

Education, Children and Young People Committee
Wednesday 29 October 2025
30th Meeting, 2025 (Session 6)

University of Dundee

Introduction

1. Following on from its [pre-budget scrutiny evidence sessions](#) on the long term financial stability of the college and university sectors, the Committee has agreed to take further separate evidence on the current situation at the University of Dundee.

Committee meeting

2. At today's meeting, the Committee will take evidence from:
 - Professor Nigel Seaton, Interim Principal and Vice Chancellor; and
 - Lee Hamill, Interim Finance Director.

Supporting information

3. A SPICe briefing has been produced for the meeting. This is included at **Annexe A**.

Oral evidence

4. The Committee has taken oral evidence specifically on the University of Dundee at the following meetings:

19 March 2025

Panel 1 – University of Dundee

- Professor Shane O'Neill, Interim Principal & Vice-Chancellor;
- Tricia Bey, Acting Chair of Court;
- Professor Blair Grubb, Vice-Principal (Education);
- Helen Simpson, Interim Director of Finance.

Panel 2 – Scottish Funding Council

- Francesca Osowska, Chief Executive Officer;
- Richard Maconachie, Director of Finance;
- Jacqui Brasted, Interim Director of Access, Learning and Outcomes.

25 June 2025

- Peter Fotheringham, former Director of Finance;
- Dr Jim McGeorge, former Chief Operating Officer;
- Amanda Millar, former Chair of Court.

26 June 2025

- Professor Iain Gillespie, Former Principal and Vice-Chancellor, University of Dundee.
5. Meeting papers, official reports and written evidence from witnesses associated with these meetings are published on the [website](#).

Clerks to the Committee
October 2025

Annexe A

SPICe

The Information Centre
An t-Ionad Fiosrachaidh

Education, Children and Young People Committee
Wednesday 30th October 2025

University of Dundee

Introduction

This briefing has been prepared ahead of the Committee's evidence session with Interim Principal and Vice Chancellor of the University of Dundee (UoD), Professor Nigel Seaton and Interim Finance Director Lee Hamill.

The Committee has heard previous evidence on the financial sustainability of the University of Dundee on [19 March 2025](#) and [25](#) and [26 June 2025](#). The Committee has also taken evidence as part of its 2026-27 Pre-Budget Scrutiny on [4 June 2025](#) and during its [1 October 2025](#) session on colleges and universities.

Further general information on the financial stability of universities in Scotland is available in the [papers for the Committee's 1 October 2025 meeting](#). The papers include a summary of the SFC's September 2025 [Financial Sustainability of Universities report](#).

Summary of evidence heard

The Committee has held evidence sessions on the financial stability of UoD on [19 March 2025](#), [25 June 2025](#) and [26 June 2025](#). During these sessions, the Committee heard from the Scottish Funding Council (SFC), members of the university's senior leadership team (while some were in interim posts at the time of giving evidence, all have since left the university) and the former chair of the university court.

During these sessions the Committee heard:

- Apologies from those involved in the running of UoD.
- That the senior management team and Principal did not have good knowledge – and in some cases were unaware - of their financial reporting requirements to SFC.
- That there were internal and external factors involved in the university's financial situation, and there had been inadequate financial discipline and control as well as inadequate oversight and accountability at senior level and issues with organisational culture.
- UoD initially requested £22m funding from SFC via the Scottish Government for liquidity support. (This ask later increased and the total additional funding made

available by the Scottish Government via SFC is up to £62m – see further information in the ‘Additional funding’ section below.)

- The recovery plan initially proposed the loss of 632 FTE jobs. [SFC ‘s Chief Executive Francesca Osowska stated](#) SFC was keen to work with the University of Dundee: “on a further iteration of its financial recovery plan, which might not have such a high degree of job losses”.
- The fall in international student numbers – particularly taught postgraduate students – had seriously impacted the university’s income. While a 25% decrease in international student income was planned for, the actual decrease was closer to 50%.
- SFC required UoD to produce monthly financial information rather than quarterly, and believed the situation at UoD to be unique, despite financial concerns across the sector.
- [SFC’ Jacqui Brasted said](#) SFC was seeking: “support in reviewing all of the most recent governance effectiveness reviews, which are done externally to and independently of universities and colleges, so that we can understand whether there are any flags that might indicate that financial scrutiny is not what we would hope for.”

At a further evidence session on college and university budgets on [1 October 2025](#):

- SFC stated that the university’s recovery plan should have an underpinning strategy, the university must notify SFC of any “no regrets efficiencies” being made.
- SFC did not agree that a financial recovery plan put forward by UoD was rejected, stating instead that it was not approved and “needs further work”.
- The Committee heard a plan for a vision and strategy and a timeline towards this has been set out with UoD, though Members expressed frustration about the length of time this has taken.
- SFC stated, as set out in its [Expectations of Good Governance report published in September](#), it plans to increase engagement with institutions to ensure that governance reviews are taking place.
- Members highlighted that Interim Principal Professor Nigel Seaton remained in post despite his contract coming to an end on 30 September. SFC said it understood the contract had been extended ahead of a proposal being taken to university court on 13 October. There was some confusion around the process.
- SFC’s Richard Maconachie said that the pace and scale of the difficulties at UoD had not been seen before, adding:
 - “Some institutions are experiencing challenges, but we cannot see anything of that magnitude. We are working closely with the universities that we know have concerns, and we will manage that position closely.” – [Official Report, 1/10/25](#)

- SFC also stated during the session that what good engagement with UoD should look like was still being worked out.
- SFC's Tiffany Ritchie described the unprecedented use of powers [under section 25 of the Further and Higher Education \(Scotland\) Act 2005](#) as a "source of robust discussion" at an extraordinary general meeting of the SFC board. SFC did not agree with the characterisation of it as being 'a conduit' for the Scottish Government.
- Newly-appointed Minister for Higher and Further Education Ben Macpherson also spoke of the "specific circumstances" around the use of section 25 powers for UoD, stating he was "very clear that the Funding Council is an independent body". Scottish Government officials stated that the decision on funding UoD's recovery plan needed to be taken by UoD "with the support of the SFC and through section 25".
- The Minister also stated that funding provided to UoD was to stabilise the university and "is certainly not a licence to cut jobs".
- Scottish Government officials said UoD's recovery plans must go beyond "making the numbers add up" and the recovery plan must have a long-term vision and plan that has buy-in from the university community. As part of this, job cuts cannot be seen as the only way of dealing with the situation.
- Members again expressed frustration with the timeline of recovery plans, and urged the Minister and his officials to ensure UoD did not end up back in the same position in the years ahead. The Minister committed to update Parliament and the Committee with further details "when we can".
- The Minister also stated that he would set out more about a "new vision for Scotland's universities" in the "next few weeks".

Following the Committee's evidence session, on [2 October 2025 at First Minister's Questions](#), First Minister John Swinney was asked to clarify the status of the UoD recovery plan. The First Minister stated:

"In dialogue with the Funding Council, the Government is taking forward an approach with the University of Dundee—which I have repeated to Parliament on numerous occasions—that will protect the character and identity of the University of Dundee and its significance within the city's economy and the regional and national economies of Scotland. The original proposals that came forward from the University of Dundee were unacceptable to the Government, because that test would not have been met. That is the test that the Government is applying. There will obviously be the development of individual plans, and I appreciate the importance, necessity and urgency of clarity about plans. That is what the Government is working on with the Funding Council. However, I assure Mr Marra that, in response to its willingness to invest to support the university's transition, what the Government is seeking is a university that will remain the strong asset to the city, region and country that the University of Dundee is. That is the test that we are applying to those plans." – [Official Report, 2/10/25](#)

Independent investigation

The independent investigation into the UoD's finances was led by former Glasgow Caledonian University Principal Professor Pamela Gillies. The investigation focused on three main areas: Financial management; financial reporting and governance and oversight.

The [report on the investigation was published on 19 June](#). It found failures in executive and governance responsibilities, summarising these as:

“UEG [University Executive Committee] as a group failed throughout the latter part of FY24 to properly respond to the worsening situation and collectively failed to make appropriate disclosures under the Nolan Principles to FPC [Finance and Planning Committee] and Court.

FPC failed in its reviews of FY24 forecasts for FY25 (21 May 2024), and again at its following meeting on 10 October 2024. There was no unexpected event or culmination of unexpected events beyond those impacting the sector as a whole.

The University was not ‘different’. This was an embedded issue and was reasonably foreseeable in May 2024.

Court failed in its governance responsibilities in June 2024.

The failure of the University's financial governance system was self-inflicted and experienced multiple times and at multiple levels. This led to a failure in identifying the worsening situation and not responding early enough.” – [Investigation report, 19 June 2025](#)

Issues highlighted in the report include:

- The failure of UoD to respond to changes to the international student market as a result of changes to UK government policy on dependents, the devaluation of the Nigerian currency and a drop in UoD's world league rankings including UoD falling outside the HE Times university ranking top 250 – a development the report states will have “directly impacted recruitment from China and India” (p13).
- £40.3m raised from the financial year (FY) 2021 sale of university spin-out Exscientia was ringfenced for capital spending, but was never used for this and “it is evident that none of the ‘ringfenced’ cash now remains” (p22).
- UoD did not take opportunities to change its spending plans – e.g. the report highlights that in January 2024 when the fall in overseas postgraduate taught students (OPGT) became apparent, recruiting 393 students rather than the expected c.1,200, UoD could have put in place measures such as a recruitment freeze, but this did not happen. Instead, the report states: “Opportunities to make savings through unfilled vacancies were not taken and new posts were added with no budgets, and staff FTEs increased 8% from 2,984 to 3,230 from FY22 to FY24. There were 862 new staff joiners in FY23 and 949 in FY24.” By April 2025, FTEs reduced from 3,230 to 3,110.

- A message from the Principal in March 2024 stated UoD was “moving into a surplus position after a decade of financial deficits” – the report states this “set the tone within the University for investment and growth at a time when savings should have been rapidly implemented. The University had no effective processes for cash management through FY24 and was overcommitted on its capital expenditure.” (p14)
- The report highlights the completeness of financial information presented to committees, the UEG and the University Court as an issue. However, despite this, it states: “...importantly, there was information produced which, with appropriate challenge (which was reasonably possible to apply, see Questions 12, 13 and 14), UEG, FPC and Court should have been able to assess the ongoing situation from March 2024.” (p37)
- The UoD did not report potential breaches of covenant to the SFC – it is a requirement of SFC’s Financial Memorandum to do so. The report also states a belief that the Principal was aware of the FY24 breach by the end of October 2024. The report states: “A breach of covenant, whether tested or not, is a reportable event to the SFC under the general overarching requirement to report contained in the Financial Memorandum as it puts at risk ongoing access to facilities (the £40m RCF); internal reporting should be done in real time.” (p35)
- A lack of transparency around decision making led to a perception that key decisions were made “...by a ‘triumvirate’ of the Principal, DVC and COO at their weekly meetings was prevalent, although the DVC and COO did not believe these meeting were pivotal to key decision making. There was nevertheless thought to be little transparency or inclusivity in relation to how decisions were made across the institution and the culture of empowerment outlined in the Strategy document was not perceived to be in evidence uniformly across the institution.” (p58)
- Dissent was not welcome, and challenge was “shut down” by senior management, with female members of staff in particular reporting “...being spoken over, sidelined or discussed in public as being obstructive if they attempted to be heard and there were reports that the University policy on dignity and fairness was not upheld in a number of instances.” (p58)

The final section of the report sets out ‘Lessons that may be beneficial for the wider sector in Scotland’. This section concludes that SFC’s Financial Memorandum and the Higher Education Institutions and the Scottish Code of Good Higher Education Governance in Scotland are fit for purpose, stating:

“Whilst the University was obliged to comply with the FM, it did not. Whilst the Scottish Code provides a framework for adequate and effective management and governance arrangements, the University failed to operate effectively in practice (both governance and management).” – p63

The report does, however, recommend that the SFC FM “...could usefully be updated for ‘responsibilities of the Principal’ and in particular in the role as ‘Accountable Officer’ and the responsibilities of Chair of Court”.

Other lessons set out in the report include:

- UEGs (or equivalent) to be better equipped to actively consider and challenge management accounts, with access to clear, complete and timely information.
- Regular updates to the institution's Finance Committee where there are financial sensitives (e.g. international student recruitment).
- The need for a questioning culture without fear, and senior leadership being open to challenge.
- Clear communication to committees, UEG and Court where there are matters of significance to the university.
- Minutes should make clear how decisions were arrived at.
- Overlapping Committee memberships (e.g. "The University of Dundee had a practice of the Chair of FPC 'in attendance at ARC' and the Chair of ARC 'in attendance at FPC") can result in bias and best practice would be for no such overlap.
- Similarly, where the Universities Secretary or equivalent role is the Chief Operating Officer of the institution, this can also create conflicts of interest, as there will be reporting lines to the Principal and to the Chair of Court. The report states: "Care should be taken to ensure the primary responsibility is always to the Chair of Court." (p64) The subsequent [SFC Expectations of Good Governance report](#) said that, while not a common arrangement, where this occurred, institutions should consider the appropriateness of the arrangement.

Sector response

In a [letter to the Committee on 9 July 2025](#), Universities Scotland stated a "direction of travel" was intended by the early autumn.

In October 2025, the Committee of Scottish Chairs and Universities Scotland [shared the sector's response to the Gillies report with the Committee](#). This stated:

- Agreement with the Gilles report conclusion that the Scottish Code of Good Higher Education Governance remains fit for purpose.
- While the SFC Financial Memorandum was fit for purpose, it has not been updated since 2014 and would benefit by the same regular enhancement approach undertaken with the Code of Good Governance.
- UoD's management and governance failures are a result of failure to comply with the Code of Good Governance and do not reflect the situation across the sector. However, the wider context of funding pressures are felt across the sector.
- The Code of Good Governance has been revised twice to respond to changing social, economic and institutional contexts. The sector will assess whether further updates/refinements are needed in light of recent developments.

- Individual institutions are considering the recommendations of the Gillies report, and the sector is looking at these alongside other governance reviews looking at how governance can evolve.
- While universities currently face scrutiny from organisations including SFC, the Office of the Scottish Charity Regulator (OSCR) and external auditors, the sector will seek to ensure transparency around decision making is improved, with Universities Scotland bringing together best practice discussions at national level.
- The outcome of the ongoing OSCR investigation into circumstances at UoD will be considered at sector level once it has concluded.
- Recruitment processes for university Chairs of Court will be strengthened to ensure those put forward for election have the relevant skills and experience.
- Engagement with staff and students must be meaningful, going beyond compliance with the Higher Education Governance (Scotland) Act 2016. Consideration will be given to improvements to induction programmes for all University Court members, including emphasising the role of enquiry, constructive challenge and oversight, legal obligations of Court members as charity trustees, highlighting whistleblowing policies and procedures and hosting inclusive dialogue.
- The sector will reinforce the expectation that all members of University Executive teams and Court adhere to the [Nolan Principles of public life](#).
- Multi-year funding and financial transparency could make a positive change to the sector's operating environment, as would reduction in exposure to financial risks and dependence on cross-subsidy.
- Joined-up policy that recognises the impact of policy demands and consequences of declining levels of investment is needed.
- Reporting mechanisms must support sector accountability without increasing burdens on institutions, and regulation should be proportionate and transparent.
- Clarity around where SFC is acting as a funder and where it is acting as a regulator is also needed.

SFC Expectations of Good Governance Report

In September 2025, SFC published a [report on Expectations of Good Governance](#) on 24 September 2025. This set out learning from the Gillies report and a March 2025 analysis of governance effectiveness review reports.

SFC restated that as part of their conditions of funding, colleges must comply with the [Code of Good Governance for Scotland's Colleges](#) and universities must comply with the [Scottish Code of Good Higher Education Governance](#). These codes operate on a “comply or explain” basis, with aspects that **must** be complied with and others that **should** be complied with.

The report found that some institutions were “long overdue an external governance effectiveness review” due to the COVID-19 pandemic, recommending those that had not carried out a recent externally facilitated GER do this as soon as possible, and future governance effectiveness reviews (GERs) are undertaken on schedule.

It also found a need for the following: guidance on what GERs should cover; improved induction, training and development for governing body members and GERs to focus more on the quality of financial oversight by the governing body.

SFC states it will more closely monitor governance going forward, including:

- Requiring institutions to submit externally facilitated GERs to SFC.
- Institutions will also be required to submit regular updates on the implementation of GER recommendations and where risks are identified, SFC will work with institutions to develop monitoring and action plans.
- SFC will require reports regarding non-compliance with governance codes and consideration of breaches of the SFC financial memorandum.
- Institutions must have clear and accessible whistleblowing policies in place.
- SFC will undertake scrutiny of institutional strategies.
- For universities, SFC will work with the Committee of Scottish Chairs and Universities Scotland to develop guidance about the process for recruiting Chairs of Court.
- For colleges, SFC will supplement existing training for governing body members with SFC-presented training on roles, responsibilities and expectations.

Taskforce

The Scottish Government created a Strategic Advisory Taskforce chaired by Sir Alan Langlands to develop recommendations to support the recovery of UoD. [The taskforce published its report](#) in August 2025, and recommendations included calls for UoD to:

- Implement a recovery plan to address financial challenges, focusing on cost reductions, income generation and asset rationalisation.
- Strengthen UoD’s leadership capacity, appointing permanent members of staff to senior roles including that of Principal as soon as possible.
- Improve governance structures.
- Develop a medium and long term strategy aligning academic strength and financial sustainability.
- Prioritise the wellbeing and interests of students and staff.
- Review the University’s estate and assets.

- Ensure clear, regular communication with stakeholders.

Recovery plans

The University of Dundee published details of an initial recovery plan on [11 March 2025](#). Proposals in the initial plan included a 600 reduction in FTE staffing. Following the initial recovery plan, [Scottish Ministers wrote to Professor O'Neill](#) in March 2025 to express concerns.

The UoD's then-[interim Principal and Vice-Chancellor Professor Shane O'Neill wrote](#) to the Committee later in March to provide further information on a number of points. In this letter, Professor O'Neill stated that around 700 individuals could be impacted by redundancy. Following the publication of this letter, Scottish Ministers again publicly stated they did not support the proposed recovery plans. During [First Minister's Questions on 3 April 2025](#) First Minister John Swinney said the plan was "completely unacceptable" and an alternative was required. He added that Deputy First Minister Kate Forbes was leading cross-government work on UoD.

An [updated recovery plan was announced by UoD on 29 April 2025](#), following presentation to and endorsement by the University Court. Proposals in this plan included the reduction of up to 300 staff FTE through a voluntary severance programme. [SFC responded to the updated plan](#) recognising its details "are still to be finalised" and committing to continuing to work with UoD.

On 18 August 2025, SFC wrote to the UoD's Acting Chair of Court in response to a further recovery plan submitted on 11 August 2025 stating:

"The SFC's view is that it is not appropriate that such fundamental decisions on shape and structure, as posited by the current University Recovery Plan, which will bind the University for decades, should be taken by an interim leadership team." – [SFC letter to UoD Acting Chair of Court, 18 August 2025](#)

The letter went on to state:

"...it is the strongly held view of the SFC that fundamental decisions cannot and should not be taken without the existence of an approved, and properly consulted upon, University Strategic Plan." - [SFC letter to UoD Acting Chair of Court, 18 August 2025](#)

SFC stated it expected a Strategic Plan to be developed over the next 12 months with staff, student and stakeholder engagement. The letter set out three steps as a condition of further funding:

- a) Identify an accelerated plan to create stable long-term permanent leadership for the university.
- b) Identify, quantify and deliver immediate 'no regrets efficiencies'.

- c) Develop and execute a plan to deliver a University Strategy which can demonstrate appropriate and concrete engagement with staff and students to properly understand and consider their input into the University's vision.

UoD's Acting Chair of Court Dr Ian Mair [responded on 15 September 2025](#) stating that progress has been made to appoint a permanent Chair of Court and lay members, adding that appointment of a Chair was a necessary step in the process to recruit a new Principal and Vice Chancellor. The process to hire a permanent University Secretary was also underway, but an interim would be required before a permanent replacement was appointed.

On the delivery of 'no regrets' efficiencies, the letter stated:

"Easy and quick actions to reduce spending have already been implemented leaving matters of greater consequence remaining. I consider that the spirit of your letter seeks to strike the right balance between short-term decisions that address financial challenges sooner with the long-term impacts that are in support of a wider vision and strategic direction. We are continuing to explore the measures that could sensibly be taken in the coming months to improve the effectiveness and efficiency of the University, consulting the University's staff as we do so, without unduly constraining our future strategic development." – [Acting Chair of Court letter to SFC, 15 September 2025](#)

On the development and implementation of a University Strategy, the letter stated that the appointment of a Principal was a key element of this.

The letter then went on to thank SFC for converting a £12m financial transaction into a grant, due to "understanding of the tension in the duties of our Trustees in entering into the financial transaction of £12m while the University works through its Going Concern status". However, [in its response on 17 September 2025, SFC clarified](#) that the £12m grant would not come from conversion of the FT loan element of the initial £22m support funding, but rather it would be brought forward from the "up to £40m" grant funding made available by the Scottish Government via SFC (see 'Additional funding' section below). SFC clarified this does not replace the £12m loan in the £22m package.

Additional funding and section 25

During the Stage 3 debate on the 2025-26 Budget on 25 February 2025, [Cabinet Secretary for Finance and Local Government Shona Robison announced](#) £15m of additional funding in financial transactions for SFC (this was not allocated to UoD at this stage). On 14 March, [the Scottish Government announced £10m further funding](#) for SFC to support higher education institutions. Again, this additional money was not allocated to UoD at that stage. During the Committee's 19 March 2025 meeting with UoD representatives, interim Principal Shane O'Neill said that the UoD's recovery plan sought liquidity support funding of £22m. On 20 March 2025, [SFC announced a support package of £22m](#) for the UoD. This funding is a mix of low-cost loans and capital grant.

In a [statement to Parliament on 24 June 2025](#), the Cabinet Secretary for Education and Skills announced up to £40m in further funding for UoD over three financial years, bringing the total additional funding made available by the Scottish Government via SFC up to £62m

under section 25 of the Further and Higher Education (Scotland) Act 2005.

[Section 25 of the 2005 Act](#) sets out that, where it appears financial affairs of a college or university have been mismanaged, Scottish Ministers can give SFC direction around the provision of financial support, and SFC must comply with directions given from the Scottish Government.

During her statement, the Cabinet Secretary said it was the first time the section 25 power had been used. The Cabinet Secretary said UoD's future must be secured:

“...through the delivery of a sustainable, long-term recovery plan in which public financial support will work alongside commercial and private investment to ultimately end reliance on extraordinary public funding.” – [Official Report, 25/06/2025](#)

The Cabinet Secretary said that the Scottish Government was keen to see “progress at pace”, adding:

“We will, accordingly, develop appropriate conditions for the funding, working closely with the SFC, and only when that plan is in place will funding be released.” - [Official Report, 25/06/2025](#)

Reporting requirements

During previous evidence sessions, the Committee has heard that the senior management team and Principal did not have good knowledge – and in some cases were unaware - of their financial reporting requirements to SFC. The reporting requirements are set out in the HE Code of Good Governance and SFC's Financial Memorandum and Conditions of Funding documents.

Paragraph 79 of the [Higher Education Code of Good Governance](#) sets out:

79. The Principal is the designated officer in respect of the use of Scottish Funding Council funds and compliance with that Funding Council's Financial Memorandum. The Principal must alert the governing body if any actions or policy under consideration would be incompatible with the terms of the Financial Memorandum. If the governing body nevertheless decides to proceed, then the Principal has a duty to inform either the Chief Executive of the Scottish Funding Council, or other appropriate officer.

[SFC's Financial Memorandum \(FM\)](#) requires the governing body to comply with the Code of Good Governance. It also sets out that the responsibility for ensuring compliance with the FM rests with the governing body of an institution (paragraph 4). Paragraph 18 sets out that:

...the chief executive officer is also accountable directly to SFC's Accountable Officer for the institution's proper use of funds deriving from the Scottish Ministers and its compliance with the requirements of this FM.

Paragraph 19 states:

The chief executive officer of the institution must inform SFC's Accountable Officer without delay of any circumstance that is having, or is likely to have, a significant adverse effect on the ability of the institution to deliver its education programmes, research and other related activity, including delivery of its Outcome Agreement with SFC. He or she must also notify SFC's Accountable Officer of any serious weakness, such as a significant and immediate threat to the institution's financial position, significant fraud or major accounting breakdown, or any material non-compliance with any requirement of this FM.

Failure to comply with the conditions set out in the FM can result in an institution being required to repay funding.

Paragraph 47 of the [SFC Conditions of Funding 2025-26 document](#) sets out:

47. As a standard condition of funding, if a university does not deliver activity in support of the Outcomes Framework, or provide the assurances required under the Assurance Model, or does not meet any other conditions of grant (including those set out in this document), SFC will consider the recovery of grant and/or reductions in future funding.

Lynne Currie, Senior Researcher - Further Education, Higher Education and Children's social work, child protection and adoption, SPICe
Date: 16/10/2025

Note: Committee briefing papers are provided by SPICe for the use of Scottish Parliament committees and clerking staff. They provide focused information or respond to specific questions or areas of interest to committees and are not intended to offer comprehensive coverage of a subject area.

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