

Tertiary Education

Outcome (What we want to achieve)	Method/Action (How we will achieve outcomes)	Performance Indicator (How we will measure our performance)	Responsibility	Resources	Timeframe
To offer high quality training in areas relevant to Shetland, meeting the needs of employers and supporting the skills development of young people and Shetland's workforce.					
To be the training provider of choice, responding flexibly, promptly, and competently to the training needs of local businesses and individuals.	<p>Student Support: Potential students encouraged to discuss all needs prior to enrolment – including but not limited to PLSP's and Funding.</p> <p>Vocational Training: Effective and continuous marketing of the service using social media/website and local press to engage new employers/apprentices. Respond to enquiries from employers/apprentices promptly</p>	<p>Increasing number of applicants and students engaging with the student support either before the course or in early part of their course</p> <p>VTCs to provide advice to new employers wishing to engage an apprentice.</p> <p>VTCs provide advice to prospective apprentices.</p> <p>Liaise and build good relationships with employers throughout the apprentice journey.</p>	<p>Support Team/ Operations Manager</p> <p>VTCs</p>	<p>Time and people Networking with local agencies</p>	<p>Ongoing</p> <p>Ongoing</p>
To provide a high quality, up to date curriculum that is relevant to the needs and aspirations of local individuals and businesses, and which will be attractive to students from outside Shetland.	<p>IT: Maintaining up-to-date software for the academic staff to teach with. Making sure software is fit for purpose for supporting teaching.</p>	<p>Ensuring updates are completed within a suitable timeframe</p>	<p>IT Department and UHI IT</p>	<p>UHI and bought in products (Adobe, SAGE, CAD)</p>	<p>Throughout year / review annually</p> <p>Complete: All core software (Windows,</p>

					Office, Adobe etc) is set to update automatically. Any proprietary software which is installed will need to be kept up to date to comply with Cyber Essentials.
To provide clear pathways for students to follow to employment.	<p>Student Support: Guidance and PAT interviews will signpost students to relevant agencies including but not limited to Schools, TS Vocational, Bridges, Moving On, SDS, SIC Employability Group</p> <p>Vocational Training: Engage with Foundation apprentices so they may see clear pathway to becoming MA Promote FA and GAs in our marketing material MAs seen as a pathway to permanent employment</p>	<p>Relationship with Schools to provide Employability and Career talks/information. Member of the team meet regularly and maintain contact with all relevant agencies.</p> <p>FA meetings attended (Kevin)</p> <p>VTC talk to FAs (Neil)</p> <p>VTCs promote GAs to MAs</p>	<p>Support Team/Marketing</p> <p>All VT Team</p>	<p>Linked to Marketing Strategy</p>	<p>Completed June 2022. Meeting notes available from partnership working</p> <p>Ongoing</p>
To work in partnership to expand our work-based learning courses, international delivery, and network contributions within the UHI partnership.					
To meet apprenticeship, short course, and other training needs of local employers.	<p>Vocational Training: Respond to enquiries from local businesses for apprenticeships in new areas</p>	<p>New apprenticeship frameworks investigated and offered where possible e.g. Occupational Health and Safety Apprentice -new</p>			Ongoing

	Meeting the ongoing needs of apprenticeships contract	Truck Driving - investigated Sustainable Resource Management Current year contract is filled			Completed
To increase the number of students from outside Shetland that study with us.	Student Support: Dedicated student accommodation needed.	Marketing Strategy			Ongoing
To increase the number of international and off island students choosing to study at Shetland UHI.	Estates: The need to have student accommodation for off island students to stay in.	At the planning stage of the Island Campus redevelopment deal progress which should include some student accommodation plans	GM/GG	n/a	Duration of the planning stage of the Islands Deal Ongoing
To expand our range of remote and networked delivery, making training and courses available to students outside of Shetland and internationally.	IT: Staff training and/or facilitating on remote delivery and making sure we have the correct equipment to support remote delivery	Student Feedback IT training on semi-annual development days	IT and UHI Brightspace Training	Bespoke training, LinkedIn Learning and UHI Brightspace	Annual ongoing need Complete Most staff who have requested them have been issued with Webcams and Headsets. We hope staff know they can contact us any time they have questions on its use.
To be a Destination of Choice, offering the best possible experience for all students in a range of inspiring learning environments.					

	<p>Cleaning: Keep campus clean and attractive</p> <p>Canteen: Opening hours reflective of use, plus offering a wide range of items</p>	<p>Visual; positive student and staff feedback</p> <p>Staff and student feedback Introduction of new items such as gluten free Wider choice and more personalised choice in paninis and sandwiches</p>	<p>Cleaning staff</p> <p>Canteen</p>	<p>Cleaning equipment</p> <p>Canteen equipment and menu development</p>	<p>Complete</p> <p>Complete</p>
To improve the reputation and awareness of Shetland UHI across a range of student activities.	Student Support: Provide information on potential student case studies to UHI Marketing and Comms for use in wider promotion.	Marketing Strategy			Ongoing
To enhance the blended learning experience for students.	IT: Local IT support that complements the UHI IT support	<p>Student feedback</p> <p>Staff feedback</p>	Operations Manager	IT staff	<p>Annually/ Ongoing</p> <p>There is almost always a technician on hand to deal with any issues students are having. Most issues are password resets, and they are dealt with promptly.</p>
To offer diverse learning journeys with opportunities for progression to help all students to achieve their goals and potential.					

<p>To design a curriculum that is sustainable, dynamic and provides a range of progression routes, ensuring all our students realise their potential and to progress on to positive destinations.</p>	<p>Student Support: Transition Group to be set up to provide extensive support to Priority Groups of students prior to enrolment and beyond.</p> <p>Flagging system implemented on registers so all relevant staff are aware of Priority groups to allow early intervention and personalised training plans to be followed. UHI Single Policy: Support for Study Procedures</p> <p>Defined and systematic exit interview process</p>	<p>Engagement with group from staff and student.</p> <p>Staff and student feedback</p> <p>Student engagement with intervention and personalised plans</p> <p>Adherence to the Single Policy; procedure to be followed when student's health, wellbeing and/or behaviour is significantly impacting on their ability to progress academically and/or function effectively.</p> <p>Student feedback and student engagement with exit process</p>	<p>Student Support/ BC</p> <p>Engagement with teaching teams for students who are exiting</p>	<p>Time / staff</p>	<p>Complete</p> <p>Ongoing</p> <p>Ongoing</p>
<p>To expand our range of FE and HE courses where appropriate.</p>					
<p>To engage with alumni as ambassadors of Shetland UHI and as potential future students or staff members.</p>					

Research and Knowledge Exchange

Outcome (What we want to achieve)	Method/Action (How we will achieve outcomes)	Performance Indicator (How we will measure our performance)	Responsibility	Resources	Timeframe
To create a vibrant research environment which builds on our collective strengths, supports innovation, and creates opportunities for inter-disciplinary activity.					
To develop a research culture that supports confident and productive research students and staff.					
To assist students and staff in achieving high quality research outputs and having impactful career pathways.					
To strengthen and expand relevant networks.					
To use our island centred expertise to create research opportunities locally and internationally in the fields of sustainable development, marine resources, governance, and creative practice.					
To increase income from research and knowledge exchange including greater engagement in REF.					
To enhance our profile and engagement, locally, nationally, and internationally.					
To build recognition of the knowledge production and creative work taking place within Shetland as being of international quality and relevance.					
To conduct research activity that is responsive to industry needs and outward looking, and that draws from our unique context and culture.					

To develop our postgraduate provision in marine and environmental science, arts, culture and the creative economy, and heritage.					
To have a wider range and greater opportunity for postgraduate training and research within Shetland.					
To promote Shetland as an ideal centre in which to engage in postgraduate activities, and to continue to work in following completion of studies.					
To achieve greater links between teaching and research.					
To deliver research that supports sustainable economic development and recovery.					
To uphold Shetland as an exciting place to carry out research, attracting new activity and supporting a critical mass of researchers.					
To ensure effective communication of research and knowledge exchange to a wide range of stakeholders.					

Engagement

Outcome (What we want to achieve)	Method/Action (How we will achieve outcomes)	Performance Indicator (How we will measure our performance)	Responsibility	Resources	Timeframe
To sit at the centre of the Shetland community and build on our positive relationships with local schools, businesses, and the community.					
To proactively manage engagement with local organisations, enhancing and expanding partnership programmes with key stakeholders including schools and other agencies throughout Shetland.	<p>Student Support: Named people with membership of relevant groups specific to their area of expertise.</p> <p>Vocational Training: Engage with Partner Bodies DYW, Junior High/ Schools and parents, Careers Service, Through Care After Care, SIC, Bridges Service, Moving On and groups representing minorities Promote apprenticeships for all message</p>	<p>Engagement with networking groups Staff feedback Student feedback</p> <p>Increased representation of various protected groups undertaking MAs</p> <p>Engagement with a variety of Partner Bodies Group/individual meetings arranged with care experienced individuals/protected groups</p>	<p>Student Support / Operations Manager</p> <p>Manager / VTCs</p>	<p>Staff</p>	<p>Complete</p> <p>Ongoing</p>
To increase the two-way flow of knowledge and insight between Shetland UHI and the wider community and communicate consistently to raise local awareness of the work carried out within Shetland UHI.	<p>Student Support: Good communication via website, press releases and social media with consistent "house style" professionally prepared and widely distributed.</p> <p>Vocational Training: Effective marketing of the service to increase awareness of the MA programmes Employers encouraged to consider taking on a MA</p>	<p>Marketing Strategy</p> <p>Advertise vacancies on Shetland UHI website & facebook Celebrate MA achievement via social media</p>	<p>Student Support and Engagement and Operations Manager</p>	<p>See Marketing Strategy</p>	<p>Duration of the Operational Plan / ongoing</p> <p>Ongoing</p>

		New employers will approach the service			
To actively involve the community in our research activity and seek for that activity to generate benefit for Shetland.	Student Support: Consider reinstating “The Seas Around Us” or similar initiative/activity at the Scalloway campus and facilitate programme of events/visits from nursery school level and beyond.	Marketing Strategy Engagement with local communities; increase community use of facilities	Student Support	Staff / Marketing items / budget	More engagement with community ongoing
To increase community access and use of the Shetland UHI facilities.	Estates: Post Covid – hold more events for the public to see the College in person Rent out rooms – insurance and shared booking and price list Canteen: Opening for community events to provide hospitality (Space Day)	Increasing number of events and hires Increasing number of events and hires that make use of the canteen hire	GG/AS GM/Canteen		Duration of Operational Plan Ongoing Completed Completed
To have accessible, equitable and inclusive opportunities for students, with excellent resources and support available to assist students to achieve success.					
To build on our existing student support systems to offer excellent tailored support for any student who needs it.	IT: Continued access to local ICT support with clear channels of communication and feedback (making sure students know how to get support locally)	Student feedback Staff feedback	IT	Connecting with HISA Plasmas Social medias Induction	Continuous / emphasis on new starts (Aug/Feb) Students are able to phone/email/drop in or alternatively go through their lecturers to

	<p>HR&OD: To develop, promote and champion a wellbeing strategy with opportunities for staff training, awareness raising, and resilience training to ensure our staff are able to support students and colleagues appropriately and confidently.</p> <p>Vocational Training: Raise awareness of support available to apprentices Gather information on apprentices learning needs at the initial interview /induction stage Apprentices encouraged to declare if care experienced at induction Provide information on counselling support and student services available</p>	<p>Training attendance numbers; staff survey engagement, stress indicators.</p> <p>Additional needs identified as early as possible for the purpose of supporting the learner</p> <p>Liaise with college/subcontractors early to pass on information about support needs</p> <p>Apprentices use Shetland UHI counselling support/student services if needed</p>	<p>HR&OD Lead, Operations Manager</p> <p>All VT staff</p>	<p>Training budget, staff time</p>	<p>get help with IT.</p> <p>June 2021 Ongoing</p> <p>Ongoing</p>
<p>To ensure that our student journey from enquiry to course completion is accessible and inclusive.</p>	<p>Student Support: Opportunity to meet with all applicants prior to enrolment to ensure any measures that need to be in place prior to the course starting are confirmed.</p> <p>Have planned sessions during and post-induction to meet with all classes and provide links to relevant information on website. Encourage</p>	<p>Post induction survey.</p> <p>Staff and student engagement Staff and student feedback</p>	<p>Student Support</p>	<p>Staff</p>	<p>Duration of Operational Plan / ongoing</p>

	<p>contact at any time, open door policy when possible.</p> <p>Implement secure data management system (i.e. Target Connect) to allow better sharing of information with relevant staff. This will streamline the existing systems and allow quicker responses. Continue to provide all relevant training opportunities identified by staff.</p> <p>Staff membership of all relevant UHI and other student groups is essential for information sharing, advice and support.</p> <p>Vocational Training: Engage with a wide range of organisations representing minority groups to promote the message of apprenticeships for all – and all ages</p>	<p>UHI are currently undertaking the procurement process for a data management system, and it will be available to all AP's when confirmed. There will be many advantages to this including collation of referral data which is required by many agencies and FOI requests.</p> <p>Staff and student engagement Staff and student feedback</p> <p>Visits to groups of minority people Increased up take of MAs in minority groups</p>	<p>Student Support</p>	<p>Target Connect system</p>	<p>Ongoing</p>
<p>To celebrate individual and organisational achievements and foster a sense of institutional pride.</p>	<p>Student Support: Annual Graduation Ceremonies. Annual Prizegiving Ceremonies. Support staff will encourage students to attend at every opportunity including induction. Utilise the expertise of the UHI Marketing and Comms Team and the UHI Graduation Group.</p>	<p>Marketing Strategy</p> <p>Good communication via website, press releases and social media with consistent "house style" professionally prepared and widely distributed. Encourage staff to share social media posts.</p>	<p>Student Engagement/Support Operations Manager Graduation Working Group</p>	<p>Budget for graduation</p>	<p>Completed</p>

	Vocational Training: Seek opportunities to celebrate individual and organisational achievement to foster pride in our apprenticeship work	Encourage staff who are on LinkedIn to share relevant information. Good news stories put on social media/local press Photos of apprentices when they have completed MA			Completed
To provide opportunities for our students to grow academically and personally, and to acquire skills and knowledge.					
To work closely with HISA and other student groups to provide engagement, activities and support that suit the requirements of the Shetland UHI learners.	Student Support: Promote HISA activities and opportunities on social media and directly to students where practicable. Participate in Student Voice Rep meetings when invited. Own event as part of Fresher's Week (local context); own events/coffee mornings	Engagement with HISA – support their messaging on the SUHI social medias and events Organising own events (Refresher) – attendance and engagement with students Student and staff feedback	Student Engagement/Support Operations Manager HISA	Staff time Social Medias Budget for events	Ongoing
To promote and enable cross curriculum learning and development.					
To value, encourage and invest in our staff; support their professional development; and promote collaborative working with internal and external colleagues.					
To provide opportunities for learning and reflection and support	IT: Training offered on development days for IT. Support for new staff	Staff feedback	IT	Teams	Complete

<p>for continuing professional development and training.</p>	<p>Estates: Training offered (as part of Development Days and beyond) on GDPR, Peninsula training, DSE training and Manual Handling through Peninsula. H&S training or other also through Peninsula</p> <p>HR&OD: Support line managers to use our PDR process effectively and successfully with focus on staff development.</p> <p>Student Support: Wellbeing of staff / Reflective Practitioners</p> <p>Vocational Training: Annual Review Meetings with Line Manager - Personal Development Plan set for year highlighting training and development needs Support and Supervision sessions with Line Manager Regular online Staff Training encouraged e.g. Enetlearn</p>	<p>Staff completing the training</p> <p>Through qualitative feedback on PRD process and collating training events our staff engage in</p> <p>Offering courses via Counselling team and/or internal staff</p> <p>All staff have an Annual Review Meeting with line manager and Personal Development Plan set Personal Development Personal Development Plans reviewed during 1:1 sessions & any training needs planned Regular Support and Supervision 1:1s to ensure training progressed Staff Development Days- 2 annually Online training completed</p>	<p>AS</p> <p>HR&OD Lead, SMG.</p> <p>Counsellor</p>	<p>Peninsula/ UHI Training</p> <p>Staff time, Access to training budget</p>	<p>Ongoing</p> <p>June 2022 Ongoing</p> <p>Completed</p> <p>Completed</p>
<p>To encourage staff to engage in networking activities and engagement with external</p>	<p>HR&OD: Develop our Employee Data System to capture key information centrally, enabling Shetland UHI to be agile in</p>	<p>Development of an Employee Data System.</p>	<p>HR&OD Lead, SMG</p>	<p>Development time, potential software</p>	<p>June 2022 Ongoing</p>

<p>organisations such as regulatory, professional and awarding bodies.</p>	<p>responding to business needs through maximising and/or enhancing skills of existing staff</p> <p>Vocational Training: Training opportunities with SDS undertaken</p>	<p>All staff attend at least 1 equalities training session per year Latest training opportunities discussed at weekly staff meetings All staff to attend annual conference All staff to attend relevant training opportunities offered by external organisations/SDS</p>		<p>requirement cost.</p>	<p>Completed</p>
<p>To actively encourage staff to engage with their external and internal colleagues.</p>	<p>IT: Promote existing communication methods and tools</p> <p>HR&OD: Support staff to access networking opportunities both virtual and in-person, that promote collaborative working and learning opportunities.</p> <p>Vocational Training: Conduct sharing sessions and support documents so that staff can share their expertise</p>	<p>Staff feedback</p> <p>Through centrally logging events/opportunities attended by our staff.</p> <p>Each VTC to deliver a good practice session Mentoring new members of staff An electronic support guide for each framework stored on Sharepoint to ensure effective cover during staff absence</p>	<p>IT</p> <p>HR&OD Lead, SMG.</p>	<p>Staff training days Newsletter (tech tips) Sharepoint (tech tips)</p> <p>Staff time to attend events, training budget</p>	<p>Completed</p> <p>June 2022 Ongoing</p> <p>Ongoing</p>

		All staff to take ownership for keeping information on their area up to date			
To create formal and informal structures that support scholarship for staff and students and promote collaboration.					

Enterprise

Outcome (What we want to achieve)	Method/Action (How we will achieve outcomes)	Performance Indicator (How we will measure our performance)	Responsibility	Resources	Timeframe
To be financially sustainable and demonstrate financial growth.					
To consistently practice sound financial management.	Finance: Budget setting timetable well in advance of financial year to aid income forecasts and expenditure budgets are properly considered. Development of 5 year financial plan with routine reviews to maintain relevancy. Development of financial handbook for reference to budget holders.	Improvement in financial forecasts.	Board of Management, F&GP, Finance		Ongoing
To be commercially aware considering the potential in the work that is carried out to maximise income from new and existing activities, and increased use of college facilities.	Finance: Support SUHI staff to effectively plan commercial activities including their financial impacts. React quickly to support opportunities that are presented from local industry. Estates: Proactively aiming to hire more rooms and facilities: ensuring that marketing and networking among local business to ensure they know we have facilities available. Development of single hire and single price list to be useful for those looking to hire.	Continued response to industry training needs and consultancy requirements. Increase in hire in facilities	Board of Management, SMG, Finance, Academic Board, Research Committee. GG/AS/GM/BH	Networking Marketing Social Medias	Ongoing

To encourage and facilitate staff and student engagement in financial sustainability.	Finance: Greater ownership of income forecasts and delegated budgets to staff related to course/project delivery.	New course/project proposal process followed by annual departmental and course reviews.	Finance, Budget holders, Academic Board, Research Committee		Ongoing
To minimise expenditure and increase our annual turnover.	<p>Finance: Thorough budget setting exercise with staff involvement. Routine income and expenditure reviews throughout year to identify and explore variances.</p> <p>IT: Make effective use of the ITC Infrastructure and ensure it meets the needs of the organisation</p> <p>Estates: Preventative maintenance to deal with problems when they arise Shared resources list about equipment that we can share across the site</p> <p>Canteen: Development of new menu items to sell (sharepots) Expand external sales (hot rolls) to outside organisations</p>	<p>Actual v Forecast/Budget reviews</p> <p>Capital spend; spending efficiently</p> <p>Regular maintenance; building in good standard of repair</p> <p>Increased sales</p>	<p>Finance, Budget Holders, HODs</p> <p>IT Capital Spend group SMG</p> <p>Estates Capital Spend SMG</p> <p>CR/GM</p>	<p>Capital</p> <p>Capital Joined SharePoint for equipment list</p> <p>Existing</p>	<p>Ongoing</p> <p>Ongoing (Reusing equipment when and where possible)</p> <p>Ongoing</p> <p>Complete</p>

To carry out research to inform, facilitate and support Enterprise.					
To carry out research to inform public policy on Shetland's economy and industries, and to support local businesses.	Finance: Support Research staff to effectively plan activities including financial impacts of proposed activities. Routine reviews of activities to inform future actions and practices.	Review of activities following completion.	Finance, Research Committee.		Ongoing
To inspire, encourage, and support students, staff, and businesses to develop the knowledge, skills, and motivation they need to realise their potential through Enterprise.					
To embed Enterprise in the curriculum and offer Enterprise-related training.					
To support staff and students in identifying and developing business opportunities.					
To encourage enterprise related use of Shetland UHI facilities.	Estates: Proactively aiming to hire more rooms and facilities: ensuring that marketing and networking among local business to ensure they know we have facilities available. Development of single hire and single price list to be useful for those looking to hire.	Increase in hire in facilities	GG/AS/GM/BH	Networking Marketing Social Medias	Ongoing Price list completed
To be an environmentally and socially responsible organisation.					
To minimise the environmental impact of Shetland UHI activities.	IT: Ensure ICT facilities are energy efficient and use device policies to minimise carbon footprint	Reduction in energy use as per CCCPB	IT and Sustainability / Estates		Ongoing

	<p>Estates: Reduce carbon footprint of the estates. Race to Zero and CCCPB report. Link in with HISA Green Team Promotion of turning electrical items off</p> <p>Canteen: Reduction of single use plastics; Vegware for all takeaway drinks</p> <p>HR&OD: Maximise use of digital technologies and processes within the HR Function, particularly in the areas of recruitment, staff development, leavers.</p>	<p>Reduction in energy use as per CCCPB</p> <p>Less single use plastics ordered and used</p> <p>Review of current processes and number that we are able to make digital.</p>	<p>IT and Sustainability / Estates</p> <p>CR/Canteen</p> <p>HR and OD Lead; Admin Manager</p>	<p>Digital technologies – Adobe docusign.</p>	<p>Ongoing</p> <p>Complete</p> <p>July 2022 Ongoing</p>
To ensure that United Nations Sustainable Development Goals are addressed within curricula and extracurricular activities.					
To expand the range of education and research opportunities that we offer to support sustainable and environmentally conscious industries.					