

Recovery Plan Monitoring Committee

Agenda

Meeting reference: RPMC2025-26/05
Date: Monday 16 February 2026 at 4:00pm
Location: Online
Purpose: Scheduled 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	
4a	Minutes of the meeting held on 11 December 2025	Clerk	Chair	Paper 1a
4b	Minutes of the meeting held on 26 January 2026	Clerk	Chair	Paper 1b
5	Matters Arising from Previous Minutes		Chair	
*6	Recovery Plan Dashboard	Risk & Project Officer	Chief Financial Officer	Paper 2
7	Any Other Business		Chair	
8	Date and Time of next meeting <ul style="list-style-type: none"> • Monday 16 March 2026 @ 4pm 		Clerk	
*7	Review of Meeting & Key Messages (Committee to check against the Terms of Reference to ensure all competent business has been covered & to note Key Messages to be communicated to appropriate stakeholders)		Chair	Paper 3

Recovery Plan Monitoring Committee

DRAFT Minutes

Meeting reference: RPMC 2025-26/03

Date and time: Thursday 11 December 2025

Location: Online

Members present: Deirdre Joy, Chair
Chris Whatley, Board Member
Catherine Etri, Interim Principal (from Item 6)
Andi Garrity, Student Board Member
Richard Fyfe, Staff Board Member
Ronnie Dewar, Trade Union Board Member

In attendance: Lynn Murray, Depute Principal (Operations)
Gail Dunn, Chief Financial Officer
Kirsty Campbell, Risk & Project Officer
Fiona Cameron, Interim Director of Finance
Ian McCartney, Clerk to the Board of Management

Apologies: David Macluskey, Board Member

Chair: **Deirdre Joy**
Minute Taker: Ian McCartney
Quorum: 5

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Minutes

Item		Action
1.	<p>Welcome and Apologies</p> <p>Chair welcomed everyone to the meeting, noting the meeting was the College's new Chief Financial Officer's first meeting, and noted apologies.</p>	
2.	<p>Additions to the Agenda</p> <p>There were no additions to the agenda.</p>	
3.	<p>Declaration of Interest in any Agenda Item</p> <p>There were no declarations of a conflict of interest.</p>	
4.	<p>Minutes of the meeting held 28 October 2025</p> <p>The minutes were AGREED as being an accurate record of the meeting.</p>	
5.	<p>Matters Arising from Previous Minutes</p> <p>There were no matter arising.</p>	
6.	<p>Recovery Plan Dashboard</p> <p>Depute Principal (Operations) provided a summary of Paper, noting that future Exception Reporting will focus on red/amber items and mitigating actions, and provided an update on current forecast position.</p> <p>Interim Principal provided a summary of expectations around HE and FE funding.</p> <p>Depute Principal (Operations) advised that there were capacity/ demand issues around proposed short courses; Committee noted that conflicts around who delivers short courses would be looked at.</p> <p>Depute Principal (Operations) noted that ASW income levels were falling short of expectations. Committee agreed that a marketing push for ASW should be considered. Clerk to issue ideas generated at Board Development session re income generation.</p> <p>Depute Principal (Operations) highlighted the reduced spend in Estates impacting on non-staff costs, and updated Committee on the current status of the Centre for Mountain Studies.</p>	Clerk

	<p>Committee discussed format of the dashboards, where it was noted that actions, not excuses, need to be more prominent, and focus needs to primarily be on red items. Depute Principal (Operations) agreed to translate the full dashboard into a GANTT chart.</p> <p>Chair requested that areas of specific concern be highlighted at each meeting to determine whether the risk was significant enough to escalate directly to Board.</p> <p>Chair suggested that it may be worthwhile inviting Action Owners to future meetings to present specific Action Plans, and noted that there needs to be some guidance provided on actions vs objectives.</p> <p>Committee discussed benefits around generation of an Expectations Statement to make it clear to Action Owners what is expected and required of them relating to the Recovery Plan. Chair agreed to pull together an initial draft.</p> <p>Chair sought clarification that all areas of concern/risk had been discussed. Risk & Project Officer noted that part-time degrees and international growth should be flagged as requiring attention soon.</p>	Chair
7.	<p>Date of Next Meeting</p> <ul style="list-style-type: none"> • Monday 26 January 2026 	
8.	<p>Review of Meeting</p> <p>Committee agreed that meeting had been conducted in line with the Terms of Reference</p>	

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

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

Status of Minutes – Open Closed

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

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

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

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

Recovery Plan Monitoring Committee

DRAFT Minutes

Meeting reference: RPMC 2025-26/04

Date and time: Monday 26 January 2026

Location: Online

Members present: Chris Whatley, Board Member
Andi Garrity, Student Board Member
Richard Fyfe, Staff Board Member
Ronnie Dewar, Trade Union Board Member

In attendance: Jill Elder, Depute Principal
Lynn Murray, Depute Principal (Operations)
Gail Dunn, Chief Financial Officer
Fiona Cameron, Interim Director of Finance
Kirsty Campbell, Risk & Project Officer
Ian McCartney, Clerk to the Board of Management

Apologies: Catherine Etri, Interim Principal

Chair: **Chris Whatley**

Minute Taker: Ian McCartney

Quorum: 5

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Minutes

Item		Action
1.	<p>Welcome and Apologies</p> <p>Vice Chair welcomed everyone to the meeting and noted apologies.</p> <p>Vice Chair noted that the meeting was not quorate, and meeting would proceed for information only.</p>	
2.	<p>Additions to the Agenda</p> <p>There were no additions to the agenda.</p>	
3.	<p>Declaration of Interest in any Agenda Item</p> <p>There were no declarations of a conflict of interest.</p>	
4.	<p>Minutes of the meeting held 11 December 2025</p> <p>Deferred to next scheduled meeting.</p>	
5.	<p>Matters Arising from Previous Minutes</p> <p>Deferred to next scheduled meeting.</p>	
6.	<p>Recovery Plan Dashboard</p> <p>As meeting was not quorate and the next scheduled meeting only 3 weeks away, Committee engaged in a general discussion on key issues:</p> <p>Income Growth</p> <p><u>International</u></p> <p>Committee were informed that approval was awaited from UHI re International income, with a deadline looming for this approval. A meeting with UHI had been reasonably helpful and the matter was being taken forward to UHI Senior Executives, and there was a level of hopefulness that the deadline at the start of March may be met.</p> <p><u>Part-Time Evening Degrees</u></p> <p>Time taken to develop these courses has moved focus to what can be achieved in Year 2.</p> <p><u>Car Parking Charges</u></p> <p>Progress is ongoing and options are being looked at with PKC.</p>	

	<p>Should options not be viable, there was impact for FRP given income targets of £20k for 2026/27 and £50k for 2027/28.</p> <p><u>Short Courses</u></p> <p>Work required to be progressed around making best use of Associate Trainers, with a meeting scheduled next week to look at. Weighted pipeline information was being worked on with Business Development to consider options.</p> <p><u>ASW</u></p> <p>ASW are trailing against targets and there is some work required with staff under new structures to better understand income targets, however it would appear to be difficult to claw this back within the current Financial Year</p> <p><u>Estates</u></p> <p>Two parties are interested in leasing the former Nursery space, and a decision is hoped to be reached by end February. A consultant has also been appointed on a cost-neutral basis to look at other grant income-generating opportunities within Estates.</p> <p>Overall Financial Impact</p> <p>Committee were advised that the overall picture was projecting a forecast surplus for the year, and a contingency position had been agreed, however there was still a level of red/amber positions projected for Year 2 that need to be brought back on track as soon as possible.</p> <p>It was clarified that the International Income issue discussed earlier in the meeting related to Years 2 and 3, however what is in this pipeline exceeds projections within the FRP, so these approvals being granted would result in a massive boost going forward.</p>	
7.	<p>Date of Next Meeting</p> <ul style="list-style-type: none"> Monday 16 February 2026 	
8.	<p>Review of Meeting</p> <p>Vice Chair expressed thanks to Depute Principal (Operations) in her last Board Committee meeting.</p> <p>Staff Board Member suggested that membership and quoracy of this meeting be reviewed.</p> <p>Committee agreed that meeting had been conducted in line with the Terms of Reference.</p>	Clerk

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

Committee Cover Sheet

Paper 2

Name of Committee	FRP (Financial Recovery Plan) Monitoring Group
Subject	FRP Project Update
Date of Committee meeting	16/02/2026
Author	Gail Dunn, Chief Financial Officer Kirsty Campbell, Risk Management and Project Officer
Date paper prepared	12/02/26
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved.	An updated action plan and progress summary.
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	<input type="checkbox"/> For information <input checked="" type="checkbox"/> For discussion <input type="checkbox"/> For endorsement For approval <input type="checkbox"/> 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.	Yes There is a risk that the targets set out in the FRP may not be realised and that a break-even budget is not achieved over the 3-year period from 2025/26. This could affect the long-term financial sustainability of UHI Perth. The FRP will be closely monitored by the Perth Leadership Group, this Committee and the Board and early action taken to realign targets if assumptions are not realised. Risk Categories/Board Risk Appetite:

Committee Cover Sheet

<p>If yes, please provide details.</p>	<ul style="list-style-type: none"> • Product Delivery- 8/Cautious • Financial – 6/Minimal • Operational – 15/Open • People – 15/Open • Strategic & External Risk – 6/Minimal
<p>Strategic Impact</p> <p>Please highlight how the paper links to the Strategic Objectives of UHI Perth or the UHI Partnership: Strategic-Plan-2022-27.pdf</p> <p>If there is no direct link to Strategic Objectives, please provide a justification for inclusion of this paper to the nominated Committee.</p>	<p>Links to all Strategic Objectives.</p>
<p>Resource implications</p> <p>Does this activity/proposal require the use of College resources to implement?</p> <p>If yes, please provide details.</p>	<p>Yes</p> <p>The FRP Action Plan requires input from all PLG Directors and other staff.</p>
<p>Equality & Diversity</p> <p>Does this activity/proposal require an Equality Impact Assessment?</p> <p>If yes, please provide details.</p>	<p>No</p>
<p>Data Protection</p> <p>Does this activity/proposal require a Data Protection Impact Assessment?</p> <p>If yes, please provide details.</p>	<p>No</p> <p>Click or tap here to enter text.</p>
<p>Island communities</p> <p>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)?</p>	<p>No</p> <p>If yes, please give details:</p> <p>Click or tap here to enter text.</p>

Status (ie confidential or non-confidential)	Non-Confidential If a paper needs to remain confidential for a prescribed period of time before being made 'open', please advise how long must the paper be withheld: Click or tap here to enter text.
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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	<input type="checkbox"/>	Its disclosure would substantially prejudice the effective conduct of public affairs	<input type="checkbox"/>
Its disclosure would substantially prejudice the commercial interests of any person or organisation	<input type="checkbox"/>	Its disclosure would constitute a breach of confidence actionable in court	<input type="checkbox"/>
Its disclosure would constitute a breach of the Data Protection Act	<input type="checkbox"/>	Other [please give further details] Click or tap here to enter text.	<input type="checkbox"/>

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

Project Status Report Dashboard February 2026

Project Name:

Start Date:

Financial Recovery Plan

25/08/25

Target v Actual Income Growth/Cost Savings 2025/26

	RAG
HE/FE Funding	Green
Income Growth	Yellow
Staff Costs	Yellow
Non-Staff Costs	Yellow

The FRP Project Progress Update 16 February 2026

Overview

Financial

The November 2025 forecast indicates that a number of Year One Financial Recovery Plan (FRP) targets are unlikely to be achieved, although we will look for further opportunities to offset the shortfalls. This will also require a review and potential recalibration of the FRP targets for Years 2 and 3 to ensure future financial sustainability.

Since the financial position was last discussed, the following potential risks and opportunities have been identified and will overall negatively affect the 2025/26 outturn. We are now forecasting to break even at the year-end which is still an improvement on the budgeted deficit of £232k:

- SFC has informed us that the £500k grant for Resource Group is an advance rather than additional cash, although we are challenging this with the support of UHI. The grant has been included in the FRP for the three years as additional money amounting to c£900k.
- Our external auditors are asking for additional audit fees totalling £78k for 22/23, 23/24 and 24/25. We have only accrued for £25k in the 2024/25 accounts which would mean a further charge to the 2025/26 accounts of £53k. We are disputing this and are currently in discussions with them to reduce this additional fee.
- As a result of UHI over providing for the 2023/24 SFC clawback they will be distributing the £1.2m over provision to the partners. We are expecting to receive at least £200k from this.

Timeline

February meetings were held with PLG Action Leads to assess progress against the actions required to deliver the plan's savings and growth targets, and to identify any associated challenges or opportunities affecting delivery and timelines. Overall, most areas are progressing with the work in line with plan. Where minor slippage has occurred, timelines are being closely monitored.

Particular attention is being given to those actions with no Year One financial targets, but which required preparatory work to enable income generation in Years 2 and 3:

- International growth
- Part-time evening degree
- Leasing the Nursery building
- Car Parking charges.

Risk

The principal risks to the delivery of the identified savings and growth targets relate to the pace of delivery and the capacity to deliver, change management, and

external dependencies. These risks are being mitigated through close monitoring of progress at SLT and PLG level to ensure collective ownership of the FRP's objectives and by continuing to look at identifying other savings or areas for growth.

A review of the Year One position will inform any updates to the Years 2 and 3 targets and plans and then a review of the risk rating for achieving each target.

Key Areas for Monitoring

At the December meeting of the FRP Committee, it was recommended that the key areas for monitoring be reviewed to ensure continued focus on priority areas, reflecting that the FRP has moved beyond its initial phase which had been focused on 2025/26 recruitment. From this, it is proposed that the following areas of the plan would benefit from additional scrutiny:

Income Growth

- International Growth
- Part-Time Evening Degree Programme
- Short Courses
- ASW

International Growth – Year 2 Target £250K

Pipeline projects with an expectation of delivery in Year 2. Working closely with UHI to achieve immediate approval deadlines in March 2026 and plan ahead for approvals expected later in the year.

Part-Time Evening Degree Programme – Year 2 Target £68K

The Directors of Curriculum are currently exploring how existing modules can be packaged more effectively for part-time delivery. Market intelligence indicates that demand may be stronger for online or asynchronous provision, and this will be taken into account in the associated business case.

Developing programmes from existing approved modules will remove the requirement for new course approval. This approach avoids potential resistance at UHI level and significantly reduces lead-in time, which is typically up to 18 months for degree approval.

Short Courses – Year One Target £92K Forecast £51K Shortfall £41K

The shortfall in short-course income is primarily attributable to capacity constraints within academic teams and low market demand; however, Academic Teams continue to work towards agreed commercial income targets with some teams exceeding their targets. To support this, the Finance Team is developing a standardised costing template to enable clearer identification of costs during commercial portfolio planning and to ensure profitability. In addition, opportunities to make more effective use of Associate Trainers and Work-Based Assessors in the delivery of commercial short courses will be reviewed.

ASW – Year One Target £46K Forecast £0K Shortfall £46K

A shortfall in ASW income continues to be forecast, with zero growth currently projected and underperformance against the 2025/26 budget target anticipated. The position may improve once the invoicing backlog—resulting from reduced staff capacity within the ASW team due to long-term sickness absence—has been cleared.

A refreshed marketing campaign will be launched to promote the recently installed gym equipment, with the aim of attracting new members and supporting delivery of the 3% growth target for 2025/26.

Notwithstanding these actions, ASW is expected to face ongoing financial challenges in 2025/26. The Depute Principal will continue to work closely with the team to strengthen performance and improve the overall financial position.

RECOVERY PLAN MONITORING COMMITTEE – TERMS OF REFERENCE

Membership

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

In attendance

Depute Principal (Operations)

Director of Finance

Other appropriate staff members of the College by invitation

Quorum

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

Frequency of Meetings

The Committee shall meet initially on a monthly basis, with frequency to be reviewed July 2026

Terms of Reference

The Recovery Plan Monitoring Committee shall:

- 1 Review key information and outcomes to allow for effective monitoring of the UHI Perth Recovery Plan;
- 2 Provide regular reports to the Board of Management on progress towards key objectives for the UHI Perth Recovery Plan, and on any identified barriers towards progress;
- 3 Provide appropriate guidance and support to aid in the delivery of identified Enabling Strategies and other Plans identified within the UHI Perth Recovery Plan;

Approved July 2025