. Letter to Academic Partner Chairs & Principals (29 June 2026 f. Additional Management Response following additional queries requested by Board Members Board are asked to note that: • The Accord as presented is a Statement of Intent, and is not a legally-binding document; • UHI have indicated that Board can sign the Accord with attached conditions
Committee Consultation Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	Item was discussed at the Board of Management meeting on 23 June 2026. Items 1-3 as listed in the Executive Summary were previously presented to Board as a supporting paper for the Board of Management meeting on 23 June 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 – see letter to UHI Principal from SFC as provided within papers
Strategic Impact Please highlight how the paper links to the Strategic Objectives of UHI Perth or the UHI Partnership: Strategic-Plan-2022-27.pdf If there is no direct link to Strategic Objectives, please provide a justification for inclusion of this paper to the nominated Committee.	Financial Sustainability
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	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)?	No If yes, please give details: Click or tap here to enter text.
Status (ie confidential or non-confidential)	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

11 June 2026

Issued by email - to academic partner Chairs

Dear Chair

UHI Partnership Accord

Thank you for your recent attendance at the transformation summit on 19 May, and for the positive contributions which you and colleagues have made to the future of our university partnership. Feedback from all attendees, including the SFC, was that it was a very positive day which will allow the UHI tertiary partnership to move forward at pace in a landscape now dominated by public sector reform.

At the meeting we agreed that we would collectively move forward with a partnership statement of intent and commitment, and that all parties would commit to a refreshed, UHI partnership Accord (attached).

The Accord allows the UHI partnership to reaffirm our collective intent to shape the future of UHI together, in line with the ambition set out in the UHI 2030 Strategic Plan: to build a more connected, efficient, community-focused and financially sustainable partnership that continues to meet the needs of our students, staff, employers and communities.

The Accord is intended to underpin the next phase of our transformation programme. It sets the tone for how we will move forward together, providing a high-level, all-party agreement that confirms our formal commitment to cooperate and collaborate effectively as a unified partnership, guided by a clear set of overarching principles.

More specifically, the Accord:

- represents a collective and visible commitment by all partners to lead transformational change across the whole UHI partnership
- expresses our shared values, providing a common reference point for decision-making and behaviours
- helps to build trust and facilitate collaboration by reducing ambiguity and aligning our ambitions

- establishes a symbolic and practical foundation for future reforms, supporting improved efficiency and impact; and
- demonstrates strategic leadership and momentum, providing a clear public commitment that will underpin the next phase of our transformation journey.

It also reflects our agreed direction of travel, including a stronger and more integrated academic offer, the development of shared services, and a more coordinated approach to income generation and external engagement, while continuing to respect and preserve the distinctive contribution of each partner.

You will also find attached a broad timeline and key milestones mapping out the transformation process for the purposes of context. The work to provide the detailed financial and operational evidence and draft mobilisation plans is already underway. Once completed, those detailed proposals will allow each Board of Management to conduct their own scrutiny, assurance processes and due diligence to inform institutional decisions.

We are already developing significant momentum across our academic sector-based reorientation, particularly with reference to two major pilot sectors: energy transition, and creative economy and heritage. Both sectors are major employers with potential for growth and will significantly benefit multiple UHI academic partners. Not only supporting growth but also acting as pilots to refine our approach to a more widely integrated tertiary model and over the coming weeks we will share more information with you on the plans and timescale for next steps

Vicki Nairn in her role as Principal and Vice-Chancellor of UHI will engage in parallel with the principals of each academic partner, to ensure they are fully involved in the planning/development process and in a position to support and advise their Boards of Management.

The Accord presents an opportunity for us to communicate clearly and confidently with our stakeholders, resetting and strengthening our shared narrative, and demonstrating our determination to work together to build a stronger UHI for future generations, and most importantly to secure government funding to enable change and transformation.

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Therefore, I would be grateful if you could review and discuss the attached Accord, returning a signed copy before 10 July. We will of course have the opportunity to discuss the next steps in our transformation programme at the university Court meeting later this month, which I very much hope you will be able to attend.

That will allow each of us to communicate a clear and visible demonstration of our shared commitment, leadership, and determination to work collectively to deliver lasting, positive change and modernisation across UHI, to our stakeholders and more importantly to our staff and students.

This is an important moment for the partnership, one that allows us to build pace and momentum, reaffirm our collective purpose, and present a united and confident position as we move into the next phase of transformation.

If you or your colleagues would find it helpful to discuss any aspect of the Accord, please do not hesitate to get in touch with Vicki Nairn (vicki.nairn@uhi.ac.uk) or Max Brown (max.brown@uhi.ac.uk).

Thank you in advance for your continued engagement and leadership.

All the best,



Alastair MacColl
Chair of Court

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All party agreement - UHI Accord

30 June 2026

We, the undersigned, enter into this agreement as members of the UHI partnership. Through it, we commit to thinking, planning and acting as one, recognising the mutual responsibilities we hold to one another and the shared aspirations that will enable us to drive sustainable transformation across the partnership. In doing so, we are committed to working collaboratively to deliver positive, transformational change for the benefit of all learners, while respecting and preserving the distinct strengths and unique characteristics of our partners as a core part of what makes our partnership special. We will work more closely and collaboratively to design, develop, implement and deliver shared services for the benefit of our students and our communities, and to secure the long-term success of UHI.

We will work together to be a learning organisation; one that continually reflects on evidence, experience and feedback, and uses that learning to improve quality, relevance and impact of all we do. We will foster a culture of openness, curiosity and shared responsibility, adapting our practice and ways of working so that students, staff, partners and communities benefit from ongoing improvement.

This commitment is made in full alignment with, and in support of, Scottish Government ambitions for public sector reform, including a clear focus on integration, efficiency and improved outcomes. Collectively, we will actively seek opportunities to progress this transformation in a manner that is consistent with, and contributes to, national reform priorities, ensuring that this agreement reflects a unified, forward-looking and nationally aligned approach.

This agreement sets out:

(a) shared principles of partnership that guide our collective work

(b) mutual responsibilities and expectations of all partners

(c) shared aims and aspirations for the future development, integration and success of UHI

(d) our commitment to implement transformational change and to deliver a more efficient and effective operating model

The principles of our partnership

We believe that our reputation is built on our innovative approach to tertiary learning and our distinctive research and curriculum, enriched by the people, natural environment, economy, culture and heritage of our region and its communities. In alignment with our shared ambition for deeper integration, we agree to collectively operate in accordance with the following principles:

1. **T**o work together to have a transformational impact on the prospects of our region, its economy, its people and its communities.

2. To think, plan and act as one for the collective good of the partnership, during transformation, collaboration and innovation.

3. To adhere to the following CORE values:

   (a) Collaboration – we will actively foster a culture of constructive partnership, where colleagues work openly and supportively across the organisation on shared priorities. We will model professional behaviours that build trust, challenge poor conduct, and contribute to a cohesive, sustainable university community.

   (b) Openness – we will act with transparency, integrity and accountability in our decisions and actions. We will create an environment in which all voices are heard and valued, and where concerns can be raised confidently and addressed appropriately.

   (c) Respect – we will promote a culture of dignity, inclusion and positive engagement, where diverse perspectives are welcomed and constructive challenge is encouraged. Disrespectful or unprofessional behaviour will not be tolerated, and we will hold ourselves and others to the highest standards of conduct.

   (d) Excellence - we will uphold the highest standards in all that we do, demonstrating leadership and professionalism in line with the values of public life. We will recognise and celebrate the achievements of our partners, staff and students, while continuously striving to improve outcomes for our communities.

4. To uphold and promote the identity of UHI as a single institution by communicating in one clear, singular voice across all partnership-wide activity, ensuring consistency of message, and avoiding the creation of internal competition between partners, or between partners and external organisations or stakeholders. This will include delivering a single UHI tertiary catalogue/ prospectus, underpinned by an integrated curriculum aligned to the needs of learners and employers in key sectors.

5. To proactively seek and develop partnership opportunities that enable transformation, deliver efficiencies, share resources and support joint investment in projects that maximise income generation, deliver best value, and strengthen financial sustainability and social responsibility across the partnership. This will be underpinned by a strong commitment to collaborative working, a clear "single point of contact" or "one door" approach to economic development engagement, and the embedding of a commercial mindset. We will also ensure alignment and integration of student recruitment, marketing and business development functions to support coordinated growth, enhance market impact, and present a clear and accessible offer to partners and stakeholders.

6. To remain a locally and regionally focused, inclusive tertiary institution, offering learners access to the full range of further and higher education qualifications from access level to PhD, while committing to the development and implementation of a new shared tertiary academic structure across the UHI partnership. This will be underpinned by a coherent, future-focused curriculum offer aligned to a *sector-based model* that responds directly to the needs of our communities, employers and regional economies. This shared approach will be supported, enabled and sustained by enhanced, effective and fully integrated professional services, designed to operate collaboratively across all partners to improve quality, efficiency and consistency, and to empower delivery at scale for the benefit of the entire partnership.

7. To co-create a culture of sharing, exchange and mutual support, enhancing the learner experience and strengthening the partnership for the benefit of all.

8. To develop and implement consistent and shared practices for learners and services, ensuring an excellent and equitable experience for all students regardless of mode or location of study.

9. To develop and implement shared approaches to staff practice and professional development, connecting and empowering staff to work collaboratively and to promote the success of the partnership for learners and communities.

10. To enhance our research and wider knowledge impact within a progressive, inclusive and collaborative environment that supports the delivery and development of world-class research across a wide range of disciplines, while recognising UHI as a *knowledge-generating organisation* in its fullest sense. This includes valuing and promoting high-quality, impactful knowledge creation arising from across our tertiary mission; encompassing applied research, scholarship, innovation, professional practice, and community engaged activity, alongside traditional research outputs. We are committed to ensuring that all knowledge is recognised, supported and mobilised effectively to deliver meaningful benefit for our learners, communities, employers and regional economies, and to strengthen UHI's distinctive contribution at regional, national and international levels.

11. To participate actively in community planning, contributing to reduced inequality, improved services, enhanced skills development and the promotion of economically, socially and environmentally sustainable growth across the region and beyond.

12. To use principles 1–11 to enhance our collective impact within an environment that recognises, supports and celebrates all individuals and communities, irrespective of identity (e.g. gender, race, belief, disability, sexual orientation), and that encourages the timely resolution of critical issues, open engagement with difficult challenges, and collective responsibility for delivering financial sustainability while maintaining excellence and quality in the services we provide.

1. Chair, UHI Argyll	
2. Chair, Highland Theological College UHI	
3. Chair, UHI Inverness	
4. Chair, UHI Moray	
5. Chair, UHI North, West and Hebrides 6.	
7. Chair, UHI Orkney	
8. Chair, UHI Perth	
9. Chair, Sabhal Mor Ostaig UHI	
10. Chair, Scottish Association for Marine Science UHI	
11. Chair, UHI Shetland	
12. Chair of Court, University of the Highlands and Islands	
13. Principal and Vice-Chancellor, University of the Highlands and Islands (as Accountable Officer, Regional Strategic Body)	

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UHI Accord – UHI Perth Management Advice Note

Background to the UHI Accord

UHI have held two transformation summits, the first on 11th March 2026 and the second on 19th May 2026. Attendees included the Chair and members of UHI Court, UHI Senior Leadership Team, Trade Union reps, HISA Reps and Academic Partner Chairs and Principals. Summit 1 was attended by Alistair Wylie, Interim Chair, and Catherine Etri, Interim Principal, on behalf of UHI Perth and Summit 2 was attended by Justine Mitchell, Chair, and Jill Elder, Depute Principal.

Summit 1 was to find a way forward between Option 6 (single institution) and Option 3 (current constitutional arrangements with shared services). It was agreed to proceed with current constitutional arrangements - institutions would retain their own Boards of Management and remain independent reporting bodies but would look to create shared services to generate mutually beneficial efficiencies. At the end of Summit 1 it was suggested by the Principal of UHI North, West & Hebrides that a "UHI Compact" (which would be later renamed the UHI Accord) should be signed by all academic partners to clearly set out what had been agreed.

Summit 2 considered in more detail what the agreed way forward would look like in practice with a proposal to move away from referring to it as Option 3. A significant part of Summit 2 was spent agreeing design principles for three areas: shared services, income generation and academic structure. An early overview of UHI Accord (originally referred to as the UHI Compact) was presented and this is effectively intended to act as the Heads of Terms for a new UHI Partnership Agreement.

The UHI Perth Chair received a copy of the final version of the UHI Accord on Thursday 11th June 2026 and asked the Principal to provide a management advice note on the UHI Accord to assist the Board in consideration of this item. The late arrival of the UHI Accord document has impacted the opportunity for the Management Team to fully interrogate all points in detail in time for the Board to receive the advice note for discussion at the June meeting, however, the Management Team have sought to provide as clear commentary to the Board as possible in the time available. Therefore, should the Board wish more information on any specific points, the Management Team would undertake further work on this.

Management Commentary on the UHI Accord

The UHI Perth Management welcome the proposed intent for the UHI Partnership to work more collaboratively together and feel this must be underpinned by a change in approach to partnership working and therefore broadly welcome the values set out in the UHI Accord. However, we do have a number of concerns about specific wording and in some cases how some of the proposed principles will work in practice.

- In the preamble we feel the line "recognising the mutual responsibilities we hold to one another" needs to be clarified about what this means in practice. For example, we would not be supportive of an interpretation whereby academic partners in greater financial

distress than others were to benefit either from a greater share of central resources or where we were expected to accept a portion of other academic partners debts or to shoulder a greater teaching burden to enable a reduction of costs incurred by other partners.

- Principle 2 - “To think, plan and act as one for the collective good of the partnership, during transformation, collaboration and innovation.” - requires clarification about how this will work in practice given that as each academic partner will remain an independent institution which will continue to require them to ensure that they are fully meeting their own obligations to their organisation, community and region. In our case, our lowland/central location need differs from other partners and therefore we must meet these responsibilities.
- Principal 3(a) - only references “sustainable university community” - this should also reference colleges or opt for tertiary.
- Principal 3(b) - “Openness” is strongly welcomed but we believe that critically this requires urgent new protocols to ensure greater transparency over issues such as the top-slice and how this is spent to benefit the wider UHI Partnership.
- Principal 3(c) - “Disrespectful or unprofessional behaviour will not be tolerated, and we will hold ourselves and others to the highest standards of conduct” – we feel this is unnecessary and that there should be an assumption of professionalism. This feels poorly worded and out of place in a document that is supposed to be about working more collaboratively together.
- Principle 4 - The wording “single institution” does not reflect the decision of the UHI Summit to remain within the current constitutional structure. Instead, the word “partnership” should be consistently used within the accord to reflect the agreed constitutional structure.
- Principle 4 - We also have concerns about the wording “avoiding the creation of internal competition between partners, or between partners and external organisations or stakeholders” and that “This will include delivering a single UHI tertiary catalogue/prospectus, underpinned by an integrated curriculum aligned to the needs of learners and employers in key sectors”. UHI Perth must be able to act in the best interests of its communities and deliver the curriculum required by our local area of Perthshire and region of Tayside/Mid Scotland. We appreciate that we are in a different position to other partners as we are not in the Highlands and Islands, but this also means we have to reflect our own local competition and economic skills needs.
- Principle 5 – Similar to our views on Principle 4, we believe that there is a requirement to ensure academic partners are able to meet the needs of their own communities. Therefore, rather than what appears to be a proposal to centralise key early student engagement, what is actually required in this area is a more consistent protocol applied at a local level. It is important to recognise that any increased centralised approach to this is far removed from our potential students which would impact recruitment, conversion, enrolment and retention. This is particularly critical for Further Education but similarly for HNC students, these student groups may be facing significant barriers and the local/face to face engagement is required at the earliest stage. Furthermore, we are also clear that UHI Perth must continue to oversee its own international recruitment which it has developed over many years and the our key partnerships have been carefully managed at a critical stage of expansion. This will become an even more important income stream moving forward.
- Principle 6 – We do not support “a new shared tertiary academic structure across the UHI partnership” as we believe that a central academic structure is also far too removed from the lived student experience. In a large college like Perth, there must be on the

ground management to ensure both quality of delivery of the curriculum and to develop and grow links to local employers. Many of our senior academic managers also manage employer relationships within their area and it is not obvious to us that replacing this structure would save money and may only displace costs elsewhere in a way that creates disconnect between the curriculum delivery and local relationships.

- Principle 6 - We are supportive of seeking efficiencies though shared services but are concerned that "fully integrated professional services" may imply all professional services sitting under UHI Executive Office rather than other models such as partner hosted services which we would strongly advocate. In a number of areas, we believe that the knowledge and expertise developed within partners is more effective than the expertise in the current centre.
- Principle 9 – We are very supportive of this principle and feel we have a number of existing examples of good practice. For example, current discussion between Perth and other partners on an effective shared approach to management development. There are numerous other opportunities for partner collaboration in this area.
- Principle 10 – We recognise the importance of enhancing our research as an institution, but we also reflect that many partners including ourselves have had to reduce research in recent years due to funding challenges and would therefore want to have greater clarity on how this will be funded before partners agree to it.

Trade Union Views

In preparing this advice note, UHI Perth Management have engaged with our recognised Trade Union reps on campus to obtain their views to ensure they continue to feel engaged in the process. Currently only EIS-FELA has on campus representation, but we do also engage with Unison through the Joint Negotiating Committee for Support Staff.

The feedback from EIS was as follows:

- It is critical that Further Education (FE) is protected as part of any UHI Transformation, including local leadership who understand the importance of FE programmes.
- Ensuring that courses and methods of delivery continue to meet the needs of the local communities of Perth & Kinross and the surrounding areas.
- Protection of face-to-face teaching contact time for courses that currently use that method.
- All student services should remain on campus/available to students face-to-face.
- That FE lecturing jobs should be protected as part of any UHI Transformation – recognising that there have already been significant reductions over the past several years.

A key complaint earlier in the UHI Transformation process was the lack of engagement with staff and trade union representatives and this led to national political pressure by the unions. The EIS-FELA views are broadly in line with the management position, and we are conscious of our strong desire to maintain the good relationship we have regained with our trade union representatives in the past year and would want to give due weight to their views to ensure they feel heard.

Conclusion

The UHI Perth Management are strongly of the view that any future shared services must be offered on the basis of allowing partners to opt-in/opt-out of specific services, depending on their local need from the outset. This is essential to ensuring that the future structure of the UHI Partnership meets the needs of all Academic Partners. We also think a peer-to-peer/hosted model where one AP hosts a particular service could have benefits and should be considered to ensure that it remains a true equal partnership rather than a central top heavy one.

UHI Perth Management would suggest that the simplest model for financially reforming the UHI Partnership would be as follows:

- Agree a lower and transparent Top Slice that purely pays for the degree awarding powers.
- Agree opt-in/opt-out for each shared service with partners opting in on the basis of a cost sharing split based on their usage e.g. a partner with 200 staff should pay 4x the amount towards an HR/Payroll system as a partner with 50 staff.

We are clear that the FE curriculum must remain local both in content and management to ensure it continues to meet the needs of our communities and local economy. This is key as by doing this, we will protect our pipeline for Higher Education and therefore the opportunities within our local region.

The school leaver demographic will fall across the Highlands and Islands over the coming years and there is concern that this will have a detrimental impact on HE recruitment within the partnership. In Perth, we need to be able to sustain our FE credit delivery and our HE FTE targets at our increased FRP level and we will do this through closer articulation links and collaboration with other colleges outwith UHI and therefore control is required locally.

Recommendations

1. That the Board notes the contents of the UHI Accord and welcomes the agreement from the UHI Partnership to remain as independent institutions.
2. That the Board considers the reflections of the UHI Perth Management Team and if it wishes to reflect any of these in its response to UHI.
3. That the Board send a letter setting out any conditions on which they are agreeing to sign the UHI Accord to ensure clarity in the future.

UHI Perth Senior Leadership Team
20th June 2026

Appendix A: Letter from Chair of UHI Court to Academic Partner Chairs
Appendix B: All party agreement - UHI Accord

Scottish Funding Council
Comhairle Maoineachaidh na h-Alba

26 June 2026

Vicki Nairn
Principal and Vice-Chancellor
University of the Highlands and Islands

By email: Vicki.nairn@uhi.ac.uk

Dear Vicki

UHI Transformation and SFC Support

I write further to our call on 11 May 2026 and subsequent discussions in which we rehearsed the current and future position regarding the UHI partnership. I thought it helpful to clarify the position in writing and anticipate you may share this update with your leadership team and wider partnership as required and appropriate.

Firstly, I should thank your colleagues for their positive and frank contributions at the SFC/UHI finance workshop held on 5 May 2026, which provided a valuable opportunity to discuss the issues faced by UHI openly and constructively. Similarly, I was grateful for the invitation to speak at the recent UHI Summit about the wider funding environment and potential opportunities as we move forward. Both discussions helped build a clearer shared understanding of the challenges, stakeholder perspectives, and the case for SFC to offer more support towards an accelerated approach to delivery and decision-making.

Next steps on UHI's transformation

We share UHI's view on the immediate need to transform public services, deliver efficiencies and reduce financial pressures where possible. This is vital given the current level of risk to UHI's financial health. This is also reflected in the sector-wide commitment to exploring transformation opportunities in the *College Sector of the Future* workstream and *Future Framework for Universities* aligned with the Scottish Government's commitment to Public Service Reform. We also share your view on the need for collaborative transformation, illustrated for example through the proposed Accord.

We understand that the partnership has agreed that UHI will have a new operating model and that this will be developed through a number of complementary workstreams. Consequently, we propose to engage with you on three workstreams to be delivered at pace:

1. **Curriculum transformation:** we recognise the scale of opportunity to further the alignment between provision and skills planning, linked to Scottish Government skills

planning and investment including Workforce North, and reflected in SFC's work with a range of institutions in the College Transformation Framework. To support exploration of this, I would be grateful if you would set out a plan for how curriculum transformation can improve strategic alignment and deliver efficiencies by 17 July 2026 utilising the UTF template.

2. **Shared services transformation:** we are working with a range of institutions in the tertiary system, and public bodies more broadly, to explore the significant opportunities from shared services transformation. To support exploration of this at pace, I would be grateful if you would set out a plan for how shared services transformation can improve service delivery and generate efficiencies by 17 July 2026.

3. **Target operating model and governance arrangements:**

   a) We recognise the important work to date on the UHI target operating model to explore a range of options, and the significant planning and stakeholder engagement undertaken to inform business case development. Following the Scottish Parliament election, the need to align with Public Service Reform, and the opportunity to consider this in the context of the *College Sector of the Future* workstream, we believe it is vital to engage the SFC Board, Scottish Government officials and ministers at a strategic level, to discuss the target operating model options and alignment between this work and wider sector transformation. To that end, it would be beneficial to work jointly with SFC to outline a set of target operating model options to inform a strategic discussion with SFC and SG. For each option, you should set out in high level terms, the key characteristics, the opportunities and risks, the financial implications and potential timeline for implementation. Please provide this by 17 July 2026.

   b) In addition, please can you provide any analysis already undertaken of the funding flows and shared services between partners that underpin the "top-slice" to inform this work. Again, we would ask for these to be provided by 17 July 2026.

Funding considerations

As set out above, there is a real desire to support transformation across the sector, and we firmly believe UHI can be a leading force in this transformation, demonstrating the ability to deliver transformation at pace while navigating a complex landscape.

We are committed to supporting UHI through this period, and to that end we have discussed the following financial support:

- **Business case development funding:** we have discussed and agreed that the remainder of the £1.4m funding, initially provided for business case development, can be used by UHI to progress all three of the workstreams set out above.

- **University transformation framework (UTF):** we have discussed that the UTF bid originally submitted does not currently meet all the required criteria for funding. As discussed, we recognise that UHI has well-developed planning around curriculum transformation (linked to workstream (1) above), and we would welcome a resubmission of a refreshed UHI UTF bid focused on this workstream by 17 July focused on that area. Funding colleagues will be happy to discuss further with you.
- **Transformation funding:** we are continuing to develop the approach to transformation funding more generally, and your support in taking forward the actions at (1) to (3) above will align with this ambition and ensure coordination with transformation funding in general.
- **Liquidity support:** at the workshop on 5 May, you explained that (i) there is a material risk around repayment of the existing liquidity support to UHI partners, and (ii) there is a high likelihood of further liquidity support being required in Academic Year 2026-27. We discussed that the nature of the advances provided to date require that they are repaid within 12 months, under accounting standards and to comply with the Scottish Public Finance Manual. To ensure there is an accurate picture of the impact on partners' finances, we **have made** clear in the recent guidance on Financial Forecast Returns, that partners' forecasts need to include repayment of advances.
- Regarding the provision of advances from AY 2026-27, a pre-condition of any further advances to any academic partner will be the provision by UHI of a project plan setting out a 3-year timeline for delivery of the cross-partnership transformation activity in workstreams (1) and (2) above, and further discussion on the options to be explored as part of workstream (3). For workstreams (1) and (2), this should include details of key milestones and cost estimates, assurances from the partners seeking liquidity support of their commitment to delivering this transformation at pace, and agreement that there is senior-level SFC representation on the oversight body for this transformation – and we will discuss this further as part of our fortnightly engagement. We understand there will be implications for individual partners seeking liquidity support and their transformation journey, and we would welcome tripartite discussion with individual partners and the RSB regarding workstreams (1) to (3) above and any other opportunities for collaborative transformation.

Stakeholder engagement

As noted above, we appreciate the significant work undertaken by UHI to date to explore transformation opportunities including on the Target Operating Model. We would like to reiterate the need for measurable progress across the three workstreams noted above. Recognising the current financial position of the UHI partnership, it is imperative that there is a commitment to collaborative transformation by all members of the partnership.

SFC is willing to play an active role in supporting transformation delivery and looks forward to continuing discussions with you and the wider team as this work progresses.

Yours sincerely



Richard Maconachie FCCA
Director of Institutional Performance

Cc: Mike Baxter, Chief Financial Officer, University of the Highlands and Islands
Tiffany Richie, Director of Finance, SFC

29 June 2026

University of Highlands and Islands
Chairs and Principals

Letter sent by email

Dear Chairs and Principals

Please find attached a letter from SFC's Director of Institutional Performance, Mr Richard Maconachie regarding UHI Transformation, which now instructs UHI to move forward with transformation at pace.

Please could all Chairs circulate this letter to their Board Members with immediate effect so that Board Members are both aware of the content of the correspondence, but also that the SFC have now been very clear with regard to the transformation expected from UHI and have expressly linked this to funding moving forward (including repayment of grant advances), and especially participation in shared services and curriculum transformation.

This is a development which has been forecasted for some time and was also referred to at the summit on 19 May, when Mr Maconachie spoke to this item in light of the Scottish Government's strengthened commitment to public sector reform. Given the updated direction from the SFC, I would be appreciative if Chairs could now confirm support for the UHI Accord, which frames and underpins the partnership transformation. Should Boards of Management require further dialogue on signing the Accord, then I would ask that Chairs call an extraordinary board meeting between w/c 6 – 13 July via MS Teams so that the RSB can engage with boards to discuss this matter further.

Please do not hesitate to contact the Chair of Court or myself if you wish to discuss this further or have any questions.

Yours sincerely



Vicki Nairn
Principal and Vice-Chancellor
Prionnsapal agus Iar-Sheansalair

cc: UHI Governance Officers
UHI Court Members

Paper No. 2

Name of Committee	Extraordinary Board of Management
Subject	Financial Forecast Return for SFC.
Date of Committee meeting	02/07/2026
Author	Gail Dunn, Chief Financial Officer Fiona Cameron, Interim Director of Finance Sarah Reddie, Director of Finance
Date paper prepared	24/06/2026
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 Financial Forecast Return (FFR) to be approved by the Board for onward submission to SFC. The SFC guidance requires UHI Perth to aim for a break-even position and provides assumptions that must be included within the FFR. Appendix 1 provides a full overview of the assumptions made in the FFR. For the current FFR the main assumptions are around pay awards for both academic & support staff which are to be included at 3.4% (2026/27), 3% (2027/28) & 2.6% (2028/29). These are different from the pay award assumptions used in creating the Budget Paper as more up to date information is available. This has been included in the alternative scenarios tab. The guidance also requires that any cash advances are repaid in full. This has been included in the alternative scenario tab only for illustration only as it is not possible to repay this in the next 3 years. The assumed reduction in pay award for 26/27 resulted in a reduction in costs of £27k, which has increased the closing cash balance presented for 26/27 from £1,009 to £1,038.

	In order to achieve the break-even position for years 2027/28 & 2028/29 the following actions have been taken: - Removal of Centre for Mountain Studies income and associated costs. - Targeted reduction in staff costs from curriculum review - Increase in income for International Income for 28/29 (based on current contract discussions) - Targeted increase in ASW & Commercial income with minimal costs increases. Appendix 2 – provides a detailed reconciliation between Board Paper and FFR.
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? 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 regularly monitor budget against forecast we will not know progress against achieving budget to ensure that UHI Perth continues to break even on an ongoing basis. (b) Minimal risk appetite.

Strategic Impact Please highlight how the paper links to the Strategic Objectives of UHI Perth or the UHI Partnership: Strategic-Plan-2022-27.pdf If there is no direct link to Strategic Objectives, please provide a justification for inclusion of this paper to the nominated Committee.	Financial Sustainability
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	Yes Improved financial reporting will require significant resource from the Finance Team and budget holders.
Equality & Diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please provide details.	No
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please provide details.	No Click or tap here to enter text.
Island communities Does this activity/proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?	No If yes, please give details: Click or tap here to enter text.
Status (ie confidential or non-confidential)	Non-Confidential If a paper needs to remain confidential for a prescribed period of time before being made 'open', please advise how long must the paper be withheld: Click or tap here to enter text.

Freedom of Information

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

Please select a justification from the list, below:

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

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

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

and

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

FFR 26/27

Overview

As a result of the financial sustainability of the whole of the College sector in Scotland being under significant pressure in recent years, UHI Perth implemented a Financial Recovery Plan in 25/26 with the aim of achieving a break-even position over a three-year period to 27/28. As you will see from the AOP, UHI Perth are forecasting to maintain this break-even position to 28/29.

SFC provided liquidity support of £1.5m to UHI Perth at the end of 2024 on condition that it was repaid when UHI Perth had the funds to do so. In March 2026 a further cash advance was received for £0.5m to support additional costs incurred for Resource Group. Currently cashflow forecasting does not permit repayment of these funds at this time without additional cash advances being required to maintain liquidity of the college's cash position.

FFR key assumptions

The key assumptions in the FFR are as follows.

Income

- Based on indicative funding allocations from the RSB for FE/ HE teaching grant, FE student support funding and HE REG.
- HE controlled numbers based on figures for 25/26.
- Tuition fees – based on 26/27 FE/HE numbers.
- Other income (including international) – targeted increases or in line with contracts/ agreements.
- Removal of Centre for Mountain Studies from 27/28 onwards

Staff costs

- Assumes same level of staff as May 2026 with adjustments for any known changes.
- Academic staff – per SFC guidance 3.4% pay award in 26/27, 3% pay award for 27/28 and 2.6% for 28/29. Each 1% increase in pay award equates to c£110k in 26/27.
- Support staff – per SFC guidance, same as academic staff. Each 1% increase in pay award equates to c£80k in 26/27.
- Employers NI increases – UK contribution rates for 26/27 for three years.
- SPPA contribution – 26%.
- LGPS contribution – 15.7%.
- Apprenticeship levy 0.5% of pay bill less £15k allowance.
- Job evaluation – in line with Colleges Scotland costings inflated for pay awards until 27/28. No additional provision in 28/29 as latest indication is this is to move forward in 2028.
- Removal of Centre for Mountain Studies from 27/28 onwards

Non-staff costs

- Non-staff costs have been reduced where possible.
- 3% inflation/ contract conditions applied as appropriate.
- Removal of Centre for Mountain Studies from 27/28 onwards
- Minimal increases to costs in relation to increased income.

FFR 26/27

Balance Sheet

Fixed Assets: Capital Expenditure

We have assumed Capital Grant will be spent on ageing infrastructure in each of the next 3 years.

Debtors

Debtors have been reviewed in line with expected forecast at 31 July 2026.

Cash and Cash Equivalents

Cash at 31 July 2026 has been taken from our most recent cashflow forecast.

Amounts owed to SFC

The amounts owed to SFC represent the liquidity support received in 24/25 and 25/26. It is assumed at this stage that this will not be able to be repaid before the end of 28/29 without additional liquidity support.

Other Creditors

We have assumed a BAU level of other creditors at based on prior year financial statements. The previous year included deferral of clawback to SFC of £1.2m at 31.07.25 to aid cashflow.

Pension Provision

We have assumed no change to pension provision. As this is determined independently it is difficult to gauge the impact of the actuarial valuation at this time.

Other Provisions

This is provision for the Job Evaluation for support staff in place since 2018. Provision has been increased annually at 3% up to 27/28, as indicated above expecting this to be concluded by 2028.

Other Notes:

UHI Perth is currently not planning to make any further reductions to staff although this area will be continually reviewed going forward.

An alternative funding scenario has been shown which includes further increases to pay awards as indicated by recent EIS proposals, plus a 3% increase in year 3 for support staff as opposed to the 2.6% in the guidance.

Both STSS and LGPS are due to have their triennial valuations carried out and therefore the impact of a 1% increase is shown. There are currently no indications of what the revised employer's rates will be until later in the calendar year. The changes will be implemented from April 2027.

A 1% increase in inflation costs is also reflected.

Financial Forecast Return June 2026

College	UHI Perth College
Contact	Gail Dunn/Sarah Reddie
Telephone	07350374006/07350373985
Email:	gail.dunn.perth@uhi.ac.uk / sarah.reddie.perth@uhi.ac.uk

DECLARATION:	The attached worksheets represent the financial forecasts for the College. They reflect a financial statement of our academic and physical plans from 2025-26 to 2028-29. Adequate explanations have been provided where requested on the return. The worksheets and their underpinning assumptions have been reviewed and approved by the Board of Management in accordance with their agreed practices. In preparing this financial forecast the College has fully considered the financial implications of all aspects of its strategy and has properly reflected these in the forecast.

Signed:

Principal/Chief Executive Officer

Date:

UHI Perth College

		Forecast 2025-26 FTE	Forecast 2026-27 FTE	Forecast 2027-28 FTE	Forecast 2028-29 FTE
	ANNUAL STAFFING EFFICIENCIES (savings reflected in FFR)				
1	FTE Staff reduction - vacancy management	5	0	0	0
	FTE Staff reduction - voluntary severance (related restructuring costs to be set out in section 2 below)	5	0	0	0
	FTE Staff reduction - compulsory redundancy (redundancy costs to be set out in section 2 below)	0	0	0	0
	Staff reduction - total	**10**	**0**	**0**	**0**
	RESTRUCTURING COSTS	**£000**	**£000**	**£000**	**£000**
2	Voluntary severance costs	128	0	0	0
	Compulsory redundancy costs	0	0	0	0
	Total	**128**	**0**	**0**	**0**
	CHECK - Staff restructuring costs per SOCIE	128	0	0	0
3	**NON-STAFF COST EFFICIENCIES (savings reflected in FFR)**	0	0	0	0

:h College

ALTERNATIVE FUNDING SCENARIO	Actual 2024-25 £000	Forecast 2025-26 £000	Forecast 2026-27 £000	Forecast 2027-28 £000	Forecast 2028-29 £000
Adjusted operating result					
Adjusted operating result per FFR	**(662)**	**(16)**	**81**	**62**	**64**
Change in assumed SFC grant income				0	0
Financial impact of additional mitigating/other actions:					
Increased pay awards - based on EIS proposed uplift			35	70	176
Increased Pension contributions following Triennial reviews - assumed 1%			135	139	144
Increase in Inflation 1%			69	68	70
Description - please add			0	0	0
Description - please add			0	0	0
Description - please add			0	0	0
Description - please add			0	0	0
Description - please add			0	0	0
Description - please add			0	0	0
Description - please add			0	0	0
Revised adjusted operating result under alternative scenario	**(662)**	**(16)**	**320**	**339**	**454**
Cash position					
Forecast cash position per FFR	**1,717**	**1,638**	**1,038**	**917**	**981**
Change in forecast AOP			(239)	(277)	(390)
Repayment of SFC Advances			(2,000)	0	0
Other cash impact - please add description			0	0	0
Other cash impact - please add description			0	0	0
Other cash impact - please add description			0	0	0
cumulative impact on cash of repayment alternative scenarios			0	(2,239)	(2,516)
Revised forecast cash position under alternative scenario	**1,717**	**1,638**	**(1,201)**	**(1,599)**	**(1,925)**

Pension Assumptions	2025-26	2026-27	2027-28	2028-29	2025-26	2026-27	2027-28	2028-29
Employer Contributions	£000	£000	£000	£000	Details of Methodology and Valuation	Details of Methodology and Valuation	Details of Methodology and Valuation	Details of Methodology and Valuation
STSS	2,126	2,190	2,199	2,217	Based on actuals paid to date plus est for last 2 months	Based on staff budget calculations 26%	Based on staff budget calculations 26%	Based on staff budget calculations 26%
LGPS	828	851	855	915	Based on actuals paid to date plus est for last 2 months	Based on staff budget calculations 15.7%	Based on staff budget calculations 15.7%	Based on staff budget calculations 15.7%
Other pension scheme - please state which scheme	0	0	0	0				
Other pension scheme - please state which scheme	0	0	0	0				
Total	**2,954**	**3,041**	**3,054**	**3,132**				

UHI Perth College

Statement of Comprehensive income and expenditure (Consolidated)	Actual 2024-25 £000	Forecast 2025-26 £000	Forecast 2026-27 £000	Forecast 2027-28 £000	Forecast 2028-29 £000	2024-25 - 2025-26 %	2025-26- 2026-27 %	2026-27 - 2027-28 %	2027-28 - 2028-29 %	Explanation for variance
INCOME										
Tuition fees and education contracts	4,397	3,808	3,600	3,550	3,550	-13.4%	-5.5%	-1.4%	0.0%	Assumed flat cash from SFC, with removal of CMS from 27/28 onwards
Funding council/RSB grants	17,746	18,084	18,176	18,127	18,127	1.9%	0.5%	-0.3%	0.0%	Assumed flat cash from SFC, with removal of CMS from 27/28 onwards
Research grants and contracts	444	383	409	56	56	-13.7%	6.8%	-86.3%	0.0%	Assumed flat cash from SFC, with removal of CMS from 27/28 onwards
Other income	3,875	4,261	4,453	4,758	5,808	10.0%	4.5%	6.8%	22.1%	Assumed increases in International and commercial income via targeted increases
Investment income	0	0	0	0	0					
Total income before donations and endowments	**26,462**	**26,536**	**26,638**	**26,491**	**27,541**	0.3%	0.4%	-0.6%	4.0%	
Donations and endowments	0	0	0	0	0					
Total income	**26,462**	**26,536**	**26,638**	**26,491**	**27,541**	0.3%	0.4%	-0.6%	4.0%	
EXPENDITURE										
Staff costs	20,389	18,950	19,909	19,874	20,015	-7.1%	5.1%	-0.2%	0.7%	have not increased staff costs in 28-29 for increase in 2018 job eval prov as expecting a conclusion by then. Used SFC assumptions for pay awards. Additional pay awards included in alternative funding tab
Staff costs - exceptional restructuring costs	715	128	0	0	0	-82.1%	-100.0%			No planned reductions in staff
Exceptional costs - non-staff	0	0	0	0	0					
Other operating expenses	6,906	7,502	6,885	6,762	7,062	8.6%	-8.2%	-1.8%	4.4%	Inflationary increase of 3% each year, plus removal of CMS from 27/28 onwards and targeted reduction in supplies and services costs
Donation to Arms Length Foundation	0	0	0	0	0					
Depreciation	2,163	2,249	2,300	2,300	2,300	4.0%	2.3%	0.0%	0.0%	
Interest and other finance costs	1	0	0	0	0	-100.0%				
Total expenditure	**30,175**	**28,829**	**29,094**	**28,936**	**29,377**	-4.5%	0.9%	-0.5%	1.5%	
Surplus/(deficit) before other gains and losses and share of operating surplus/deficit of joint ventures and associates	**(3,713)**	**(2,293)**	**(2,456)**	**(2,445)**	**(1,836)**	-38.2%	7.1%	-0.4%	-24.9%	
Gain/(loss) on disposal of fixed assets	0	0	0	0	0					
Gain/(loss) on investments	38	0	0	0	0	-100.0%				
Share of operating surplus/(deficit) in joint venture(s)	0	0	0	0	0					
Share of operating surplus/(deficit) in associate(s)	0	0	0	0	0					
Surplus/(deficit) before tax	**(3,675)**	**(2,293)**	**(2,456)**	**(2,445)**	**(1,836)**	-37.6%	7.1%	-0.4%	-24.9%	
Other taxation	0	0	0	0	0					
Surplus/(deficit) for the year	**(3,675)**	**(2,293)**	**(2,456)**	**(2,445)**	**(1,836)**	-37.6%	7.1%	-0.4%	-24.9%	
Unrealised surplus on revaluation of land and buildings	28	0	0	0	0	-100.0%				
Actuarial (loss)/gain in respect of pension schemes	772	0	0	0	0	-100.0%				
Other comprehensive income	0	0	0	0	0					
Total comprehensive income for the year	**(2,875)**	**(2,293)**	**(2,456)**	**(2,445)**	**(1,836)**	-20.3%	7.1%	-0.4%	-24.9%	

UHI Perth College

INCOME

			Actual 2024-25 £000	Forecast 2025-26 £000	Forecast 2026-27 £000	2024-25 - 2025-26 %	2025-26- 2026-27 %	Explanation for variance
1	Tuition fees and education contracts							
	a)	FE - UK	17	9	0	(49%)	(100%)	
	b)	FE - EU	0	0	0			
	c)	HE	2,852	3,254	3,159	14%	(3%)	Increase in HE Numbers
	d)	Non-EU	0	0	0			
	e)	SDS contracts	592	545	441	(8%)	(19%)	
	f)	Education contracts	0	0	0			
	g)	Other	936	0	0	(100%)		This was AST income in the prior year up until Administration
Total tuition fees and education contracts			**4,397**	**3,808**	**3,600**	(13%)	(5%)	
2	SFC / RSB Grants							
	a)	SFC / RSB FE recurrent grant (including fee waiver)	8,487	8,977	9,713	6%	8%	Based on indicative figures provided by EO
	b)	UHI recurrent grant - HE provision	7,595	7,857	7,792	3%	(1%)	Based on indicative figures provided by EO
	c)	FE Childcare funds	178	116	116	(35%)	0%	This is led by demand, forecast based on current year
	d)	Release of SFC / RSB deferred capital grants	277	252	304	(9%)	21%	Estimate based on current asset profile
	e)	SFC capital grant	0	0	0			
	f)	SFC grant for NPD	0	0	0			
	g)	Other SFC / RSB grants - FE provision	1,120	612	31	(45%)	(95%)	RDEL monies, moving forward all to be CDEL
	h)	Other UHI grants - HE provision	89	270	220	203%	(19%)	LIS Income - estimate per EO current year
Total SFC / RSB Grants			**17,746**	**18,084**	**18,176**	2%	1%	
3	Research grants and contracts							
	a)	European Commission	0	0	0			
	b)	Other grants and contracts	444	383	409	(14%)	7%	Based on known grant income
Total research grants and contracts			**444**	**383**	**409**	(14%)	7%	
4	Other Income							
	a)	Catering and residences	1,006	1,175	1,215	17%	3%	Increase in residency income
	b)	Other European Income	0	0	0			
	c)	Other income generating activities	1,542	1,538	1,769	(0%)	15%	
	d)	Grants from ALF	0	0	0			
		i) Revenue	0	0	0			
		II) Capital	0	0	0			
	e)	Non-government capital grant	0	0	0			
	f)	Other grant income	0	265	205		(23%)	
	g)	Release of non-SFC government deferred capital grant	0	0	0			
	h)	Other income	1,327	1,283	1,264	(3%)	(1%)	
Total other income			**3,875**	**4,261**	**4,453**	10%	5%	
5	Investment income							
	a)	Investment income on endowments	0	0	0			
	b)	Investment income on restricted reserves	0	0	0			
	c)	Other investment income	0	0	0			
	d)	Other interest receivable	0	0	0			
	e)	Net return on pension scheme	0					
Total investment income			0	0	0			
6	Donations and endowment income							
	a)	New endowments	0	0	0			
	b)	Donations with restrictions	0	0	0			
	c)	Unrestricted donations	0	0	0			
Total donation and endowment income			0	0	0			

UHI Perth College
EXPENDITURE

			Actual 2024-25 £000	Forecast 2025-26 £000	Forecast 2026-27 £000	2024-25 - 2025-26 %	2025-26-2026-27 %	Explanation for variance
STAFF COSTS								
1	Teaching departments		12,743	12,764	13,379	**0%**	**5%**	
2	Teaching support services		1,373	1,284	1,296	**(7%)**	**1%**	
3	Other support services		0	0	0			
4	Administration and central services		3,592	2,350	2,523	**(35%)**	**7%**	£510k is included in Actual 24-25 for Job evaluation that should be included under number 8, revised total = £3,082 variance = 24%
5	Premises		897	914	1,026	**2%**	**12%**	
6	Catering and residences		0	0	0			
7	Other income generating activities		517	582	528	**12%**	**(9%)**	
8	Other staff costs including Job Evaluation costs		592	1,056	1,157	**78%**	**10%**	Per note against point 4, Actual 24-25 job evaluation of £510k has been included against 4 in error, revised total = £1,102.
9	Impact of FRS 102 pensions reported costs (less contributions paid included above)		674					
	Normal staff costs		**20,389**	**18,950**	**19,909**	**(7%)**	**5%**	
10	Exceptional restructuring costs		715	128	0	**(82%)**	**(100%)**	
	Total staff costs		**21,104**	**19,078**	**19,909**	**(10%)**	**4%**	
Additional breakdown of staff costs								
	Salaries		14,946	14,154	15,014	**(5%)**	**6%**	
	Social security costs		1,635	1,842	1,854	**13%**	**1%**	
	Pension contributions		3,201	2,954	3,041	**(8%)**	**3%**	
	Non-cash pension adjustments - net service cost		607					
	Non-cash pension adjustments - early retirement provision		0					
	Severance payments		715	128	0			
	Total staff costs		**21,104**	**19,078**	**19,909**	**(10%)**	**4%**	
			This total must match total normal staff costs above					
NON-STAFF COSTS								
1	**Exceptional costs - non-staff**		0	0	0			
2	**Other operating expenses**	a) Teaching departments	1,365	1,823	1,840	**34%**	**1%**	Resource Group re Aviation degrees, inflation
		b) Teaching support services	792	416	429	**(47%)**	**3%**	alloction error in previous year between 2a & 2b
		c) Other support services	0	0	0			
		d) Administration and central services	1,360	2,105	1,798	**55%**	**(15%)**	Actual for 24/25 includes pension adjustments not yet reflected in 25/26, 26/27 as unknown
		e) General education	0	0	0			
		f) Premises	1,855	1,831	1,356	**(1%)**	**(26%)**	reduction in revenue spend for assumed capital spend
		(i) Maintenance	678	939	456	**39%**	**(51%)**	increased spend due to ageing infrastructure
		(ii) Utilities	896	789	800	**(12%)**	**1%**	conscious efforts to reduce consumption
		(iii) Other	280	103	100	**(63%)**	**(3%)**	savings targets
		g) Catering and residences	1,032	1,047	1,136	**1%**	**9%**	
		h) Other income generating activities	208	94	99	**(55%)**	**5%**	
		i) Overspend on student support funds *	0	0	0			
		j) Planned maintenance	0	0	0			
		k) Movement on early retirement pension provision	0	0	0			
		l) NPD	0	0	0			
		m) Other	295	186	227	**(37%)**	**22%**	
	Total other operating expenses		**6,906**	**7,502**	**6,885**	**9%**	**(8%)**	
3	**Depreciation**	a) Government funded assets	2,163	2,249	2,300	**4%**	**2%**	
		b) Non-government funded assets	0	0	0			
		c) NPD funded assets	0	0	0			
	Total depreciation		**2,163**	**2,249**	**2,300**	**4%**	**2%**	
4	**Interest**	a) On bank loans, overdrafts and other loans	1	0	0	**(100%)**		
		b) Finance lease interest	0	0	0			
		c) Other	(48)	0	0	**(100%)**		
		d) Net charge on pension scheme	48			**(100%)**		
		e) NPD interest	0	0	0			
	Total interest		**1**	**0**	**0**	**(100%)**		
	Total Expenditure		**30,175**	**28,829**	**29,094**			

* Includes any overspend on bursaries, discretionary funds, and student funds received from SAAS, but excludes childcare funds.

UHI Perth College

ADJUSTED OPERATING RESULT	Actual 2024-25 £000	Forecast 2025-26 £000	Forecast 2026-27 £000	Forecast 2027-28 £000	Forecast 2028-29 £000	2024-25 - 2025-26 %	2025-26- 2026-27 %	2026-27 - 2027-28 %	2027-28 - 2028-29 %	Explanation for variance
Surplus/(deficit) before other gains and losses and share of operating surplus/deficit of joint ventures and associates	**(3,713)**	**(2,293)**	**(2,456)**	**(2,445)**	**(1,836)**					
Add:										
Total depreciation (Government-funded, privately funded and NPD-funded assets) net of deferred capital grant release *(incorporated colleges only)*	1,886	1,997	1,996	1,950	1,900	5.9%	-0.1%	-2.3%	-2.6%	Based on Fixed asset register calculation.
Exceptional non-restructuring items (e.g. impairment costs)	0		0	0	0					
Donation to Arms-Length Foundation (incorporated colleges only)	0	0	0	0	0					
Non-cash pension adjustment - net service cost	607									
Non-cash pension adjustment - ERP	0									
Non-cash pension adjustment -net interest costs	48									
Costs of support staff and middle management job evaluation exercise not matched by revenue	510	525	541	557	0					no provision for 28/29 as expecting this to be complete by end of 28.
Deduct:										
Non-Government capital grants (e.g. ALF capital grant)	0	0	0	0	0					
Exceptional income (if disclosed as exceptional in accounts)	0	0	0	0	0					
Revenue budget allocated to loan repayments and other capital items *(incorporated colleges only)*	0	245	0	0	0		-100.0%			VS Strain repayments. These payments are within the balance sheet but may move to I&E once Pension valuation is received.
NPD payments to reduce NPD balance sheet debt	0	0	0	0	0					
Adjusted operating result	**(662)**	**(16)**	**81**	**62**	**64**	-97.6%	-606.3%	-23.5%	3.2%	

Revenue budget allocated to non-revenue expenditure *(incorporated colleges)* :

Loan repayments	0	0	0	0	0
NPD / PFI repayments	0	0	0	0	0
Estates costs	0	0	0	0	0
Provisions pre 1 April 2014	0	0	0	0	0
	0	**0**	**0**	**0**	**0**

UHI Perth College

Balance Sheet

			Actual 2024 25 £000	Forecast 2025-26 £000	Forecast 2026-27 £000	Forecast 2027-28 £000	Forecast 2028-29 £000	2024-25 - 2025-26 %	2025-26- 2026-27 %	2026-27 - 2027-28 %	2027-28 - 2028-29 %	Explanation for variance
1	Non-current assets	a) Intangible assets	0	0	0	0	0					
		b) Fixed assets	48,691	48,585	49,738	50,338	50,938	-0.2%	2.4%	1.2%	1.2%	increased based on CDEL spend less depreciation of F&F
		c) Investments	0	0	0	0	0					
	Total non-current assets		**48,691**	**48,585**	**49,738**	**50,338**	**50,938**	-0.2%	2.4%	1.2%	1.2%	
2	Current assets	a) Stock	0	0	0	0	0					
		b) Debtors	779	964	864	1,011	993	23.7%	-10.4%	17.0%	-1.8%	
		c) Investments	0	0	0	0	0					
		d) Cash and cash equivalents	1,717	1,638	1,038	917	981	-4.6%	-36.6%	-11.7%	7.0%	Agreed to cashflow workings
		e) Other (e.g. assets for resale)	0	0	0	0	0					
	Total current assets		**2,496**	**2,602**	**1,902**	**1,928**	**1,974**	4.2%	-26.9%	1.4%	2.4%	
3	Creditors: amounts falling due within one year	a) Bank loans and external borrowing	0	0	0	0	0					
		b) Bank overdrafts	0	0	0	0	0					
		c) Lennartz creditor	0	0	0	0	0					
		d) Obligations under finance leases and service concessions	0	0	0	0	0					
		e) Payments received in advance	0	0	0	0	0					
		f) Amounts owed to SFC	1,500	2,000	2,000	2,000	2,000	33.3%	0.0%	0.0%	0.0%	No provision is made for this to be repaid at this stage as cashflow unable to stand repayment, impact shown in alternative scenario tab
		g) Obligations under PFI/NPD	0	0	0	0	0					
		h) Deferred capital grant	276	252	304	350	400					
		i) Other creditors and accruals	3,329	2,706	1,925	1,889	1,871	-18.7%	-28.9%	-1.9%	-1.0%	
	Total creditors < 1year		**5,105**	**4,958**	**4,229**	**4,239**	**4,271**	-2.9%	-14.7%	0.2%	0.8%	
	Share of net assets/(liabilities) in associate		0	0	0	0	0					
	NET CURRENT ASSETS/LIABILITIES		**(2,609)**	**(2,356)**	**(2,327)**	**(2,311)**	**(2,297)**	-9.7%	-1.2%	-0.7%	-0.6%	
	TOTAL ASSETS LESS CURRENT LIABILITIES		**46,082**	**46,229**	**47,411**	**48,027**	**48,641**	0.3%	2.6%	1.3%	1.3%	
4	Creditors: amounts falling due after more than one year	a) Local authority loans	0	0	0	0	0					
		b) Bank loans and external borrowing	0	0	0	0	0					
		c) Lennartz creditor	0	0	0	0	0					
		d) Finance leases and service concessions	0	0	0	0	0					
		e) Obligations under PFI/NPD	0	0	0	0	0					
		f) Deferred capital grant	4,259	4,031	4,985	5,399	5,759					increased based on CDEL grant less amortisation of grant
		g) Amounts repayable to Funding Council	0	0	0	0	0					
		h) Other creditors	0	0	0	0	0					
	Total creditors >1 year		**4,259**	**4,031**	**4,985**	**5,399**	**5,759**	-5.4%	23.7%	8.3%	6.7%	
5	Provisions	a) Pension provisions	700	700	700	700	700	0.0%	0.0%	0.0%	0.0%	
		b) Other	3,214	3,739	4,280	4,837	4,837	16.3%	14.5%	13.0%	0.0%	Job evaluation provision increased until 2028.
	Total provisions		**3,914**	**4,439**	**4,980**	**5,537**	**5,537**	13.4%	12.2%	11.2%	0.0%	
	TOTAL NET ASSETS		**37,909**	**37,759**	**37,446**	**37,091**	**37,345**	-0.4%	-0.8%	-0.9%	0.7%	
9	Restricted Reserves	a) Endowment Reserve	0	0	0	0	0					
		b) Restricted Reserve	0	0	0	0	0					
10	Unrestricted reserves	a) Income and Expenditure Reserve	2,941	2,163	1,312	574	562	-26.5%	-39.3%	-56.3%	-2.1%	
		b) Revaluation reserve	34,968	35,596	36,134	36,517	36,783	1.8%	1.5%	1.1%	0.7%	
11	Non-controlling interest		0	0	0	0	0					
	TOTAL RESERVES		**37,909**	**37,759**	**37,446**	**37,091**	**37,345**	-0.4%	-0.8%	-0.9%	0.7%	

UHI Perth College

Liquidity Analysis

		Actual 2024-25 £000	Forecast 2025-26 £000	Forecast 2026-27 £000	Forecast 2027-28 £000	Forecast 2028-29 £000	2024-25 - 2025-26 %	2025-26- 2026-27 %	2026-27 - 2027-28 %	2027-28 - 2028-29 %
1 Current assets	a) Stock	0	0	0	0	0				
	b) Debtors	779	964	864	1,011	993	23.7%	-10.4%	17.0%	-1.8%
	c) Investments	0	0	0	0	0				
	d) Cash and cash equivalents	1,717	1,638	1,038	917	981	-4.6%	-36.6%	-11.7%	7.0%
Total current assets		**2,496**	**2,602**	**1,902**	**1,928**	**1,974**	4.2%	-26.9%	1.4%	2.4%
2 Creditors: amounts falling due within one year excl Deferred Capital Grants	a) Bank loans and external borrowing	0	0	0	0	0				
	b) Bank overdrafts	0	0	0	0	0				
	c) Lennartz creditor	0	0	0	0	0				
	d) Obligations under finance leases and service concessions	0	0	0	0	0				
	e) Payments received in advance	0	0	0	0	0				
	f) Amounts owed to SFC	1,500	2,000	2,000	2,000	2,000	33.3%	0.0%	0.0%	0.0%
	g) Obligations under PFI/NPD (unfunded only)	0	0	0	0	0				
	h) Other creditors and accruals	3,329	2,706	1,925	1,889	1,871	-18.7%	-28.9%	-1.9%	-1.0%
Total creditors < 1year excl Deferred Capital Grants		**4,829**	**4,706**	**3,925**	**3,889**	**3,871**	-2.5%	-16.6%	-0.9%	-0.5%
Liquidity position (baseline cash)		**(2,333)**	**(2,104)**	**(2,023)**	**(1,961)**	**(1,897)**	-9.8%	-3.8%	-3.1%	-3.3%
Liquidity ratio		**0.52**	**1**	**0**	**0**	**1**				

ADDITIONAL INFORMATION

Longer Term Obligations under PFI / NPD (Unfunded Only)	0	0	0	0	0				
Other Longer Term Liabilities in Balance Sheet resulting in cash outflows	0	0	0	0	0				
Other Cash Commitments not included in Balance Sheet	0	0	0	0	0				
Liquidity position less Longer Term Cash Liabilities/Commitments	**(2,333)**	**(2,104)**	**(2,023)**	**(1,961)**	**(1,897)**	-9.8%	-3.8%	-3.1%	-3.3%

UHI Perth College

	Cashflow	Actual 2024-25 £000	Forecast 2025-26 £000	Forecast 2026-27 £000	Forecast 2027-28 £000	Forecast 2028-29 £000	2024-25 - 2025-26 %	2025-26- 2026-27 %	2026-27 - 2027-28 %	2027-28 - 2028-29 %	Explanation for variance
1	**Cash flow from operating activities**										
	a) Surplus / (deficit) for the year	-3675	-2293	-2456	-2445	-1836	(38%)	7%	(0%)	(25%)	
2	**Adjustment for non-cash items**										
	a) Depreciation	2,163	2,249	2,300	2,300	2,300	4%	2%	0%	0%	
	b) Amortisation of intangibles	0	0	0	0	0					
	c) Benefit on acquisition	0	0	0	0	0					
	d) Amortisation of goodwill	0	0	0	0	0					
	e) Loss / (gain) on investments	(38)	0	0	0	0	(100%)				
	f) Decrease / (increase) in stock	0	0	0	0	0					
	g) Decrease / (increase) in debtors	912	(185)	100	(147)	18	(120%)	(154%)	(247%)	(112%)	
	h) Increase / (decrease) in creditors	(232)	(123)	(781)	(36)	(18)	(47%)	535%	(95%)	(50%)	
	i) Increase / (decrease) in pension provision	674				0	(100%)				
	j) Increase / (decrease in other provisions	510	525	541	557	0	3%	3%	3%	(100%)	
	k) Receipt of donated equipment	0	0	0	0	0					
	l) Share of operating surplus / (deficit) in joint venture	0	0	0	0	0					
	m) Share of operating surplus / (deficit) in associate	0	0	0							
	n) Other	(277)	(252)	(304)	(350)	(400)	(9%)	21%	15%	14%	
	Total adjustment for non-cash items	3,712	2,214	1,856	2,324	1,900	(40%)	(16%)	25%	(18%)	
3	**Adjustment for investing or financing activities**										
	a) Investment income	0	0	0	0	0					
	b) Interest payable	1	0	0	0	0	(100%)				
	c) Endowment income	0	0	0	0	0					
	d) Loss / (gain) on the sale of assets	0	0	0	0	0					
	e) Capital grant income	0	0	0	0	0					
	Total adjustment for investing or financing activities	1	0	0	0	0	(100%)				
4	**Net cash inflow from operating activities**	**38**	**(79)**	**(600)**	**(121)**	**64**	(307%)	659%	(80%)	(153%)	
5	**Cash flow from investing activities**										
	a) Proceeds from sales of fixed assets	0	0	0	0	0					
	b) Proceeds from sales of intangible assets	0	0	0	0	0					
	c) Capital grants receipts	84	150	1,310	810	810	79%	773%	(38%)	0%	
	d) Disposal of non-current asset investments	(139)	0	0	0	0	(100%)				
	e) Withdrawal of deposits	0	0	0	0	0					
	f) Investment income	0	0	0	0	0					
	g) Payments made to acquire fixed assets	(99)	(150)	(1,310)	(810)	(810)	52%	773%	(38%)	0%	
	h) Payments made to acquire intangible assets	0	0	0	0	0					
	i) New non-current asset investments	0	0	0	0	0					
	j) New deposits	0	0	0	0	0					
	Total cash flows from investing activities	(154)	0	0	0	0	(100%)				
6	**Cash flows from financing activities**										
	a) Interest paid	(1)	0	0	0	0	(100%)				
	b) Interest element of finance lease and service concession	0	0	0	0	0					
	c) Endowment cash received	0	0	0	0	0					
	d) New secured loans	0	0	0	0	0					
	e) New unsecured loans	0	0	0	0	0					
	f) Repayments of amounts borrowed	0	0	0	0	0					
	g) Capital element of finance lease and service concession payments	0	0	0	0	0					
	Total cash flows from financing activities	(1)	0	0	0	0	(100%)				
7	**(Decrease) / increase in cash and cash equivalents in the year**	(117)	(79)	(600)	(121)	64	(33%)	659%	(80%)	(153%)	
8	Cash and cash equivalents at beginning of the year	1,833	1,717	1,638	1,038	917	(6%)	(5%)	(37%)	(12%)	
9	Cash and cash equivalents at the end of the year	1,717	1,638	1,038	917	981	(5%)	(37%)	(12%)	7%	

UHI Perth College

Capital Expenditure Projects and Forecast Methods of Financing

	Actual 2024-25 £000	Forecast 2025-26 £000	Forecast 2026-27 £000	Forecast 2027-28 £000	Forecast 2028-29 £000	2024-25 - 2025-26 %	2025-26- 2026-27 %	2026-27 - 2027-28 %	2027-28 - 2028-29 %
Expenditure:									
Land & Buildings	0	0	500	500	500			0.0%	0.0%
Equipment & Others	84	150	810	310	310	78.6%	440.0%	-61.7%	0.0%
	84	**150**	**1,310**	**810**	**810**	78.6%	773.3%	-38.2%	0.0%
Financed by:									
Cash reserves	0	0	0	0	0				
ALF grants	0	0	0	0	0				
Leasing	0	0	0	0	0				
SFC/RSB grant	84	150	1310	810	810	78.6%	773.3%	-38.2%	0.0%
Re-investment of proceeds from disposal of assets *	0	0	0	0	0				
Non-SFC/RSB grants	0	0	0	0	0				
PFI/NPD	0	0	0	0	0				
Other - please specify if material	0	0	0	0	0				
	84	**150**	**1,310**	**810**	**810**	78.6%	773.3%	-38.2%	0.0%

Please ensure the 'Expenditure' and 'Financed by' totals match

***** to be included only where this has been agreed by SFC

Capital disposals

	Actual 2024-25 £000	Forecast 2025-26 £000	Forecast 2026-27 £000	Forecast 2027-28 £000	Forecast 2028-29 £000
Disposal proceeds:					
Asset description	0	0	0	0	0
Asset description	0	0	0	0	0
Asset description	0	0	0	0	0
Asset description	0	0	0	0	0
	0	**0**	**0**	**0**	**0**
Gain/(loss) on disposal:					
Asset description	0	0	0	0	0
Asset description	0	0	0	0	0
Asset description	0	0	0	0	0
Asset description	0	0	0	0	0

0	0	0	0	0

UHI Perth College

ALF Funding	**Actual 2024-25 £000**	**Forecast 2025-26 £000**	**Forecast 2026-27 £000**	**Forecast 2027-28 £000**	**Forecast 2028-29 £000**
Estimated balance of cash in ALF as at 1 August	0	0	0	0	0
Donation to Arms Length Foundation	0	0	0	0	0
Grant from Arms Length Foundation - capital	0	0	0	0	0
Grant from Arms Length Foundation - revenue	0	0	0	0	0
Estimated balance of cash in ALF as at 31 July	**0**	**0**	**0**	**0**	**0**

Note:
For most foundations, the most recent accounts available are for periods ending in 2024. Colleges' forecast movements will not include governance costs, donations from third parties, payments to third parties or investment income.

	Actual 2024-25 £000	**Forecast 2025-26 £000**	**Forecast 2026-27 £000**	**Forecast 2027-28 £000**	**Forecast 2028-29 £000**
Grant from Arms Length Foundation - capital:					
Description	0	0	0	0	0
Description	0	0	0	0	0
Description	0	0	0	0	0
Description	0	0	0	0	0
Description	0	0	0	0	0
Description	0	0	0	0	0
Total	**0**	**0**	**0**	**0**	**0**
Grant from Arms Length Foundation - revenue					
Description	0	0	0	0	0
Description	0	0	0	0	0
Description	0	0	0	0	0
Description	0	0	0	0	0
Description	0	0	0	0	0
Description	0	0	0	0	0
Total	**0**	**0**	**0**	**0**	**0**

UHI Perth College

FINANCIAL SUMMARY

	Actual 2024-25 £000	Forecast 2025-26 £000	Forecast 2026-27 £000	Forecast 2027-28 £000	Forecast 2028-29 £000
Income ratios					
Total Income	26,462	26,536	26,638	26,491	27,541
Total Funding Council Grant as % of Total Income	67%	68%	68%	68%	66%
Total non-Funding Council Grant as % of Total Income	33%	32%	32%	32%	34%
Total Education Contracts and Tuition Fees as % of Total Income	17%	14%	14%	13%	13%
Total Research Grants and Contracts as % of Total Income	2%	1%	2%	0%	0%
Total Other Income as % of Total Income	15%	16%	17%	18%	21%
Expenditure ratios					
Total Expenditure	30,175	28,829	29,094	28,936	29,377
Salaries as % of Total Expenditure	68%	66%	68%	69%	68%
Other operating costs as % of Total Expenditure	23%	26%	24%	23%	24%
Depreciation/amortisation as % of Total Expenditure	7%	8%	8%	8%	8%
Operating position					
Operating Surplus/(deficit)	(3,713)	(2,293)	(2,456)	(2,445)	(1,836)
Operating Surplus/(deficit) as % of Total Income	-14%	-9%	-9%	-9%	-7%
Adjusted operating surplus/(deficit)	-662	-16	81	62	64
Adjusted operating surplus/(deficit) as % of Total Income	-2.5%	-0.1%	0.3%	0.2%	0.2%
Cash Position					
Cash and Current Asset Investments	1,717	1,638	1,038	917	981
Overdrafts	0	0	0	0	0
Days Ratio of Cash to Total Expenditure	22	22	14	13	13
Net cash inflow/(outflow) from operating activities	38	-79	-600	-121	64
Net cash inflow/(outflow) from operating activities as % of Total Income	0.1%	-0.3%	-2.3%	-0.5%	0.2%
Balance Sheet strength					
Unrestricted reserves	2,941	2,163	1,312	574	562
Liquidity ratio	0.52	0.55	0.48	0.50	0.51
Unrestricted reserves as % of Total Income	11%	8%	5%	2%	2%
Total borrowing (Overdrafts, Loans, Finance Leases, PFI/NPD)	0	0	0	0	0
Interest cover	-2628.77	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

THREE-YEAR DRAFT BUDGET TO 28/29

	Per Budget Paper presented 23/06/26				Per FFR		
CATEGORY	**25/26 Projection (£000)**	**26/27 Draft Budget (£000)**	**27/28 Draft Budget (£000)**	**28/29 Draft Budget (£000)**	**26/27 revised**	**27/28 revised**	**28/29 revised**
Academic Income	22,663	22,471	22,471	22,471	22,471	22,019	22,019
Commercial Income	3,505	3,747	4,006	4,406	3,747	4,006	5,006
TOTAL INCOME	**26,168**	**26,218**	**26,477**	**26,877**	**26,218**	**26,025**	**27,025**
Direct Staff Costs	12,508	12,777	13,224	13,654	12,749	12,500	13,021
Direct Non-Staff Costs	2,060	1,807	1,861	1,917	1,807	1,740	1,893
TOTAL DIRECT COSTS	**14,568**	**14,583**	**15,085**	**15,571**	**14,556**	**14,240**	**14,914**
CONTRIBUTION	**11,600**	**11,635**	**11,392**	**11,307**	**11,662**	**11,785**	**12,111**
CONTRIBUTION %	**44.3%**	**44.4%**	**43.0%**	**42.1%**	**44.5%**	**45.3%**	**44.8%**
Support Staff Costs	5,917	6,618	6,817	7,021	6,618	6,817	6,994
Support Non-Staff Costs	5,326	4,963	5,111	5,265	4,963	4,906	5,053
TOTAL OVERHEAD COSTS	**11,243**	**11,581**	**11,928**	**12,286**	**11,581**	**11,723**	**12,047**
Restructuring Costs	128	0	0	0	0	0	0
NET SURPLUS/(DEFICIT)	**229**	**54**	**(536)**	**(979)**	**81**	**62**	**64**
NET SURPLUS/(DEFICIT) %	**0.9%**	**0.2%**	**(2.0%)**	**(3.6%)**	**0.3%**	**0.2%**	**0.2%**
			Variance:		27	598	1,043

Made up of:

26/27 Variances

Staff costs

SFC Guidance was 3.4% pay award for academics, but EIS looking at 3.75% which is in 26/27 Budget (£54k surplus)	27		

27/28 Variances

Staff costs

SFC Guidance was 3.0% pay award for academics, but EIS looking at 3.25% which is in 26/27 Budget (£54k surplus)		95	
Reduction in curriculum staff - review being carried out.		207	214

Other changes

Reduction in Supplies & Services		206	212

28/29 Variances

Staff costs

SFC Guidance was 2.6% pay award for academics, but EIS looking at 3.2% for academic included in budget			183
SFC Guidance was 2.6% pay award for support staff, but 3% included in budget			27

Other changes

Increased International Income based on new contracts being secured			500
Increased staff costs re international income delivery			-200
Increased non staff costs re internation income delivery			-50
Increased income target for ASW			50
Increased non staff costs for ASW			-25
Increased income target for commercial income			50
Increased non staff costs for commercial income			-25

Removed Centre for Mountain Studies from 27/28 & 28/29

Reduction in income		(452)	(452)
Reduction in staff costs		422	435
Reduction in Non Staff Costs		120	124
	27	598	1,043

Paper No. 3

Name of Committee	Extraordinary Board of Management
Subject	Campus Transformation
Date of Committee meeting	02/07/2026
Author	Campus Transformation Officer
Date paper prepared	30/06/2027
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	Paper summarises current status of UHI Perth campus buildings and landscape, and how physical space on campus can be aligned with the Financial Recovery Plan. Paper is supported by the following appendices: 1. Living Campus document 2. Living Campus partnership opportunities 3. Campus Transformation Officer summary portfolio
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? Authors must identify: (a) the relevant risk(s) from the ERM	n/a

Risk Register linked to the paper; and (b) the Board-approved risk appetite level for each associated risk. If yes, please provide details	
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.	Aligned to Financial Recover Plan
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	n/a
Equality & Diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please provide details.	n/a
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please provide details.	n/a Click or tap here to enter text.
Island communities Does this activity/proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?	n/a 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

UHI Perth Board of Management – Cycle 4
Introduction and Transformation Strategy
Thursday 2nd July 2026 17:00 – 19:00
Board Update on Strategy & 3-Stage Approach

1. Purpose

Following my ongoing 3-day-per-week diagnostic role, this summary outlines the current reality of our campus buildings and landscape, and how we can align physical space with our financial recovery plan. The aim is to build momentum behind a transformational plan that delivers on learner vision, curriculum pathways, and stronger industry partnerships — including sectors not yet on our dashboard.

2. Current Reality & Diagnostic Findings

The first strategy phase was to understand our campus buildings and the external landscape that frames the first impression, whether arriving by car or on foot "behind the wall".

A campus entrance should provoke discovery and aspiration. Students and staff should feel a sense of belonging, respect, and safety, with personal wellbeing and care considered at every step. That same feeling should carry as they leave — leaving invigorated, with pride and achievement, energised to return the next day.

Right now, many internal and external areas feel tired and not fit for purpose. They hinder that experience of value and pride.

SVS Students, Goodlyburn & Inclusion - Our SVS students are currently located in the Goodlyburn building, a campus building that is not fit for purpose for students without challenges, never mind students who find day-to-day life physically, mentally, and socially challenging. On my first visit to this space, I found it extremely difficult. I have a real love, empathy and commitment to students from all walks of life, having mentored 5-7 students a year over the past 22 years, many challenged. This space is most certainly not what we should offer as an inclusive environment for our learners. The building presents challenges in many ways and provides no aspiration, pathway or sense of exclusivity that fully supports the students.

I recently delivered a college campus and was reminded by a respected academic that his new area of teaching was now too far from the toilets for him to walk to each day. Just to clarify I asked if we should be aware of any conditions or symptoms while finalising the layouts (in case there was a medical condition not captured). He simply replied with 'No, I must walk over 70 steps each time I need to use the toilet, there and back! I shared with him that I was mentoring a student in another region who has no limbs and he would love this to

be his daily route. Sometimes we just need to give our people a gentle reminder why we work in education and what our real purpose is on and off campus.

That said, I remain humbled by and applaud our staff who make the best of the space. It is obvious they do so to the best of their ability based on what they have to teach, learn and navigate around, both internally and externally, in spaces that are beyond acceptable. All students should feel inspired and welcomed, which is what we do very well. We must now demonstrate and support that in their environment too.

Key challenges, but opportunities:

A. **Disconnected adjacencies:**
   There is not a joined-up approach to buildings, teaching spaces, and social/study areas. Curriculum alignment is weak. Example: Mechanical sits in Brahan, Electrical in Goodlyburn, yet M&E disciplines would benefit students and lecturers from being co-located to encourage interaction of built environment talent and skills.

B. **Hidden strengths:**
   Our aviation simulator and Aircraft Engineering, Maintenance & Management programmes are unique differentiators. Yet they are located at the bottom of campus, disengaged from daily learning and teaching practice and invisible to visitors.

C. **Unseen talent:**
   Culinary Arts and The Treetop restaurant grow regional, national, and international talent. But they are positioned on the top floor of Brahan, with no street-level visibility or accessibility. Talent is unlocked but hidden.

D. **Space & culture:**
   Corridors and stairways feel more like a high school than a mature learning environment. Review shows an imbalance between academic space and professional services space. Too much space is tied up in cellular offices, departmental “owned” meeting rooms, and inefficient storage. This wastes space that could go back to learners.

E. **Sustainability:**
   Energy efficiency and carbon reduction can be accelerated through aligned processes, housekeeping disciplines, and a culture that moves us away from silo working toward agile, shared space.

3. Walled Garden & Living Campus Garden Update

Work on the Walled Garden has been progressing through our Living Campus Garden initiative. A paper is attached outlining the ongoing works, the proposed approach moving forward, and the sponsorship ask to identified companies and institutions to partner with us on the next phase of the Garden. See attached appendix and ASK

The paper has also been forwarded to Xander to identify how he can identify the support for the next stages, and specifically how the Garden will interconnect with other areas of the campus. This project is a key early win — it demonstrates student-centred design, wellbeing, and sustainability while creating a visible, aspirational first impression for all arriving at campus.

4. Agile Working, Culture & Space Efficiency

The approach to agile spaces and working not only allows a more collaborative way of working for our academic and professional services teams but also builds a solid culture of knowledge and skill sharing that brings the UHI Perth campus together as one.

It enables better departmental interaction with a more joined-up approach to improve student experience and engagement with industry partners and trends.

We will remove cellular owned areas of working and individual departmental ownership to provide shared spaces that support a variety of ways we must care to work individual pods, collaborative and project spaces, team spaces, printer zones and service areas with recycle zones, plus breakout, relaxation, reflection and touch-down spaces.

Connectivity and data will support each environment, allowing us to respond to modern challenges and successes of our campus and the sector we serve.

These flexible spaces will be fluid in design to allow change of use and feel to be adapted with ease and no disruption to colleagues, students or visitors.

Our refreshment and tea prep areas will reduce energy use, improve efficiencies, and lower utility bills, while also addressing safety risks from white goods scattered throughout campus. The process will identify the number of kettles, microwaves, fridges, toasters and appliances — staggering not just in quantity, output and condition, but also in the energy and cost impact to our bottom line.

There will be a real drive on storage — personal, shared, departmental and archive — to ensure we meet regulation requirements and government expectations going forward.

This will allow current staff and new team members to witness a transparent landscape in our spaces that makes us accessible and visible to learners, rather than appearing to work in

silos. It improves communication and ensures our campus, indoors and outdoors, becomes our place of teaching and learning regardless of building, driving a more coherent and joined-up team of academics and professional services.

Over the years Perth College/UHI Perth has embarked on various space feasibilities that have not come to fruition for various reasons.

To reduce timescale and process, and to provide an outlined dashboard on how we move forward, we have re-engaged industry professionals who have carried out data work in the past. This allows us to carefully review their findings and sense-check our route of travel and appraisal options, reducing time and resources.

Wayfinding, Signage & Belonging - We have also been carefully considering wayfinding, signage and messaging throughout the campus buildings and our external landscape. We have not had a thoughtful strategy and messaging that provides that sense of belonging which connects people and place. This is a fundamental area we must consider as we embark on building a campus that shows the way around our incredible campus for students, staff, visitors and community.

We have not had a thoughtful strategy for wayfinding, signage and messaging that provides a sense of belonging and connects people to place. From arrival at Crieff Road, through "behind the wall", into buildings and across the campus landscape, our signage is inconsistent, outdated, and often absent. The opportunity for visible branding or direction from the train line or main road despite being a core curriculum and community asset.

This is more than aesthetics. For all students, for visitors, for new staff and for community users, poor wayfinding creates barriers to inclusion and aspiration. A clear, consistent wayfinding system will:

A) Orient: Make the campus legible on foot, by car and by public transport, with "one campus, multiple spaces".

B) Welcome: Use messaging that reflects our values and curriculum strengths — aviation, culinary arts, wellbeing, sustainability — so people feel they have arrived at a Destination of teaching, learning and research that is purposeful.

C) Include: Meet accessibility standards for visual, cognitive and physical needs, ensuring SVS and all learners can navigate with dignity.

D) Brand: Turn the journey around campus into a story of UHI Perth, reinforcing the destination campus vision and 52-week community use.

We will audit current signage and map user journeys from key entry points. Then look to deliver a unified wayfinding and branding strategy, co-designed with students and campus champions. As we implement it across Crieff Road and Willowgate campus, so every route, door and space communicates clearly: you are welcome here, you belong here.

We have been sense-checking the strategy and process alongside Turner & Townsend, who are very familiar with our campus having supported delivery of the ASW and Webster buildings. Turner & Townsend already have an ongoing framework with UHI that has allowed us to speed up process and strategy at pace.

5. Stakeholder Engagement & Regional Partnerships

We have reached out to various stakeholders and partners in the region and beyond to share our enthusiasm and commitment to review our campus spaces and drive transformational change.

This has included Perth & Kinross Council, Invest in Perth, NHS Scotland, NHS Tayside, Scottish Funding Council, Scottish Government, MSPs and MPs regionally and nationally, as well as sector and industry leaders and our existing partnerships.

This engagement will continue to expand as we proceed through the stages, targeting the best and most innovative creators of change, research and innovation who have education at the heart of what we do.

6. Campus Nursery & Community Destination Strategy

The campus nursery closure has been very controversial in terms of decision and reputation. We are now working to address this in a structured and professional manner by reviewing the market and considering how we may bring in a sustainable and reputable tenant in childcare.

The aim is to secure a 52-week childcare facility with after-school clubs and outdoor teaching and exploratory spaces to capture the imagination and minds of our children. This provision will also directly support the journey of our Childcare and Health & Social Care learners through real-world placement and learning opportunities.

Making UHI Perth campus a destination will bring lifelong learning to Perth and the region. It will ensure our campus spaces can be accessible to the community and beyond during the academic calendar year, and through the full 52-week year. This creates opportunities and jobs for our students to gain real-life learning skills while also creating career and employment opportunities as we do so.

7. Commercial & Community Initiatives – Industry Partnerships

The process has not only identified how we bring better aligned adjacencies throughout the whole campus with a reshuffle of areas, but also identified new educational, research, commercial, profitable and community initiatives with new partnerships with respected industry players such as:

1. Wills Bros Group - Construction & infrastructure delivery
2. Binne Eco Group - Sustainable solutions and circular economy
3. Saol Community - Community health, wellbeing, engagement and living
4. Porphura Health Retreat - Health, wellbeing and retreat facilities
5. Pinpoint Medical - Pioneering healthcare, research, training and innovation
6. Cardiff Metropolitan University - Academic collaboration and research
7. Brose Oats Milk - Food production, sustainability and industry linkages
8. Capability Scotland - Inclusion, accessibility and community support with housing, retreat and rehabilitation connecting
9. OICP / Kenoteq - Low-carbon construction materials, innovation and research
10. Heriot-Watt University - Research, curriculum and destination campus models
11. Scottish Engineering - Sector skills and industry engagement with industry seminar September 2026
12. Scottish Enterprise - Economic development, economy impact, research and funding support
13. Scottish Enterprise International - International partnerships and investment
14. Scottish Institute of Sport Scotland - Elite sport, performance and wellbeing funding and initiatives
15. Tennis Scotland – Racquet< padel sports development, participation and community and investment
16. Falcon Food Services Scotland - Hospitality, catering, scholarships and supply chain
17. Braehead Foods - Food manufacturing. Industry leading, scholarships and local supply
18. Kohler Group - Engineering, building services, hospitality, and sustainability
19. Old Course Hotel - Hospitality, events and tourism training
20. Caddies School for Soldiers - Veterans' transition, skills, sports and community
21. Kingdom Group - Housing, regeneration, community development and alternative therapies
22. St Johnstone Football Club - Sport, community engagement and events
23. Saints Community Trust - Community outreach, health and education
24. Edinburgh College of Art - Creative industries and design collaboration
25. Botanic Gardens Edinburgh/Glasgow - Horticulture, sustainability and research
26. McEwans Building Perth – Construction and built environment
27. Bells Sports Centre - Sports facilities and community access

28. Falling Up Art - Creative arts, wellbeing, therapy, addiction, veterans, dementia, rehabilitation and community projects
29. Beekeepers Scotland - Biodiversity, sustainability and environmental education
30. Balfour Beatty - Major infrastructure, skills, student programmes and construction delivery
31. CECA Scotland - Civil engineering contractors and skills
32. NHS Tayside - Health training, placements and wellbeing
33. NHS Social Care - Social care pathways and workforce development
34. Scottish Hospitality Group - Hospitality, tourism and events sector
35. Kinnoull Communications - Regeneration, planning and digital engagement
36. Scottish Chamber of Commerce - Business advocacy, regional growth and investment
37. Starting Step - Early years and community development
38. Design School London - Creative design and industry skills
39. Elevator – Business Gateway - Business start-up support, incubator hubs, entrepreneurship and skill planning
40. Clean Growth Axis - Net zero, clean growth and green innovation
41. Invest in Perth - City and regional investment promotion
42. Circular Food Group - Circular economy in food systems and waste reduction
43. Queens Hall (Edinburgh) - City-to-City Arts & Learning Opportunity
New opportunity to connect Edinburgh and Perth through music, dance and the arts, led by UHI Perth.
Following recent meeting with QH I have been asked to consider how Queen's Hall, Edinburgh, could be considered in future strategic partnership activity. The Hall is approaching significant milestone years, creating a timely platform for collaboration.
44. Car Valet Perth – Catherine and I met with a local business Entrepreneur, also a UHI Perth alumni. We are currently exploring a certificated way forward for exploring a bespoke SQA National 2 level qualification in Car Care and Valeting. We are also considering how we may support CVP on how he expands his outreach nationally.

Each partnership will be mapped against curriculum alignment, student opportunity, and commercial sustainability, opportunity and innovation to ensure the campus delivers value for learners and for UHI Perth.

8. Destination Campus Vision & Student Accommodation Model

Our campus reminds many of the early years of Stirling University campus and Heriot-Watt University before the Scottish Institute of Sport, before the Business School and hotel, and prior to the Marriott Courtyard Hotel and the Oriam Sports Arena at Riccarton. Those campuses are now respected destinations open to large sports events, tourists, business,

commerce, sports, gigs and events, as well as campuses that are secure in their placement and design.

The process has also enabled us to consider our student residences model and gives us questions on how we may enhance and deliver a different learner accommodation model in the future. This will be explored as part of Stage 2 and Stage 3 to ensure accommodation supports recruitment, retention, and the 52-week destination ambition.

Our engagement to date with all selected and named stakeholders has reinforced the appetite for UHI Perth to position itself as a destination campus for learning, community, and commerce.

9. Stakeholder Feedback & Perth & Kinross Council Alignment Session

The stakeholders, identified partners and government institutions we have engaged with to date, including MSPs, have welcomed and applauded our approach as we embark on this important and once-in-a-lifetime journey for UHI Perth.

We have had various meetings with Perth & Kinross Council on and off campus. During our last meeting in May it was suggested that we could facilitate a UHI Perth and Perth & Kinross Council session to set out our transformational thoughts and process. This will also allow the Council to share their Local Development Plan and thoughts on what they are considering, to ensure we are aligned and collaborating, bringing the UHI Perth campus to the forefront of development planning and opportunity.

This session will not be in the format of a typical charrette or workshop that are conducted throughout the country by local councils, educational institutions and stakeholders, as these are typically not focussed on any pathway to transformation and can be deemed a wasted resource of time. What we are looking to discuss is a structured pathway that will give us actions to consider for approval and a roadmap that is manageable and deliverable, with a real sense of alignment for campus, community and the wider region of Perthshire and beyond.

This session is set for 2nd July 2026 and will be facilitated by Turner & Townsend on UHI Perth campus.

10. Scottish Funding Council Engagement & Compliance

Prior to joining UHI Perth I shared with Scottish Government and Scottish Funding Council my intention to support the recovery plan of UHI Perth, with a willingness to continue the momentum to identify a strategy and process that will help the planning, management and implementation stages. The three stages I have identified have been applied to various

public sector challenge projects in health, education and government projects for a sustainable UHI Perth transformation process.

Scottish Funding Council have been supportive, with meetings with our Principal and I to share the transformation processes we looked to adopt. With their positive feedback we have continued to keep SFC at the forefront, with Mike Baxter who accompanied us by Teams at our meeting at SFC offices, with a date set for SFC to visit our campus in July.

During a meeting with SFC on Wednesday 10th June it was suggested that while Scottish colleges have a Baseline application to submit based on their projections for their existing campuses by Friday 12th June, I challenged the required data and proposal to address Martyn's Law and Net Zero campuses. I was encouraged that SFC agreed this will be challenging for all colleges but agreed on our suggestions and approach on how we document and submit an estimated cost to each.

During the meeting it was also suggested that any visibility of our transformational process that may result in a future ask to solve our campus issues should be noted separately to ensure these considerations on transformation are captured and are transparent to SFC to work with us as we progress.

As mentioned previously within our transformational update we have connected, collaborated and attracted interest from local, regional and international organisations who would welcome the opportunity to continue to engage with us in the hope we can build and expand any future developments on campus or within Perth city that will enhance and strengthen our transformational opportunities as well as the wider economic delivery programme throughout Perthshire and beyond, nationally and internationally, to support our learners and the existing future that is within our horizon for UHI Perth and the educational sector and industries we support today and into a very promising future.

11. Emerging Opportunities: Community Assets & Sports/Wellbeing

The transformational process has also highlighted and attracted other opportunities to the campus that will not only support our learners but also the wider community and industry sectors and partners we support.

Goodlyburn Primary School: Whilst the building and operation is owned and managed by Perth & Kinross Council, it would be useful for us to have visibility and an understanding of the plans for the school moving forward. The school is reaching the end of its life cycle and now would be a timely period to consider the timescales and process the Council may be considering replacing on campus with a new school model that's fit for purpose. This provides further opportunities for the land and property for any new development that could be built in the near future.

ASW Building: Sports, Health & Wellbeing: The same applies to additional sports activities with regards to the need in the region for an ice and curling rink for the region of Perth. Our transformational strategy has identified a future development that could be considered to introduce a new addition to our ASW building, as well as outdoor or internal tennis/racquet and padel courts. Again, expanding our outreach to sports, health and wellbeing for our learners, community and industry.

Willowgate Centre: Our Willowgate Centre is located just 3 miles from our main campus on Crieff Road. There is currently no obvious mention of Willowgate in campus activities, nor of the campus's purpose and the curriculum activities we provide there. We are working with the Sports and Wellbeing team to build greater awareness of the uniqueness of their offering, both on campus and at Willowgate.

Willowgate is perfectly situated and can be sighted from the coast train line and by car, yet there is no signage, wayfinding or branding that leads you to what is a hidden gem for sport, leisure and wellbeing. The transformational process will address this, working with the core staff not only on campus but also at Willowgate, promoting and growing what is already a core curriculum activity for UHI Perth. Further detail on Willowgate's facilities and programmes is available online and will be used to support the business case for investment and visibility.

12. Proposed 3-Stage Transformational Approach

Aligned to our UHI Perth's strategy and our financial recovery plan, the vision is built around learners and lifelong connection:

Stage 1 - Understand & Optimise

Map current campus uses vs need. Audit academic vs professional services space. Identify quick wins for housekeeping, storage cull, and agile working to release space and reduce cost. Deliver early momentum projects like the Living Campus Garden to show cultural and physical change. Aligns with Scottish Funding Council expectations on efficient estate use and value for money. Address Baseline data for all campuses with Martyn's Law and Net Zero with estimated costs per SFC guidance.

Stage 2 - Realign & Connect

Redesign adjacencies around curriculum clusters. Co-locate all identified areas of curriculum, bring Aviation programmes into visible circulation, reposition Culinary Arts/Treetop for public engagement. Ensure the Walled Garden physically and pedagogically connects to curriculum areas — e.g. Horticulture, Land-Based, Construction, Sustainability — to create cross-disciplinary learning. Embed agile working principles across academic and professional services. Integrate new nursery/childcare tenant, commercial partnerships, and review

student accommodation options. Align campus plans with Perth & Kinross Council Local Development Plan through the 2 July 2026 session. Keep transformation opportunities separate for future SFC discussion.

Stage 3 – Transform & Sustain

Embed the campus as a catalyst for regional growth. Strengthen and realign partnerships across all industry sectors, including new sponsors for all campus assets, plus sustainable commercial tenants like childcare and industry partners. Deliver a destination campus model with accommodation, events, and community access. Explore sports and wellbeing facilities including ice/curling, tennis/racquet/padel courts, and consider Goodlyburn Primary redevelopment opportunities. Position UHI Perth as a valuable support to creating sustainable, meaningful pathways for learners. Aligns with Scottish Government net-zero ambitions and Colleges Scotland's anchor institution role.

13. Urgent Repairs & Summer Works Programme

Prior to my appointment I visited our campus to understand two problem areas that required urgent attention.

i. Lecture Theatre and IT Suite Water Ingress

Whilst this has been a historic problem, our Estates team had engaged with industry sectors and undertook an approach to identify a sustainable solution to resolve and ensure this water ingress would not be a returning challenge that would have the area used off with no access to students.

To give a summary and update to this issue:

A. We continue to engage with Aviva who have rejected our insurance claim and will continue to do so until we are satisfied, we have explored all explanations to the claim.

B. Scottish Funding Council accepted our Estates request for a £125k emergency fund to be granted to allow us to progress the works.

C. It was a concern due to the scale of damage and what I felt was a shortfall of funding to allow a sustainable scope of works to take place. When we approached SFC to raise our concerns they agreed with our knowledge and thoughts on how we resolve fully this returning issue of water.

D. The funding allocation was raised to £500k, with an additional figure being ring fenced should we uncover a greater issue during the survey process.

We are expecting this survey to be with Turner & Townsend and ourselves to review on Thursday 11th June 2026 to allow us to review all correspondence, scopes and timelines. We

are working closely with the Finance team and updating SFC on the process we have undertaken.

It is still hoped these works will commence during the summer semester but until we understand full scope and resolution, we will have to await all reports and surveys.

Note: As we will be tight with resource, it is proposed Turner & Townsend will provide additional resource and project manager support to help with these works over the summer through the approved UHI Framework. Proposal have been submitted for consideration.

ii. Library & Refectory Summer Works

As we continue with the space utilisation of our space we have identified summer works that could take place within our current Library and Refectory space. We are continuing working with our Library team as we audit the book provision and process to ensure we are providing best practice aligned with improving our students' experience, whilst providing innovative spaces throughout the full space that will inspire and evoke our learners in a state-of-the-art library and learning space that is current, mature and welcoming for all.

14. Campus Champions

As we embark and proceed through our transformation stages and with all projects of this nature, we would identify campus champions who will represent each academic and professional services area and work through a planned, managed and aligned implementation process that will not hinder our delivery to our students and always having our students' interest and wellbeing and journey at the core of what we deliver.

15. Link to Strategy & Funding Context

This transformation directly supports national and regional policy, with clear alignment to our financial recovery obligations:

Colleges Scotland – Anchor Institutions

Colleges are civic anchors in their regions, delivering around 63 million hours of learning to 218,145 learners every year and employing over 13,000 staff. Colleges deliver 20% of all higher education in Scotland and enable 8,790 students to progress into university annually. As anchor institutions, colleges support local communities through facilities, widening access - 23% of students have a recorded disability around 10% are from minority ethnic groups - and partnerships with business, with 94,000 enrolments linked to industry.

Scottish Funding Council – College Infrastructure Strategy & UHI Perth Recovery

The SFC as they lead a college Infrastructure Strategy as a once-in-a-generation opportunity to create a coordinated investment plan for the college estate over the next 5-10 years,

focusing on physical, digital and net zero themes. SFC has already allocated £32m for college capital maintenance in 2025-26, plus £2.5m ring-fenced for high priority needs including health & safety, and an 8% increase in teaching funding for 2026-27, representing a £42.5m uplift.

Scottish Government – National Strategy for Economic Transformation

The National Strategy for Economic Transformation aims for people to have the skills they need at every stage of life to have rewarding careers, with colleges central to delivering a skilled workforce aligned to economic needs. Key actions include adapting the education and skills system to be more agile and responsive, and expanding Scotland's talent pool at all skills levels. The 2026-27 Scottish Budget provides £3.5bn for Education and Skills, including a £70m increase in college funding, supporting the green transition and demand-led skills.

Perth & Kinross Council – Local Development Plan & Commitment

Perth & Kinross Council is preparing Local Development Plan 3 (LDP3) covering 2027-2037, with work underway on the Spatial Strategy and site assessments through spring/summer 2026. It is reported the Council requires 25% of all homes in developments of five or more to be affordable and has committed to targeted engagement with stakeholders including educational institutions ahead of formal consultation in 2027. The 2 July 2026 alignment session with UHI Perth directly dovetails with the Council's objective to bring major sites to the forefront of development planning.

The attached is the Initial Transformation draft that was shared with our Principal on Tuesday 9th June 2026, outlining our primary strategy for feedback and review. This remains a working document and a draft for review only with a few changes to this document and timeline. We would be happy for Turner Townsend to share our findings and opportunities identified and shared to date. See attached appendix for your review Ref;

Alternative option/s the Board may wish to consider and decide is the way forward

The other choice to embracing and Transformational change is to remain as we are and continue to deliver what we do in buildings that are not fit for today's educational and industry needs. We could provide a maintenance and repair programme for each building, so we are simply wind and watertight, and carry out a cosmetic upgrade of each. This is not a recommendation I would endorse. I truly believe our students and staff deserve so much better. To become the best community university and college in our country we must use this opportunity to progress, align, stand together with respect and honesty, and be transparent about the now. We must build a better future for all we serve, behind and beyond the campus walls.

UHI Perth Board meeting
Introduction and Transformation update

Thank you – I would also like to take this opportunity to thank Catherine our Principal and Chief Executive, Justine Mitchell our newly appointed chair, Jill Elder and Gail Dunn and all the staff I have engaged with throughout this process. It has been an absolute pleasure an honour to have reached this stag in such a short period of time, only possible by given the trust and respect to do so. For that I am truly grateful and would also like to give a note of thanks to Kirsty Campbell who has supported in meetings, correspondence and been able to find previous data and correspondence when all seemed too difficult, Kirsty has brought a sense of calm to days that sometimes felt challenging. An incredible asset to UHI Perth and sector as is the Executive team mentioned above. Thank You.

John McGee
Monday 29th June 2026

UHI | PERTH







The Living Campus:

A Sustainable, Creative and Community Learning Ecosystem





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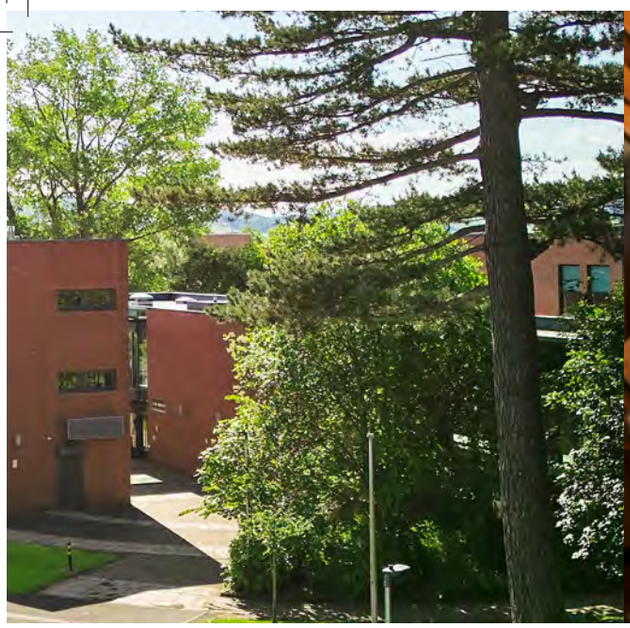
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Executive Summary

We are excited to introduce the Living Campus initiative at UHI Perth, a sustainable, creative, and community learning ecosystem that enriches the student experience, advances sustainability, and deepens community partnerships.

Our Vision - The Living Campus is an authentic, hands-on outdoor learning environment that integrates environmental practice, wellbeing, enterprise, and creative industries. It provides opportunities for experiential learning, food literacy, sustainable practice, and community connections on our Crieff Road campus.

We are delighted to introduce Christiana Margiotti, our Director of Curriculum and Sam Monie, our Student Engagement Coordinator, Sam will lead engagement with learners, colleagues, and business partners to shape the Living Campus.

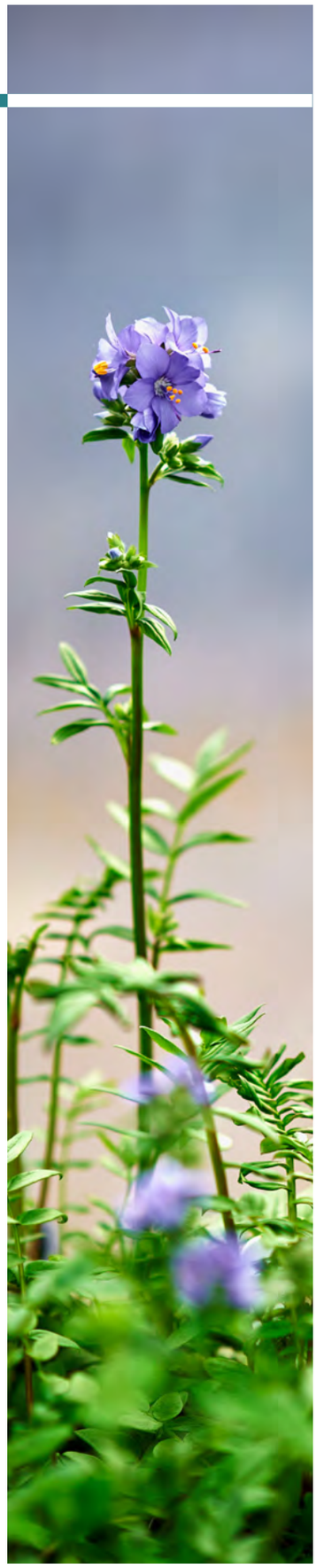
We look forward to working with you and welcoming you engage with us to support and shape the Living Campus and create a living legacy for students, communities, and industry.

Catherine Etri
Principal and
Chief Executive

Christiana Margiotti
Director of Curriculum

John McGee
Campus
Transformation Officer

Sam Monie
Student Engagement
Coordinator



Key Opportunities for Partnership

+ Curriculum enrichment and industry-relevant skills development
+ Tackling student poverty through sustainable food action
+ Supporting wellbeing, mental health, and inclusion
+ Advancing sustainability and green skills
+ Plot-to-plate opportunities and food systems development
+ Creative practice and cultural ecology initiatives
+ Long-term legacy and community engagement
+ Sponsorship of specific areas or projects within the Living Campus
+ Supply of goods and services (eg seeds, tools, equipment)
+ Hosting events or workshops
+ Co-branding and marketing opportunities
+ Research and development partnerships
+ Student-led enterprise and innovation projects

Benefits of Partnership

+ Demonstrate leadership in sustainability, wellbeing, and social impact
+ Strengthen presence in the region through community-centred work
+ Engage with future talent across sectors
+ Showcase products, services, or brand values in a meaningful setting
+ Brand visibility on campus signage and marketing materials
+ Social media promotion and features
+ Event hosting and promotion
+ Thought leadership opportunities through guest lectures and workshops
+ Networking opportunities with students, staff, and industry partners
+ Community engagement and CSR initiatives
+ Feature in UHI Perth publications and communications

Initial ideas and welcome further discussion:

+ Plot Sponsor - sponsor a specific area of the garden
+ Green Team - employee volunteering and team-building opportunities
+ Industry Insight - guest lectures, workshops, and knowledge sharing
+ Product Testing - trial new products, services, and industry trends
+ Student Challenge - sponsor a student-led project, competition, placements

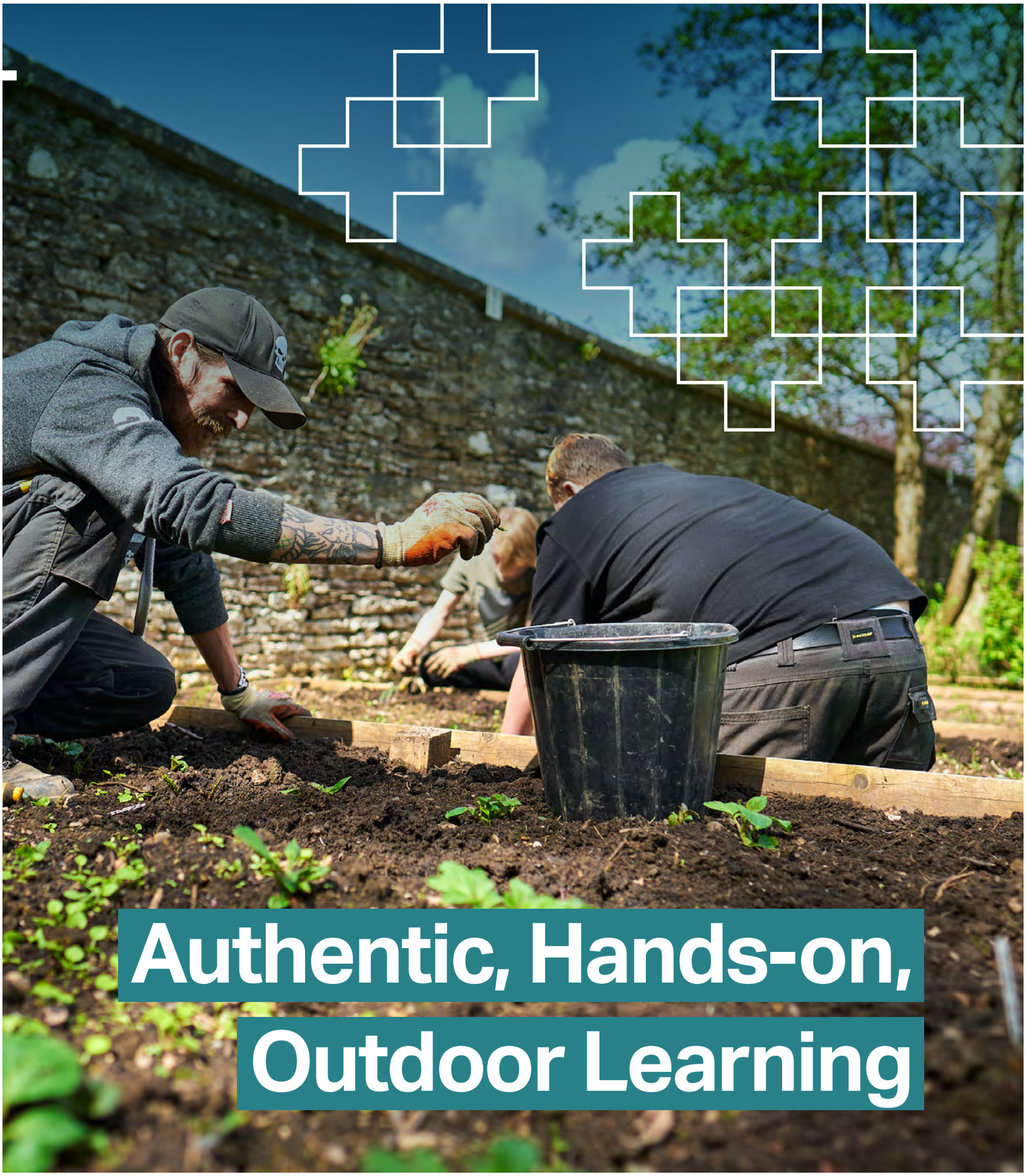
Introduction

The UHI Perth Living Campus initiative represents an exciting opportunity to enrich the student experience, advance sustainability, and deepen community partnerships across Perthshire and beyond.

Building on the foundations of The Big Project, led by Student Engagement Coordinator Sam Monie, the initiative places student wellbeing at its core. Through the development of the Living Campus, an authentic, hands-on outdoor learning environment, UHI Perth is expanding opportunities for experiential learning, food literacy, sustainable practice, creative engagement, and community connections on its Crieff Road campus.

The Living Campus is envisioned not only as productive and sustainable land, but as a creative and cultural ecology - integrating environmental practice, wellbeing, enterprise and the Creative Industries within a single learning ecosystem.





Authentic, Hands-on, Outdoor Learning

Rooted in Wellbeing, Sustainability, and Learning







The existing garden is designed as an environment where Horticulture students learn the objectives of their course.

The vision is to further develop the existing space with polytunnels, raised bed allotments, a revitalised orchard, sensory herb gardens, tranquil reflection areas, and beehives, all within a cohesive, accessible learning ecosystem.

Opportunities for Involvement

The UHI Perth Community Garden: The Living Campus initiative offers diverse and impactful opportunities for organisations, individuals, and industry partners to contribute. These opportunities span education, sustainability, research, community development, wellbeing support, and practical resource provision.



"Learning beyond the classroom."



1 Curriculum-Led Learning and Skills Development

Partners may directly support curriculum enrichment through guest talks, demonstrations, site visits, equipment sponsorship, or co-developed learning experiences. Students gain real-world, industry-relevant skills that strengthen employability including:

+ Sustainable horticulture and land management
+ Environmental science and biodiversity awareness
+ Food production and nutrition
+ Hospitality, culinary arts, and supply chain understanding
+ Construction, maintenance, and design skills
+ Business and enterprise through selling or using garden produce

Partners benefit from visibility within the curriculum and a direct connection to future talent in their sector.

"From growing food to growing stability."



2 Tackling Student Poverty Through Sustainable Food Action

The initiative provides fresh produce to help alleviate student food insecurity. Organisations can support this work by contributing:

+ Seeds, tools, or materials
+ Expertise in food growing or processing
+ Storage, packaging, or distribution support
+ Nutritional workshops or food-related training

Partners become part of a practical, local solution to student poverty—addressing financial hardship while demonstrating meaningful social impact.

"A place to breathe, connect, and belong."



3 Supporting Wellbeing, Mental Health and Inclusion

The Living Campus may also function as a therapeutic and creative space that strengthens student mental health, belonging, and retention. There are opportunities for:

+ Sponsoring wellbeing zones, benches, or sensory areas
+ Delivering nature-based wellbeing sessions
+ Partnering on art therapy, music therapy, socially integrative creative practice, recovery programmes, and group-based creative activity
+ Supporting initiatives for veterans, care experienced students, and recovery communities

Contributors help create inclusive environments that meet community needs and demonstrate their commitment to social responsibility.

"Growing together."



4 Community and Industry Partnership

Partnership is at the heart of the initiative. Organisations of all sizes: local suppliers, food manufacturers, community groups, environmental organisations, and research institutes can collaborate through:

+ Sponsorship or cobranding within the garden
+ Joint events, seasonal markets, or workshops
+ Volunteering and staff engagement days
+ Provision of expertise, mentoring, or in-kind support
+ Participation in sustainability campaigns or research activity

This deepens local community ties while enabling businesses to showcase sustainable values and contributing to a high-impact regional project.

"Preparing students for a greener future."



5 Advancing Sustainability and Green Skills

The initiative creates a live environment where sustainable practice is taught and applied. There is scope for:

+ Environmental impact projects
+ Circular economy models in food and resource use
+ Biodiversity and pollinator support initiatives
+ Renewable or efficient technology installations
+ Carbon literacy and climate education partnerships

Industry involvement ensures students acquire the green skills increasingly demanded across all job sectors.

"From plot to plate."



6 Plot-to-Plate Opportunities

Partners in hospitality, food manufacturing, and local produce can support a food system on campus. Involvement may include:

+ Integrating garden produce into teaching kitchens or restaurants
+ Developing student-led product lines (eg chutneys, honey)
+ Supporting food handling, processing, or packaging spaces
+ Offering expertise in quality standards and supply chain management

These collaborations strengthen regional food systems while giving students rich, real-life learning experiences.

Embedding the Creative Industries within the Living Campus



7 Creative Practice and Cultural Ecology

The Living Campus presents a significant opportunity to embed Creative Industries practice structurally within the initiative positioning the site not only as productive land, but as a participatory cultural commons.





Music Therapy, Performance and Intergenerational Engagement

The outdoor environment provides a natural setting for:

+ Music therapy and nature-based regulation sessions
+ Intergenerational singing and sound-based workshops
+ Environmental theatre, Oral history and storytelling projects
+ Dementia-informed and neurodiversity-inclusive practice
+ Research-led therapeutic interventions in partnership with health providers
+ Seasonal campus festivals and shared cultural events

This elevates the space from a wellbeing garden to a live therapeutic and research-informed environment building shared identity, community cohesion and campus culture.

Place-Based Visual Art

The orchard, woodland paths and reflection areas can serve as living canvases for:

+ Seasonal installations and sustainable sculpture
+ Ecological storytelling and co-created artworks
+ Photography, digital documentation and exhibition projects
+ Inclusive wayfinding and sensory design

Art becomes both therapeutic and civic, strengthening dialogue around sustainability, identity and belonging.

Creative Partnership

Collaborative practice with socially integrative creative organisations can further embed mental health awareness, recovery narratives and inclusive participation within the space, reinforcing the Living Campus as a site of creative flourishing as well as environmental sustainability.





Falling UP Together (SCIO):

Collaborative Artist Collective-in-Residence Contribution

Falling UP Together (SCIO) contributes to the Living Campus as a collaborative partner supporting creative wellbeing, participatory practice, and inclusive cultural engagement.

This partnership aligns with the initiative's ambition to integrate sustainability, learning, and creative practice within a shared campus environment, while retaining the organisation's foundational ethos of person-centred, research-informed creative recovery and community connection.

Operating through an Artist Collective-in-Residence model, the collaboration establishes a visible, socially engaged creative presence on campus. This is not positioned as curriculum delivery or therapeutic service provision, but as an open, democratic and inclusive mode of engagement through art, complementing both academic activity and student support structures while remaining distinct from them.

Two interconnected processes, Living in Art and Being in the World, provide the underpinning framework. These research-based approaches enable person-centred, co-designed creative activity that connects individuals to culture, place, and community. Grounded in principles of inclusivity, neurodiversity, and shared authorship, they foster a sense of belonging that bridges differences and enables connection across disciplines, backgrounds, and lived experience.

Activity is both site-responsive and highly visible. Outdoor spaces, particularly the Walled Garden and connecting campus pathways, support co-created installations and environmental artworks that act as connective "gateways" across the campus. Indoor communal spaces enable complementary activity through exhibitions, performance, and informal creative exchange. Together, these interventions contribute to a coherent cultural landscape that strengthens campus identity and cohesion.

An open studio ethos underpins all activity, enabling both timetabled and drop-in participation. This ensures accessibility to students, staff, and the wider community, allowing individuals to engage in ways that reflect their interests, confidence, and experience. Creative practice is therefore positioned as something that is shared, participatory, and visible rather than bounded within formal structures.





Opportunities for workshops and co-created projects provide creative students with applied experiences in socially engaged practice, while maintaining a clear distinction between assessed academic delivery and open creative participation. This creates space for student-led inquiry, experimentation, and action research, extending learning beyond the formal curriculum.

An embedded action research approach, aligned to the Being in the World process, supports ongoing reflection and evaluation of impact tracking development in creativity, collaboration, and public engagement. This enables iterative learning for both participants and the institution, ensuring that activity remains responsive, ethical, and aligned to shared aims.

Situated within a wider ecosystem of partnerships, Falling UP Together strengthens the Living Campus as a site of co-creation, dialogue, and inclusive cultural practice, where creative engagement is not prescribed, but collectively shaped and continuously evolving.





"More than a project."

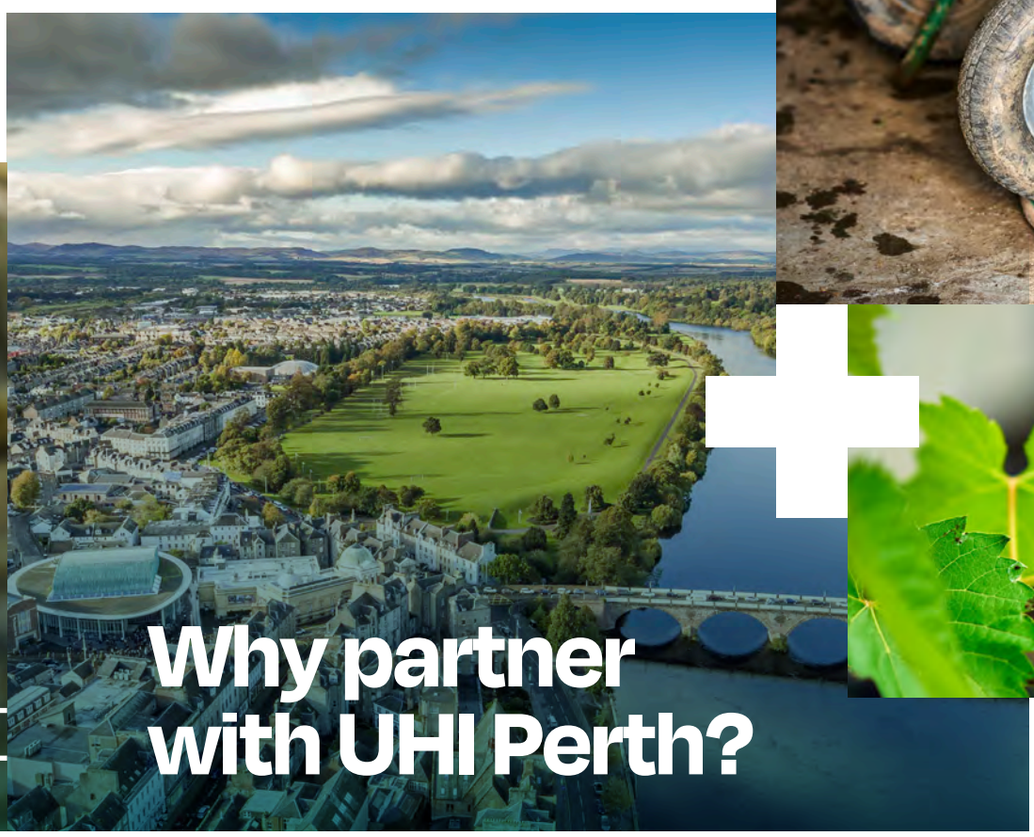


The Living Campus is designed as a long-term legacy. Partners may support:

+ Named areas or facilities within the garden
+ Infrastructure investments (polytunnels, pathways, accessibility features)
+ Research collaborations with academic teams
+ Continuous improvement projects and student-led innovations

Investment now creates lasting educational, environmental, cultural and community benefits - leaving a legacy that reflects shared values.







Why partner with UHI Perth?

Supporting the UHI Perth Community Garden: The Living Campus allows organisations to:

+ Demonstrate leadership in sustainability, wellbeing, and social impact
+ Strengthen their presence in the region through visible, community centred work
+ Engage directly with future talent across a range of sectors
+ Showcase products, services, knowledge, or brand values in a meaningful setting
+ Contribute to an initiative that aligns with national government priorities in health, climate action, and education

The initiative provides a platform where partners can be recognised, celebrated, and embedded in a vibrant programme that benefits students, communities, and industry.

A Growing Ecosystem of Opportunity

From food producers and horticultural specialists to landscape designers, artists, performers, researchers, health practitioners, beekeeping groups, and sustainability innovators, The Living Campus: A Sustainable, Creative and Community Learning Ecosystem welcomes involvement at all scales.

As outlined above, whether through sponsorship, expertise, materials, creative collaboration, research partnership, volunteering, or co-designed programming, every contribution strengthens interdisciplinary learning, deepens community connection, and enhances student wellbeing.

The Living Campus is more than an outdoor space. It is a sustainable landscape, a creative commons, a therapeutic environment, and a community learning ecosystem shaped by the organisations, partners and individuals who choose to be part of it.

It is where sustainability meets creativity, where enterprise meets inclusion, and where environmental stewardship and cultural practice come together to enrich lives across the region.





Every contribution enhances student learning and strengthens community wellbeing.

UHI | PERTH

The Living Campus:
A Sustainable, Creative and Community Learning Ecosystem

UHI | PERTH







Partnership Opportunities

Organisations may support the Living Campus at different levels depending on their interests and priorities

Meet the Funder - Thursday 23 April 2026 - Civic Hall, Perth



Why Partner with UHI Perth?

Organisations supporting the Living Campus can:

- Demonstrate leadership in sustainability and social impact
- Support student wellbeing and food security
- Contribute to green skills and education
- Build meaningful connections with future talent
- Be recognised as partners in a visible community initiative

Seed Partner

£500 – £1,500

Ideal for organisations wishing to make an early contribution.

Support may include:

- Seeds, tools or materials
- Small grants supporting student growing projects
- Support for biodiversity and pollinator initiatives

Recognition:

- Listed as a Living Campus supporter
- Featured in project communications

Growth Partner

£1,500 – £5,000

Supporting the expansion of the learning environment.

Funding could support:

- Raised bed growing areas
- Orchard planting
- Student wellbeing garden spaces
- Educational workshops and sustainability projects

Recognition:

- Logo recognition within Living Campus materials
- Opportunities to engage with students through events or visits

Sustainability Partner

£5,000 – £10,000

Helping develop major learning infrastructure.

Funding could support:

- Polytunnels and food growing infrastructure
- Sustainability innovation projects
- Green skills learning initiatives
- Student food support programmes

Recognition:

- Named partner within the Living Campus
- Brand presence in project communications
- Opportunities to host workshops or industry engagement events

Legacy Partner

£10,000+

Strategic partners helping establish the long-term Living Campus vision.

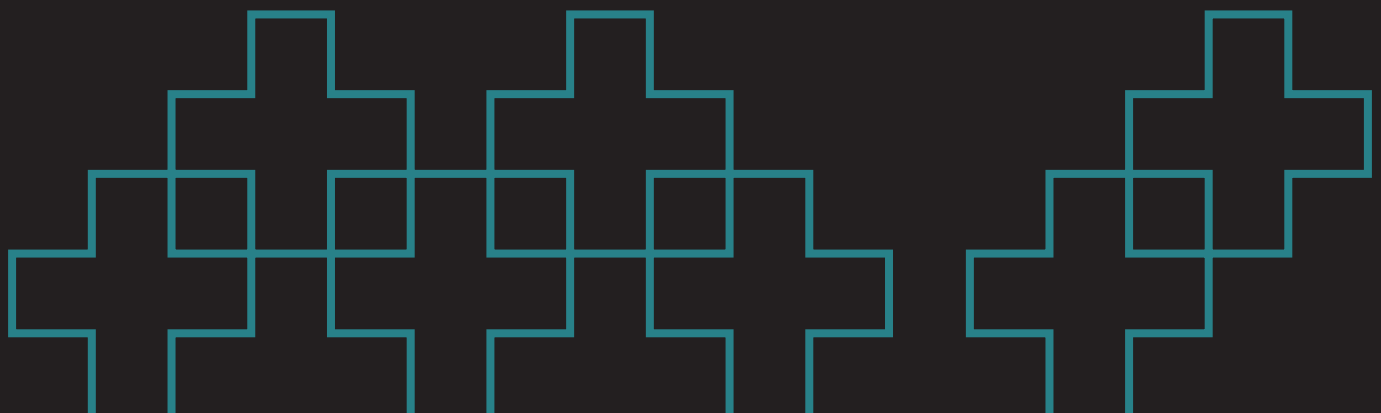
Investment may support:

- Major infrastructure (polytunnels, learning zones, pathways)
- Long-term sustainability and wellbeing initiatives
- Community partnership programmes

Recognition:

- Named area or feature within the Living Campus
- Partnership recognition across campus communications
- Engagement with students, research activity and industry collaboration

UHI | PERTH



Introduction to John McGee

Awarded Serial Entrepreneurial Award for Regeneration & Redevelopment success supporting economy, healthcare, education, industry and sector. **Lifetime Ambassador Award** for commitment to education for his dedication, passion and drive to support Principals, learners and staff on and off campus. This is a Snapshot to give some insight to the diversity and variety of a few of these transformational projects for your review; with education, healthcare, industry and communities at the heart, core and purpose of each.



1. Fife College, Dunfermline City Campus

Award winning first in sector and industry of net-zero ready campus. This was not my vision but a project that was running 2 years behind schedule and over budget. My remit was to protect new budget and deliver with the programme, both exceeded with contingency in budget & enhanced spaces delivered.



2. West Lothian College

From Batthgate campus to Livingston campus The recent enhancement paper delivered a new construction block and new purpose-built ECO retrofit house, including internal spaces removing cellular owned spaces to support the growing needs of students.



3. West College Scotland – Greenock, Paisley and Clydebank

Feasibility process to identify a Family of campuses that support the needs of each region and industry sector. The process includes reviewing current space standards and ongoing maintenance and repair costs necessary to bring each campus up to a higher standard for teaching & learning.



4. Fife College, Rosyth Campus

Repurposing & re-negotiations after a 24 years of tenancy & capex costs to align curriculum delivery, enhancing learners experience, improve offering & remove rent and reduce outgoings.



5. Queen Margaret College to Queen Margaret University

One of my first engagements with colleges was with QMC at Clerwood campus, creating spaces within campus and also around the landscape, including a new as student residencies. I later relocated QMC to Leith campus and supported them throughout the relocation to Queen Margaret University campus on the outskirts of Edinburgh.



6. Napier Polytechnic to Edinburgh Napier University

Throughput my career I have been privileged to deliver various new and refurbished campuses, from complex listed buildings to new student residencies throughout the city. It was with a student at Napier my mentoring started almost 22 yrs ago, a role I still deliver with pride today.



7. University of Glasgow

Expanding curriculum services that will enhance regional, national & international needs of learners and sectors connecting old with the new inserting new architectural building to connect & expand the campus spaces.



8. Heriot-Watt University Campus

Over the years I have worked on various HWU projects. The vision to deliver a campus hotel whilst challenged by many, became a welcomed reality, with over 90% of occupancy rate throughout all seasons.



9. Edinburgh College of Art / University of Edinburgh

Following competition to relocate to new outskirts campus, with a 4 year timescale. The feasibility suggested they remained within current campus & take ownership of redundant Evolution House, located behind existing campus. Project was delivered within 14 months from feasibility to relocation.

APUC
Advanced Procurement for Universities & Colleges

10. APUC – JACAP

In 1988/1989 whilst working to support various colleges & universities throughout Scotland. I approached Queen Margaret College, Napier Polytechnic & Heriot Watt, to explore a national purchasing group. This resulted in the launch of JACAP (joint approved consortium approved purchasing) now known as APUC launched in 2008.



11. Autism & Dementia

Supporting the needs of healthcare, research and engagement improving the lives of patients and families, whilst creating educational links with local college & universities.



12. NHS South of Scotland Regional Masterplan and Framework

NHS masterplan highlighted 14 surplus buildings following the move to new £300M hospital in G&G region. The framework highlighted new purpose for each.



13. Cargenbridge Redevelopment Project

Intergenerational care, education, recreation and rehabilitation spaces. Supporting healthcare delivery, child and elderly care and the needs in redundant site & woodland landscape.



14. NatureScot HQ, Inverness

BREEAM Excellent Great Glen House. The first co-location of the Scottish Government, bring together a fit for purpose home whilst relocating 17 locations and repurposing each to strengthen delivery & public purse.



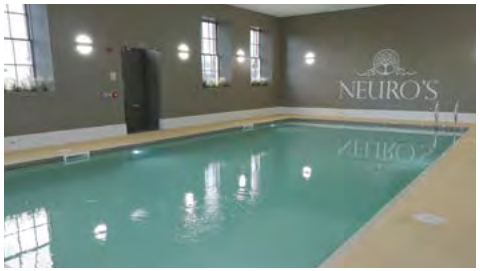
15. The ROCKFIELD Centre, Oban

Repurposing of former school, town-led cultural events, arts, performance, music exhibition with innovation hub supporting healthcare, tourism, industry, region & our highland & islands.



16. Easterbrook Hall

Regenerated events, conference,venue supporting multiple sectors and community. With internal capacity of over 2,300 persons. The relaunch that included the Crichton Memorial church & the wider community and landscape on the Crichton estate, including corporate, educational & community & family events.



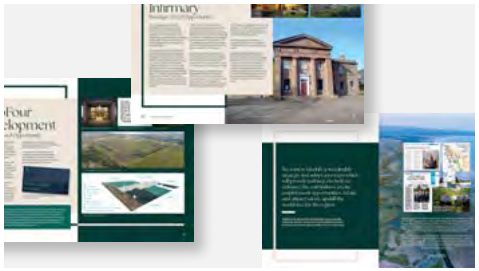
17. Redundant NHS hydrotherapy pool to award winning Neuros Restaurant, Bar & Spa

Award winning Neuros Restaurant, Bar & SPA. After 18 years of no activity a vision was delivered that supported the needs of learners in the region, creating over 43 jobs & a new platform for delivery for the local college, universities & industry sectors.



18. King George V Leisure & Sports

New improved sports and leisure complex supporting education, community as well as Queen of the South Football club. The launch of the new refurbished complex attracted commercial and club members.



19. Harnessing a destination for Angus region

Angus Council highlighted hospitality need. The strategy adopted & identified 5 new hotel developments from budget to destination hotel with spa.



20. Innoflate Group

Family entertainments venue with a purpose to support the physical, mental & social wellbeing of communities, regardless to ability. Working closely with colleges to create employment opportunities – 9 parks delivered to date.



21. Easterbrook LIVE

A vision to deliver live indoor and outdoor events, gigs and concerts to bring together the communities in the D&G region. The launch was well received with 174 live events delivered over a 14-month period.



22. Inward Investment (D&G) following successful Masterplan

Inward investment following successful Masterplan. Prepared and presented a Vision document to Westminster and Scottish Government with proof of British funding of £200M. The process was approved by both by way of strategy and next steps.



23. Morayshire Hydro Hotel & SPA opportunity

The opportunity to regenerate a redundant historic landmark site in Morayshire, addressing the needs and addressing needs of tourism in the region, whilst creating over 63 employment opportunities in the region, engagement with industry and educational institutions.