

**Student Support:**

**Estates:**

**Vocational Training:**

**ICT Service:**

**Cleaning:**

**Canteen:**

**HR&OD:**

**Finance:**

**Marketing:**

**Administration:**

**Library:**

## 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
<b>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.</b>					
To be the training provider of choice, responding flexibly, promptly, and competently to the training needs of local businesses and individuals.	<p><b>Student Support:</b> To work with Short Courses to support ASIST training in Shetland; will require training for counsellor.</p> <p><b>VT:</b> Apprenticeship positions are discussed with employers and vacancies advertised. New and existing employers approach Vocational Training for apprenticeship opportunities.</p> <p><b>Administration:</b> Review current admin procedures. Ensure written procedures are in place for all processes and are kept up to date. Ensure procedures meet the requirements of awarding bodies. Implement procedures in both campuses, ensuring a consistent approach across the organisation.</p> <p>Increase admin staff flexibility by ensuring full training is given on all admin/reception tasks. This will enable staff to work across the</p>	<p>Offering course; uptake on course</p> <p>Apprentice opportunities are advertised.</p> <p>VT conduct discuss new apprenticeship opportunities with businesses.</p> <p>Consistent approach across the organisation will mean enquiries dealt with promptly.</p> <p>Tasks and enquiries are completed promptly and competently.</p>	<p>Counsellor/Short Courses</p> <p>VTCs VTAA</p> <p>VTC</p> <p>Registry Lead</p> <p>Registry Lead</p>	<p>Training / Staff</p> <p>Website Shetnews</p> <p>Employer pack</p> <p>Current policies &amp; procedures</p> <p>UHI training tools In house training sessions</p>	<p>AY 2022-23</p> <p>Dec 22</p> <p>Ongoing</p> <p>Ongoing</p>

	<p>organisation to cover during busy times or for holidays.</p> <p>Assist staff to develop their CPD plan, by learning more about SUHI, courses on offer, where to find term dates etc, resulting in admin staff answering queries rather than forwarding on</p>	Student feedback	Registry Lead		Ongoing
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><b>ICT Service:</b> Maintaining up-to-date software for the academic staff to teach with. Making sure software is fit for purpose for supporting teaching.</p>	Ensuring updates are completed within a suitable timeframe	ICT Service and UHI LIS	UHI and bought in products (Adobe, SAGE, CAD)	Ongoing
	<p><b>Library:</b> Reviewing, updating and developing library collections to meet course, and research, needs. Making sure students have access to stock on reading lists for modules and units as well as providing a range and breadth of resources for research.</p>	Making sure UHI Libraries cross partnership service level agreements met for inter-site loans and “core” reading list items	Librarian / Library Assistants	Time / Staff / Library book and journal budgets	Ongoing
	<p><b>Administration:</b> Develop a system where new training enquiries/requests from local businesses/individuals are passed onto the relevant HOD, to enable new courses to be developed through the correct channels, to meet industry needs</p>	New courses developed.	Head of Registry / Depute Principal / Business and Projects Officer	Customer feedback	Ongoing

To provide clear pathways for students to follow to employment.					
<b>To work in partnership to expand our work-based learning courses, international delivery, and network contributions within the UHI partnership.</b>					
To meet apprenticeship, short course, and other training needs of local employers.	<p><b>VT:</b> Respond to enquiries from local businesses for apprenticeships in new areas</p> <p><b>Administration:</b> Monitor short course waiting list &amp; liaise with HOD to ensure adequate training courses are set throughout the year to meet industry needs</p>	<p>New businesses take on apprentices as well as repeat customers.</p> <p>Contract numbers are filled.</p> <p>More Short Courses delivered to meet demand.</p>	<p>VTCs</p> <p>All</p> <p>Registry/Tertiary</p>	<p>VT team</p> <p>Course Booking System (CBS)</p>	<p>Mar 23</p> <p>Ongoing</p>
To increase the number of students from outside Shetland that study with us.	<p><b>ICT Service / Marketing:</b> Ensure course directory is up-to-date and concise.</p> <p><b>Marketing:</b> Digital marketing leaflets to create a suite of downloadable marketing collateral to focus on targeted specialisms</p>	<p>Click throughs on the site; accessibility of applications</p> <p>Downloads and engagement with the targeted marketing leaflets.</p>	<p>ICT Service and UHI LIS</p> <p>Marketing / Curriculum Teams</p>	<p>Training / Time</p> <p>Time / staff resources</p>	<p>End of AY</p> <p>Dec 2022</p>
To increase the number of international and off island students choosing to study at Shetland UHI.	<p><b>Estates:</b> Port Arthur House renovation underway and supported/project managed by staff</p>	<p>Completion of Port Arthur House renovation</p>	<p>Estates / Vice Principal</p>	<p>Money / Time / Suppliers availability</p>	<p>End of 2022</p>
To expand our range of remote and networked delivery, making training and courses available to students	<p><b>ICT Service:</b> Staff training and/or facilitating on remote delivery and making sure we have the correct</p>	<p>Student Feedback</p> <p>IT training on semi-annual development days</p>	<p>ICT Service and UHI LIS</p> <p>Brightspace Training</p>	<p>Bespoke training,</p>	<p>Ongoing</p>

<p>outside of Shetland and internationally.</p>	<p>equipment to support remote delivery</p> <p><b>Library:</b> Working with UHI EO (Library staff) and Academic Partner Library staff to provide cross-partnership access to libraries' stock (via inter-site and postal loans) and online resources (via EO purchase) to ensure that students, and staff, can access library resources from wherever they are based.</p> <p><b>Library:</b> Manage SCONUL Access membership, for UHI Shetland, enabling students, and staff, to access other HEI libraries to support their learning and research.</p>	<p>Making sure cross partnership service level agreements met for inter-site loans and "core" reading list items.</p> <p>Manage UHI Shetland students/staff SCONUL Access membership accounts and access arrangements.</p>	<p>Librarian / Library Assistants</p> <p>Librarian</p>	<p>LinkedIn Learning</p> <p>UHI</p> <p>Brightspace</p> <p>User Satisfaction Survey</p> <p>Time / Staff / UHI Shetland Library book and journal budgets</p> <p>Time / Staff / UHI SCONUL membership</p>	<p>Ongoing</p> <p>Ongoing</p>
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**To be a Destination of Choice, offering the best possible experience for all students in a range of inspiring learning environments.**

<p>To provide a vibrant campus that meets the needs of, and inspires, both staff and students.</p>	<p><b>ICT Service:</b> Review digital signage</p> <p><b>Library:</b> Provide a library at each campus with access to resources and study spaces that inspires and supports academic study and research. Each library provides a range of services and spaces to meet different learning styles and with suitable opening hours to meet demand. Promote services and spaces available during inductions, via the library website etc.</p> <p><b>Estates:</b> Maintaining a well-kept facility</p> <p><b>Cleaning:</b> Keep campus clean and attractive</p>	<p>Positive staff and student feedback</p> <p>Student / staff feedback</p> <p>Is the building still in good condition; calendar of maintenance throughout the year to ensure campus is fit for purpose</p> <p>No losses under insurance</p> <p>Vibrant: making sure noticeboards up to date</p> <p>Welcoming arrival &amp; new signage</p> <p>Coffee area/relaxed seating in Briggistanes</p> <p>Visual; positive student and staff feedback</p>	<p>ICT Service / Marketing</p> <p>Librarian / Library Assistants</p> <p>Estates team to develop a calendar of maintenance</p> <p>Cleaning staff</p>	<p>UHI rebrand</p> <p>Time / Staff / UHI Shetland Library book and journal budgets</p> <p>Maintenance System</p> <p>Cleaning equipment</p>	<p>End of AY 2022-23</p> <p>Ongoing</p> <p>Continued 1 year review of calendar maintenance</p> <p>Ongoing for AY</p>
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	<p><b>Canteen:</b> Development of new menu items and offering a wide range of food</p> <p><b>Administration:</b> Ensure the reception area, as the first point of contact is inviting with displays of relevant information such as Shetland UHI course information, SQA information and accreditations.</p>	<p>More students using Briggistanes, increasing breakfast sales</p> <p>Relevant Shetland UHI &amp; SQA brochures on display Accreditations framed and displayed on wall</p>	<p>Canteen staff</p> <p>Registry</p>	<p>Time for planning</p> <p>Shetland UHI brochures SQA info</p>	<p>AY 2022-23</p> <p>Ongoing</p>
<p>To improve the reputation and awareness of Shetland UHI across a range of student activities.</p>	<p><b>VT:</b> Vocational training to provide nominations for case studies for successful candidates. Apprentice stories and events are shared to promote interest. Businesses are encouraged to take part in events such as MA for the Day.</p> <p><b>Marketing:</b> Programme of Events planned into the calendar to highlight UHI Shetland in a variety of events such as Apprentice Week</p> <p><b>Administration:</b> Ensure a consistent process to monitor student feedback forms that ensures that any issues/problems are identified promptly and highlight to HOD</p>	<p>Case studies to appear on the website.</p> <p>Nominations for awards to be submitted for appropriate students.</p> <p>SMEs involved in events and/or willing to have a profile for our marketing.</p> <p>Case studies / events / profiles / promotional events</p> <p>Positive student feedback forms</p>	<p>All</p> <p>VTCs</p> <p>VTM VTCs</p> <p>Marketing and Communications Officer</p> <p>Head of Registry</p>	<p>Information about students / alumni</p> <p>Evaluation forms</p>	<p>July 23</p> <p>AY 2022-23</p> <p>Ongoing</p>
<p>To enhance the blended learning experience for students.</p>	<p><b>ICT Service:</b> Local IT support that complements the UHI IT support.</p>	<p>Positive staff and student feedback</p>	<p>Head of Facilities / VP</p>	<p>ICT Service</p>	<p>Annually / Ongoing</p>

	<p>Fit for purpose VC / seminar spaces.</p> <p><b>Library:</b> Working with UHI EO (Library staff) and Academic Partner Library staff to provide cross-partnership access to libraries' stock (via inter-site and postal loans) and online resources (via EO purchase) to ensure that students can access library resources from wherever they are based.</p> <p><b>Library:</b> Maintain Subject Network Librarian role within UHI Shetland</p> <p><b>Administration:</b> Ensure all admin staff can issue student logins as soon as they enrol</p>	<p>Making sure cross partnership service level agreements met for inter-site loans and "core" reading list items.</p> <p>Provide library assistant support to cover backfill hours to enable UHI Shetland librarian to undertake Subject Network Librarian role</p> <p>Student/staff feedback</p>	<p>Librarian / Library Assistants</p> <p>Librarian / Library Assistants</p> <p>Registry</p>	<p>UHI Unified Comms User Satisfaction Survey</p> <p>Time / Staff / UHI Shetland Library book and journal budgets</p> <p>UHI funding / time / staff</p>	<p>VC review in September / October</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
<p><b>To offer diverse learning journeys with opportunities for progression to help all students to achieve their goals and potential.</b></p>					
<p>To design a curriculum that is sustainable, dynamic and provides a range of progression routes, ensuring all our students realise their potential</p>	<p><b>Student Support:</b> Flagging system implemented on registers, so all relevant staff are aware of Priority groups to allow early intervention</p>	<p>Engagement with group from staff and student.</p> <p>Staff and student feedback</p>	<p>Student Support / Learning Support</p>	<p>Time/Staff</p>	<p>AY 2022-23</p>



and to progress on to positive destinations.	<p>and personalised training plans to be followed. UHI Single Policy: Support for Study Procedures</p> <p><b>Student Support:</b> Defined and systematic exit interview process</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>	Engagement with teaching teams for students who are exiting		AY 2022-23
To expand our range of FE and HE courses where appropriate.	<b>Library:</b> Liaise with academic staff to ensure that UHI Shetland library collections meet the needs of new or developing courses	Student / staff feedback	Librarian / Library Assistants	Time / Staff / UHI Shetland Library book and journal budgets	Ongoing
To engage with alumni as ambassadors of Shetland UHI and as potential future students or staff members.	<b>Library:</b> Continue to provide, and promote, access to UHI Shetland libraries via the UHI Shetland Library's external access membership and UHI Alumni access to online library resources	Monitor external membership numbers.	Librarian / Library Assistants	Time / staff	Ongoing

## 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
<b>To create a vibrant research environment which builds on our collective strengths, supports innovation, and creates opportunities for inter-disciplinary activity.</b>					
To develop a research culture that supports confident and productive research students and staff.	<b>Library:</b> Provide a library at each campus with access to resources and study spaces that inspire and support academic study and research. Each library provides a range of services and spaces to meet different learning styles and with suitable opening hours to meet demand. Promote services and spaces available during inductions, via the library website etc.	Student / staff feedback	Librarian / Library Assistants	Time / Staff / UHI Shetland Library book and journal budgets	Ongoing
To assist students and staff in achieving high quality research outputs and having impactful career pathways.	<b>Library:</b> Promote UHI Shetland Library resources and UHI Online Collections to students and staff via tailored group sessions and one-to-one sessions.  <b>Library:</b> Review UHI Online Resource provision via the UHI Libraries' ANARE group meetings.	Feedback ; online resource statistics	Librarian	Time / Staff	Ongoing
To strengthen and expand relevant networks.					
<b>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.</b>					

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.					
<b>To develop our postgraduate provision in marine and environmental science, arts, culture and the creative economy, and heritage.</b>					
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.					
<b>To deliver research that supports sustainable economic development and recovery.</b>					
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.					
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## 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
<b>To sit at the centre of the Shetland community and build on our positive relationships with local schools, businesses, and the community.</b>					
To proactively manage engagement with local organisations, enhancing and expanding partnership programmes with key stakeholders including schools and other agencies throughout Shetland.	<p><b>Library:</b> Maintain links with the Shetland Library service and attend the Shetland Information Forum.</p> <p><b>VT:</b> Engage with Partner Bodies DYW, Junior High/ Schools and parents, Careers Service, Through Care After Care, SIC, Bridges Service, Moving On, Project Search and groups representing minorities Promote apprenticeships for all message</p> <p><b>Administration:</b> Be first point of contact for schools re SFW &amp; Academy programmes, answering their queries, and passing onto relevant HOD where necessary to</p>	<p>Staff / student feedback</p> <p>Meetings/presentations take place with each of the groups identified.</p> <p>Staff from the services/Individuals from groups are more aware of apprenticeship routes.</p> <p>Where appropriate, clients from the groups are encouraged to apply for apprenticeship opportunities.</p> <p>MA for the Day event organised to promote apprenticeships and gender diversity</p> <p>Feedback from school staff</p>	<p>Librarian</p> <p>VTM, VTCs</p> <p>VTM, VTCs</p> <p>All</p> <p>VTM</p> <p>Registry / Tertiary</p>	<p>Staff / Time</p> <p>Shared presentations, marketing resources</p> <p>SDS Equalities Team</p>	<p>Ongoing</p> <p>Feb 23</p> <p>Dec 22</p> <p>Ongoing</p>

	continue building good relationships				
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><b>Library:</b> Continue to develop the UHI Shetland Library web guide (Libguide) to promote services and resources available. Liaise with Marketing team, where appropriate, to promote library services and resources via social media</p> <p><b>VT:</b> Effective and consistent marketing of the service using social media/website and local press to engage new employers/apprentices. Improve the visibility of Vocational Service and ensure that apprentices and employers know how to find us.</p>	<p>Staff / student feedback</p> <p>Frequent and regular communications regarding apprenticeships appear on Shetland UHI social media.</p> <p>Number of enquiries via phone and e-mail increase post-merger.</p>	<p>Librarian / Library Assistants</p> <p>VTM VTCs VTA</p> <p>VTA to monitor</p>	<p>Staff / Time</p> <p>Marketing team Website Providing content and GDPR approved success stories with Communications</p>	<p>Ongoing</p> <p>July 23</p>
To actively involve the community in our research activity and seek for that activity to generate benefit for Shetland.					
To increase community access and use of the Shetland UHI facilities.	<b>ICT Service:</b> Guest PC access and Wi-Fi availability	Usage of wifi	ICT	Time and training availability	AY 2022-23

	<p><b>Library:</b> Continue to provide, and promote, continued access to UHI Shetland libraries via external access membership and UHI Alumni access to online library resources</p> <p><b>Estates:</b> Post Covid – hold more events for the public to see the College in person. In conjunction with <b>marketing</b></p> <p>Regular review of insurance and shared booking and price list</p> <p>Training required for front facing staff (<b>reception/marketing</b>) to know what is available to hire and to promote accordingly</p>	<p>Monitor external membership numbers.</p> <p>Increasing number of events and hires</p> <p>Compliance and risk assessments for events</p> <p>Completion of training for staff</p>	<p>Librarian / Library Assistants</p> <p>Vice Principal / Head of Facilities / Head of Registry / Head of Student Experience</p>	<p>Staff / Time</p> <p>Time</p>	<p>Ongoing</p> <p>AY 2022-23</p>
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**To have accessible, equitable and inclusive opportunities for students, with excellent resources and support available to assist students to achieve success.**

<p>To build on our existing student support systems to offer excellent tailored support for any student who needs it.</p>	<p><b>ICT Service:</b> Continued access to local ICT support with clear channels of communication and feedback (making sure students know how to get support locally)</p>	<p>Student feedback</p> <p>Staff feedback</p>	<p>ICT</p>	<p>Connecting with HISA</p> <p>Digital signage</p> <p>Social medias</p> <p>Induction</p> <p>User Satisfaction Survey</p>	<p>Continuous with emphasis on new starts (Aug/Sept/Feb)</p>
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	<p><b>Library:</b> Promote UHI Shetland Library resources and UHI Online Resources to students and staff via tailored group sessions and one-to-one sessions.</p> <p><b>Student Support:</b> Longitudinal Induction to support and engage with students in a weekly session to flesh out induction themes and underline the support available.</p> <p><b>VT:</b> Raise awareness of support available to apprentices</p> <p>Provide information on counselling support and student services available</p> <p><b>HR&amp;OD:</b> To embed our 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>Feedback</p> <p>Increased engagement with students over a longer period to support them with a wide variety of community and college support and issues</p> <p>Apprentices have access to support services through UHI, including a Shetland UHI account.</p> <p>Apprentices are made aware of support including counselling and remote support. VTCs refer apprentices to services as appropriate.</p> <p>Training attendance numbers; staff survey engagement, stress indicators.</p>	<p>Librarian</p> <p>Student Support Team</p> <p>VTM</p> <p>VTCs</p> <p>HR&amp;OD Lead, Vice Principal</p>	<p>Time / Staff</p> <p>Staffing / Timetabling</p> <p>Registry, Student Support, ICT</p> <p>Student services</p> <p>Training budget, staff time</p>	<p>Ongoing</p> <p>Dec 2022</p> <p>Oct 22</p> <p>Jan 23</p> <p>June 2023</p>
To ensure that our student journey from enquiry to course	<b>Library:</b> Promote accessibility features of UHI Online Resources	Feedback	Librarian	Time / Staff	Ongoing



<p>completion is accessible and inclusive.</p>	<p>to students and staff via tailored group sessions and one-to-one sessions.</p> <p><b>Student Support:</b> 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 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>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 / Training on Target Connect</p>	<p>AY 2022-23</p>
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	<p><b>VT:</b> Gather information on apprentices learning needs at the initial interview /induction stage Apprentices encouraged to declare if care experienced at induction</p> <p><b>Marketing:</b> Customer relations action plan incorporating 'keeping warm' at point of enquiry</p> <p><b>Administration:</b> SITS training for all admin staff to ensure the software is utilised, and using all features practically to maximise time management, resulting in a better journey for students</p> <p>Review and update application and enrolment procedure to ensure this is straightforward for students</p>	<p>ILPs or Referrals to appropriate support in place for students facing barriers.</p> <p>Increasing conversion from enquiry to student/enrolment</p> <p>Student/staff feedback &amp; Team meetings</p> <p>Students starting at SFW level and continuing through all programmes until their education is complete &amp; returning students</p>	<p>VTM, VTCs</p> <p>VTCs</p> <p>Marketing and Communications Officer / Vice Principal / Head of Student Experience / Curriculum Teams / Student Support</p> <p>Registry</p> <p>Registry/Student support/Tertiary</p>	<p>Student support officer, external agencies (e.g. Moving On)</p> <p>Time / engagement in a timely manner</p> <p>Training from UHI</p> <p>Paperless/SITS</p>	<p>Mar 23</p> <p>AY 2022-23</p> <p>Ongoing</p> <p>Ongoing</p>
<p>To celebrate individual and organisational achievements and foster a sense of institutional pride.</p>	<p><b>Library:</b> Promote accessibility features of UHI Online Resources to students and staff via tailored group sessions and one-to-one sessions.</p>	<p>Feedback</p>	<p>Librarian</p>	<p>Time / Staff</p>	<p>Ongoing</p>

	<p><b>Marketing</b> Annual Graduation Ceremonies. Annual Prizegiving Ceremonies. Student 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>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. Encourage staff who are on LinkedIn to share relevant information.</p>	<p>Marketing / Curriculum Teams / Student Support</p>	<p>Staff time / money for event</p>	<p>August 2023</p>
<p><b>To provide opportunities for our students to grow academically and personally, and to acquire skills and knowledge.</b></p>					
<p>To work closely with HISA and other student groups to provide engagement, activities and support that suit the requirements of the Shetland UHI learners.</p>	<p><b>Library:</b> Help promote HISA activities and opportunities, in the Library, as appropriate.</p>		<p>Librarian / Library Assistants</p>	<p>Time / staff</p>	<p>Ongoing</p>
<p>To promote and enable cross curriculum learning and development.</p>	<p><b>Library:</b> Promote UHI Shetland Library resources and UHI Online Collections to students and staff via tailored group sessions and one-to-one sessions.</p>	<p>Feedback</p>	<p>Librarian</p>	<p>Time / Staff</p>	<p>Ongoing</p>
<p><b>To value, encourage and invest in our staff; support their professional development; and promote collaborative working with internal and external colleagues.</b></p>					
<p>To provide opportunities for learning and reflection and support for continuing professional development and training.</p>	<p><b>ICT Service:</b> Training offered on development days for ICT. Support for new staff.</p>	<p>Staff feedback</p>	<p>ICT Service</p>	<p>ICT Service User Satisfaction Survey</p>	<p>Ongoing Reviewed annually</p>

	<p><b>Library:</b> Working with UHI EO (Library staff) and Academic Partner Library staff to provide cross-partnership access to libraries' stock (via inter-site and postal loans) and online resources (via EO purchase) to ensure that students, and staff, can access library resources from wherever they are based.</p> <p><b>Library:</b> Manage SCOUNL Access membership, for UHI Shetland, enabling students, and staff, to access other HEI libraries to support their learning and research.</p> <p><b>Estates:</b> Training offered (as part of Development Days and beyond) on GDPR, Peninsula training, DSE training and Manual Handling through Peninsula. H&amp;S training or other also through Peninsula.</p> <p>GDPR Refresher Training</p> <p><b>VT:</b> Annual PRD Meetings with Line Manager -Personal</p>	<p>Making sure cross partnership service level agreements met for inter-site loans and "core" reading list items.</p> <p>Manage UHI Shetland students/staff SCOUNL Access membership accounts and access arrangements.</p> <p>Staff completing the training</p> <p>All PRD sessions completed.</p>	<p>Librarian / Library Assistants</p> <p>Librarian</p> <p>AS HR / OD</p>	<p>Post-training feedback</p> <p>Time / Staff / UHI Shetland Library book and journal budgets</p> <p>Time / Staff / UHI SCOUNL membership</p> <p>Peninsula/ UHI Training</p>	<p>Ongoing</p> <p>Ongoing</p> <p>AY 2022-23</p>
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	<p>Development Plan set for year highlighting training and development needs Staff encouraged to attend development sessions and record the training. Support and Supervision sessions with Line Manager Regular online Staff Training encouraged e.g. Entlearn</p> <p><b>HR&amp;OD:</b> To continue to support line managers to use our PDR process effectively and successfully with focus on staff development, and create a cross college champion for staff development to ensure we deliver on our requirements</p> <p><b>HR&amp;OD:</b> to enhance our existing Employee Data System to capture key information centrally, enabling Shetland UHI to be agile in responding to business needs through maximising and/or enhancing skills of existing staff and to ensure this information correlates and is accessible to Business Development activity.</p> <p><b>HR&amp;OD:</b> Research and develop a line manager development programme to ensure line</p>	<p>Training requests are submitted, staff attend appropriate development courses.</p> <p>Staff development sessions recorded by staff and as part of PRD.</p> <p>Through qualitative feedback on PRD process and collating training events our staff engage in centrally, and reporting on engagement.</p> <p>Further development of an Employee Data System.</p> <p>Research options, facilitate sessions with managers to get their input and identify needs and</p>	<p>VTM</p> <p>VTM, all staff</p> <p>All staff</p> <p>HR&amp;OD Lead, SMG, Line Managers, Cross College Lead</p> <p>HR&amp;OD Lead, SMG, Research colleagues, business development colleagues</p> <p>HR&amp;OD Lead, SMG, Line managers</p>	<p>HR, Shetland UHI forms</p> <p>Staff time, Access to training budget</p> <p>Development time, potential software development costs (Breathe HR licence)</p> <p>Development time, potential trainer costs</p>	<p>Mar 23</p> <p>(ongoing)</p> <p>June 2023</p> <p>January 2023</p>
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	<p>managers have the tools required to manage their teams and the changes faced as part of our restructure</p> <p><b>Marketing:</b> Offer a programme of 'Lunch and Learn' for board and staff about marketing and promotion alongside the Communications Guide</p> <p><b>Administration:</b> Training for all admin staff on all admin processes to maintain a consistent approach which will ensure good customer service</p>	<p>expectations. Research delivery options, explore UHI support</p> <p>Engagement with staff; increased engagement with marketing</p> <p>Staff/student feedback</p>	<p>Marketing and Communications Officer/ Vice Principal</p> <p>Head of Registry</p>	<p>Staff time</p>	<p>January 2023</p> <p>Ongoing</p>
To encourage staff to engage in networking activities and engagement with external organisations such as regulatory, professional and awarding bodies.	<p><b>Vocational Training:</b> Training opportunities with SDS undertaken</p> <p>Staff to engage with UHI training such as staff development conferences.</p>	<p>Staff to complete appropriate modules on Entlearn</p> <p>Staff participate in UHI training such as annual Development Days and other mandatory training via UHI/Breathe/Peninsula</p> <p>Training sessions recorded by staff.</p>	<p>All staff</p> <p>All staff</p> <p>All staff</p>	<p>Training resources</p> <p>Ent Learn</p>	<p>July 23</p>
To actively encourage staff to engage with their external and internal colleagues.	<p><b>ICT Service:</b> Promotion of Teams / Yammer hubs for internal (UHI-wide) chat and knowledge sharing</p> <p><b>ICT Service:</b> Revamped SharePoint for Shetland UHI</p>	<p>Increased use of SharePoint and Teams with useful documents accessible by all</p>	<p>ICT / Registry / HR staff</p>	<p>Time / Staff</p>	<p>December 2022</p>

	<p><b>VT:</b> Staff can take the opportunities to be involved in work involving different departments across the organisation including committees, training and events such as graduation. Liaison to occur with members from different staff groups to improve relationships and awareness, e.g. regular assessor meetings, non VT staff to attend staff meetings. Staff are involved in committees and working groups involving internal and external partners.</p> <p><b>HR&amp;OD:</b> Support staff to access networking opportunities both virtual and in-person, that promote collaborative working and learning opportunities.</p>	<p>Staff represented in Shetland UHI committees and training/events.</p> <p>Liaison meetings occur with different sections. Non VT staff invited to attend team meetings.</p> <p>Staff represented on committees/groups involving external stakeholders.</p> <p>Through centrally logging events/opportunities attended by our staff.</p>	<p>VTM</p> <p>VTM</p> <p>VTM</p> <p>HR&amp;OD Lead, SMG.</p>	<p>Shetland UHI teams</p> <p>Staff time to attend events, training budget</p>	<p>July 23</p> <p>(Ongoing)</p>
<p>To create formal and informal structures that support scholarship for staff and students and promote collaboration.</p>	<p><b>Library:</b> Provide a library at each campus with access to resources and study spaces that inspire and support academic study and research. Each library provides a range of services and spaces to meet different learning styles and with suitable opening hours to meet demand. Promote services and spaces available during</p>	<p>Student / staff feedback</p>	<p>Librarian / Library Assistants</p>	<p>Time / Staff / UHI Shetland Library book and journal budgets</p>	<p>Ongoing</p>

	inductions, via the library website etc.				
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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
<b>To be financially sustainable and demonstrate financial growth.</b>					
To consistently practice sound financial management.	<p><b>ICT Service:</b> Make use of framework suppliers</p> <p><b>Canteen:</b> Expansion of hot roll orders for local companies; engage with Marketing to email local companies to make them aware of this service</p>	<p>Engagement with framework suppliers for any new equipment purchases</p> <p>Increased sales</p>	<p>ICT / Head of Facilities</p> <p>Canteen staff</p>	<p>Costs</p> <p>Staff time</p>	<p>AY 2022-23</p> <p>AY 2022-23</p>
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.	<p><b>ICT Service:</b> Guest PC access and Wi-Fi availability</p> <p><b>VT:</b> Vocational will use Shetland UHI first for the training part of apprenticeships. Apprenticeships are considered in relation to cost and benefit to Shetland. Employers are made aware of any financial contributions before they are undertaken. An admin fee is charged to employers for the service.</p> <p><b>Cleaning &amp; Estates:</b> Port Arthur House will require cleaning on a</p>	<p>Increased logins and usage</p> <p>Review to see what training opportunities can be delivered internally. New apprenticeship opportunities need to be costed and presented to QIC.</p> <p>A review of the admin fee that is charged is undertaken to ensure consistency across the organisation.</p> <p>Regular cleaning schedule and deep cleaning when required</p>	<p>ICT Staff</p> <p>VTCs, VTM</p> <p>VTM, VTCs</p> <p>VTM, VTA</p> <p>Cleaning staff / Head of</p>	<p>Staff / Training</p> <p>Staff</p>	<p>AY 2022-23</p> <p>July 23</p>

	<p>regular basis when students are in residence</p> <p><b>Administration:</b> All admin staff to submit invoice requests (where relevant) as soon as expenditure is committed</p>	Feedback from finance & cashflow	Facilities / Head of Student Experience  Registry/Finance		AY 2022-23 / Opening of PAH  Ongoing
To encourage and facilitate staff and student engagement in financial sustainability.					
To minimise expenditure and increase our annual turnover.	<p><b>ICT Service:</b> Make use of framework suppliers and UHI-wide licencing models, where appropriate.</p> <p>Make effective use of the ICT Infrastructure and ensure it meets the needs of the organisation.</p> <p><b>Estates:</b> Creation of shared equipment list which staff can use in repairs and general maintenance</p> <p><b>Estates:</b> Engagement with Business and Projects Officer for major capital expenditure i.e. new flashings and windows for Lerwick Campus, with a priority for meeting Net Zero aims</p>	<p>Engagement with framework suppliers for any new equipment purchases. Engage with UHI-wide licencing for economies of scale</p> <p>Reduction in costs for equipment purchased across the campuses</p> <p>Upkeep of the estates; ageing windows and flashings and sidings at end of life.</p>	<p>ICT/ UHI ICT</p> <p>Estates &amp; Facilities Technicians / Head of Facilities</p> <p>Vice Principal / Head of Facilities / Business and Projects Officer</p>	<p>Timing/Money</p> <p>Staff</p> <p>Availability of capital spending / tradespeople to undertake the work required</p>	<p>AY 2022-23</p> <p>AY 2022-23</p> <p>AY 2022-23</p>

	<p><b>Cleaning:</b> Options appraisal for costs of cleaning with staff versus external cleaning staff as there are both services in operation across the campuses.</p> <p><b>Administration:</b> Establish a process to monitor minimum numbers on short courses &amp; limit the number of staff attending. Do not run if minimum number is not met with external students, unless necessary for operational purposes (i.e., staff First Aid Certificate expired)</p>	Options appraisal based on costings and responsibilities for cost savings when cleaning the campus	Vice Principal / Head of Finance	Staffing / Money	Easter 2023
		No courses going ahead where min number not met	Registry	CBS	Ongoing
<b>To carry out research to inform, facilitate and support Enterprise.</b>					
To carry out research to inform public policy on Shetland's economy and industries, and to support local businesses.					
<b>To inspire, encourage, and support students, staff, and businesses to develop the knowledge, skills, and motivation they need to realise their potential through Enterprise.</b>					
To embed Enterprise in the curriculum and offer Enterprise-related training.					
To support staff and students in identifying and developing business opportunities.	<b>Library:</b> Promote UHI Shetland Library resources and UHI Online Collections to students and staff via tailored group sessions and one-to-one sessions.	Feedback	Librarian	Time / Staff	Ongoing
To encourage enterprise related use of Shetland UHI facilities.	<b>ICT Service:</b> Guest PC access and Wi-Fi availability	Increased logins and usage	ICT Staff	Staff / Training	AY 2022-23

**To be an environmentally and socially responsible organisation.**

<p>To minimise the environmental impact of Shetland UHI activities.</p>	<p><b>ICT Service:</b> Ensure ICT facilities are energy efficient and use device policies to minimise carbon footprint</p> <p><b>Library:</b> Work with external organisations / charities, such as Better World, to ensure that withdrawn print resources are re-used or recycled.</p> <p><b>Estates:</b> To investigate district heating supply for the Lerwick Campus</p> <p><b>Canteen:</b> Reduction in food waste via cook to order items, and greater use of the vending machines for fresh and popular items (such as salad boxes)</p> <p><b>Canteen:</b> Increased use of Celcat to plan catering need in a particular week (short courses / increased students on campus)</p> <p><b>Administration:</b> To develop new admin procedures to cut down on unnecessary printing and look at paperless systems where practical</p>	<p>Reduction in energy use as per CCCPB</p> <p>Increased number of resources sent for re-use.</p> <p>Information about district heating and whether it is possible to make the move.</p> <p>Reduction in food waste</p> <p>Reduction in food waste</p> <p>Less paper ordered and used</p>	<p>ICT Service</p> <p>Sustainability / Estates</p> <p>Librarian / Library Assistants</p> <p>Estates Technician / Head of Facilities / BH</p> <p>Canteen staff</p> <p>Canteen staff</p> <p>Registry</p>	<p>Time / Staff</p> <p>Funding / Capacity</p> <p>Staff planning / engagement with students</p> <p>Staff training with ICT on how to use Celcat</p>	<p>Ongoing</p> <p>Ongoing</p> <p>AY 2022-23</p> <p>AY 2022-23</p> <p>October 2022</p> <p>Ongoing</p>
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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.	<b>Library:</b> Reviewing, updating and developing library collections to meet course, and research, needs. Making sure students have access to stock on reading lists for modules and units as well as providing a range and breadth of resources for research.	Making sure UHI Libraries cross partnership service level agreements met for inter-site loans and “core” reading list items	Librarian / Library Assistants	Time / Staff / Library book and journal budgets	Ongoing