Recovery Plan Monitoring Committee

Agenda

Meeting reference: RPMC2025-26/07
Date: Monday 20 April 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	
4	Minutes of the meeting held on 16 March 2026	Clerk	Chair	Paper 1
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** • Monday 18 May 2026 @ 4pm		Clerk	
*9	**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

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Recovery Plan Monitoring Committee

DRAFT Minutes

Meeting reference: RPMC 2025-26/06
Date and time: Monday 16 March 2026
Location: Online

Members present: Deirdre Joy, Chair
Chris Whatley, Board Member
Catherine Etri, Principal & Chief Executive
Andi Garrity, Student Board Member
Ronnie Dewar, Trade Union Board Member

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

Apologies: Richard Fyfe, Staff Board Member

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

Minutes

Item		Action
1.	**Welcome and Apologies** Chair welcomed everyone to the meeting and noted apologies.	
2.	**Additions to the Agenda** There were no additions to the agenda.	
3.	**Declaration of Interest in any Agenda Item** There were no declarations of a conflict of interest.	
4.	**Minutes of the meeting held 16 February 2026** The minutes were **AGREED** as being an accurate record of the meeting.	
5.	**Matters Arising from Previous Minutes** All Matters Arising were considered to be included in Agenda items for the meeting.	
6.	**Recovery Plan Dashboard** Committee received an update on key Recovery Plan issues, which highlighted that HE/FE funding is performing better than forecast. Key ongoing issues included: <u>International</u> International activity remains focused on pipeline development for 2026/27 <u>Short Courses</u> Short courses are in an improved position due to increased income allocation <u>ASW</u> ASW remains the key risk area – staff structures are being reviewed to reduce reliance on bank staff, improve operational stability, and enhance bookings and income generation, with actions expected to provide a short- to medium-term improvement <u>Staffing</u> Staff costs are slightly ahead of FRP targets but are expected to	

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	balance over the life of the Plan. Phase 2 includes targeted recruitment to support business needs Non-staff costs have improved by £90k through licence savings, with recurrent benefits expected in Years 2 and 3 <u>Estates</u> Work continues in relation to the Nursery & Car Park Electricity usage is showing positive performance against savings targets A potential increase in utility costs, linked to conflict in the Middle East, is anticipated but has not yet materialised – APUC projections have been requested <u>CMS</u> The Centre for Mountain Studies has not yet transferred to UHI but continues to attract new contracts and remains financially balanced within the FRP <u>Other Financial Considerations</u> There are considerable legal and administrative costs within the current year MicroRAM remains a net payer this year, although at a reduced level compared to previous years Work has commenced on aligning the 2026/27 budget with the FRP; a 3% funding increase equates to approximately £500k	
7.	**Financial Forecast – Year to 31 July 2026** Chief Financial Officer presented the Half-Year Financial Forecast, recently submitted to Finance & Resources Committee, noting a £43k deficit after inclusion of a £333k contingency provision. CFO noted an expectation that funds will be received from UHI in relation to the 2023/24 clawback; a decision is required on the optimal allocation of these funds. CFO advised that an appeal letter has been submitted to the SFC regarding the withdrawal of additional funding for the Resource Group.	

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8.	**Tay Cities Deal** Interim Principal provided a verbal update on a funding bid to Tay Cities Deal, supported by the Campus Transition Officer, focusing on a 20–25 year vision for the campus around connectivity, education, community and sustainability. The final submission will be issued to the Board in due course but remains highly confidential due to sensitivities relating to external partners referenced within the bid. The Committee also received confirmation of approximately £500k from the SFC in relation to flood damage affecting the Brahan Lecture Theatre and ICT facilities.	
9.	**Any Other Business** No other business was raised.	
10.	**Date of Next Meeting** • Monday 20 April 2026	
11.	**Review of Meeting** Clerk presented Paper 4, which outlined required amendments to the Committee Terms of Reference following changes in nomenclature to management structures. Clerk noted that Board approval would also be required for these amendments. Committee **ENDORSED** Paper 4.	

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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 ☑**

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Committee Cover Sheet

Paper 2

Name of Committee	FRP (Financial Recovery Plan) Monitoring Group
Subject	FRP Project Update
Date of Committee meeting	20/04/2026
Author	Gail Dunn, Chief Financial Officer Kirsty Campbell, Risk Management and Project Officer
Date paper prepared	17/04/26
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 progess 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	☐ 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 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

	• Product Delivery- 8/Cautious • Financial – 6/Minimal • Operational – 15/Open • People – 15/Open • Strategic & External Risk – 6/Minimal
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.	Links to all Strategic Objectives.
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	Yes The FRP Action Plan requires input from all PLG Directors and other staff.
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

Financial Recovery Plan 2025-26

Project Status Report April 2026

Savings/Growth	RAG
HE/FE Funding	
Income Growth	
Staff Costs	
Staff Recruitment	
Non-Staff Costs	

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The FRP Project Progress Update 20 April 2026

Overview

Financial

The February 2026 forecast indicates that a number of Year One Financial Recovery Plan (FRP) targets are unlikely to be achieved particularly in relation to the ASW, although these have been offset to a significant degree by some targets being exceeded. A wholesale review of the Year 2 and Year 3 targets will take place to recalibrate the FRP targets.

The overall full year forecast deficit has increased since last month from £43k to £175k. This increase mainly relates to international income from anticipated courses not going ahead or agreed fees being less than originally budgeted for. However, this is still an improvement on the budgeted deficit of £232k.

Highlights

- Academic income is forecasting to be ahead of budget.
- The position in relation to the Resource Group grant has been removed following confirmation from SFC that it should be treated as an advance rather than additional income. Following on from this, SFC have asked to see an updated FRP to capture this adjustment.
- The additional charge of £53k in relation to external auditor fees for 2022/23 is still being disputed.
- Discussions between UHI and UHI North, West and Hebrides (UHI NWH) on the transfer of the Centre for Mountain Studies are progressing, with Board approval given by UHI NWH.
- Discussions to introduce car parking charges from the start of the 2026/27 are progressing well. Tayside Contracts are continuing to carry out repairs to road surfaces across the campus to support implementation. Charging levels for different categories of users are currently under consideration.

Timeline

Due to the Easter break and staff availability, meetings with PLG Action Leads did not take place. However, updates were obtained in relation to Estates, and reference was also made to the year-to-date financial information included in the February 2026 Board Pack. Overall, most areas are progressing in line with plan. Where minor slippage has occurred, timelines are being closely monitored and will be reviewed against the updated Year 2 and Year 3 plan.

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. There is also risk attached to the accurate capture of costings in relation to short courses and International income. 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. The rigorous budget planning process in progress for 2026-27 will also ensure the accuracy of financial information.

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

The Campus Transformation project will also be taken into account to ensure that the FRP is aligned with the planned work. This is a fast-moving environment with significant potential for investment in the Perth campus and for its financial sustainability.

Key Areas for Monitoring

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. The £99k deficit reported in the year to date for 2025/26, although not included in the FRP, should be noted. This is primarily due to a reduction in forecasted income from courses that did not receive approval, as well as a variance between forecasted and actual student numbers and cost per student.

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.

Options are still be explored however it is not expected that the Year 2 target for delivery and £68K additional income will be achieved. A full-scale curriculum review will be undertaken in 2026/27 that will inform curriculum planning in 2027/28.

Short Courses – Year One Target £92K Forecast £101K Excess £9K

As reported in the March update, following analysis and correction of the coding against short courses in the Finance system, this category is now reporting an improved position of £9k over the original target. Budget planning for 2026/27 will look to ensure that course income is correctly coded. Opportunities for further growth of the short course portfolio will also be explored.

ASW – Year One Target £46K Forecast £0K Shortfall £46K
A significant shortfall in ASW income continues to be forecast, with zero growth currently projected and under performance against the 2025/26 budget target anticipated.

A detailed review of the department is currently underway.

Paper 3

RECOVERY PLAN MONITORING COMMITTEE – TERMS OF REFERENCE

Membership

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

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

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

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

Terms of Reference

The Recovery Plan Monitoring Committee shall:

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

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

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

Reviewed March 2026