University of the Highlands and Islands Shetland

<u>Operational Plan 2022/23</u>

Marine Science, Health, Care & Society, Community Learning and Business, Construction, Computing, Nautical and Engineering, Creative and Cultural Industries,

Tertiary Education

Outcome (What we want to achieve)	Method/Action (How we will achieve outcomes)	Performance Indicator (How we will measure our performance)	Resp	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.	Transfer additional responsibility for the administration of aquaculture MAs to VTC team, to ensure all MAs receive a consistent experience and to free up delivery time.	All remaining aquaculture MAs transferred.	SL Aqua		Jul 23
	Submit bid for SIC tender for delivery of Care, ELC and youth work qualifications.	Shetland UHI awarded tender	HofS H,C &S		Aug 22 *Compl*
	Approval as part of UHI network for HNC/D Counselling course.	Agreed development work completed and ready for SQA approval	HofS H,C &S		Sept 22
		Enrolment of students on program			Aug 22 *Compl*
	Increase lecturing staff available to deliver on Counselling courses	Increase in PT lecturing hours for GW – increase by 4 hours			Aug 22 *Compl*
	Offer Psychology Higher as online virtual learning to allow greater access to students in rural areas	Enrolment of students on program	HofS H,C &S		Aug 22 *Compl*
	Run evening class 'Counselling: An introduction' to prepare students to apply for COSCA course in 23/24.	Advertise and Promote course. Students enrolled on course.	HofS H,C &S		Oct 22

	Support Wool Week - Initiative to develop a VLE for Wool Week.	Course developed in tandem with wool week.	SL CCI		Jul 23
	Continue roll out of Celcat across the organisation including the attendance function to allow better understanding of capacity and resource availability.	All staff trained in Celcat use. Timetable and attendance system in full use.	DP		Jan 22
	Investigate potential to embed a medical terminology unit in the admin courses with the expertise of another UHI partner.	Medical terminology unit sourced and embedded.	HofS CL&B		May 23
	Recruit casual hospitality teaching staff to enhance range of specialist skills and build contingency.	Two new casual hospitality teaching staff recruited.	HofS CL&B		Jun 23
	Recruit computing lecturer to replace retired staff member and reallocate subjects according to their specialisms.	New staff member inducted. Subjects assigned.	SL Comp		Oct 22
	Embed additional SFW qualification into Engineering Academy course.	Additional SFW units registered, delivered and achieved by cohort.	SL Eng		Apr 23
	Transfer responsibility for the administration and oversight of MA rating students to VTCs, to ensure all MA students receive a consistent experience and to free up delivery time.	All MA ratings monitored by VTC.	SL Naut		Oct 22
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.	Participate in Lantra Modern Apprenticeship curriculum review for 2023 to ensure new curriculum is developed and delivered.	Involvement of staff at meetings, providing feedback to Lantra, re-write all training materials and assessments as required.	SL Aqua		Jul 23
	Work with Inverness UHI to develop & deliver HNC Working with Communities.	SQA approval Development of course materials. Recruit students ready for semester 2 delivery	SL H,C &S/CL		Aug 22 *Compl* Dec 22 Jan 23
	Participation in UHI's revalidation of the BA Fine Art and BA Archaeology programmes	UHI Revalidation	SL CCI		Jun 23

	Actively market individual modules from group awards in Creative Industries Film / Music, and Art and Design for PT unstructured students that cannot commit to the full programme.	Increased number of students enrolled on these modules.	SL CCI		Apr 23
	Contribute to the MCA working group based on the MSC review looking at the improvement and modernisation of cadet training.	Involvement in working group meetings. Gain wide input from stakeholders. Input to review templates and updates.			Apr 23
	Bid for funding from the Seafood fund to facilitate additional aquaculture staffing, engagement, training and equipment.	Funding bid submitted. Funding achieved and course developed.	SL Aqu/DP		Oct 22
	Develop and embed the new accounts unit into the HNC Business course.	New unit developed and delivered.	HofS CL&B		Jan 23
	Take the lead on the UHI Curriculum Review hospitality pilot jointly with Orkney College.	Plan for pilot development established. Plan implemented.	HofS CL&B		Jul 23
	Investigate whether new section staff member could be additional IV for hospitality to bring some of the IV back in house.	Confirmation on IV potential for staff member.	HofS CL&B		Mar 23
	Develop and offer 'Business Fundamentals' unit for HNC Business course.	New unit developed and delivered.	HofS CL&B		Jun 23
	Develop new NC Shipping & Maritime Operations units in accordance with the rewritten qualification.	Have units developed and ready to deliver for start of 23-24 AY	SL Naut		Jul 23
To provide clear pathways for students to follow to employment.	Run 'Introduction to a Career in social Care' course and develop pathway to 'guaranteed interview' with SIC and pathway to level 6/7 social care related courses.	Clear pathways identified and in a format that can be widely shared. Recruitment onto 3 proposed in-takes	SL H,C &S		Sept 22 Oct 22
	Revised Steps To Employment Programme (STEP) is delivered with SIC.	Students attend course and progress to employment.	SL CL		Dec 22
	Offer amended Project Search part-time model to provide dedicated work placements, job coach support and opportunity to gain Employability award.	Students attending, developing confidence and understanding of employment requirements.	SL CL		Jun 23

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	Reinstate student visits to local hospitality settings and explore additional partnerships with local businesses such as Fjara and the Dowry.	Regular student visits undertaken. New partnerships established.	HofS CL&B		Apr 23
	Participate in the MCA working group on the streamlining and modernising of OOW restricted training routes.	Involvement in working group meetings. Contribute and input to review work.	SL Naut		Apr 23
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.	Train two additional staff members to deliver forklift courses that are in high demand and for which we require contingency.	Two additional staff members fully qualified to deliver forklift courses.	SL Aqua		Dec 22
	Train at least one permanent staff member to deliver RYA day skipper courses to avoid reliance on single casual staff member.	Permanent staff member qualified to deliver day skipper courses.	SL Aqua		Mar 23
	Recruit casual staff to aquaculture section to increase section skill diversity and contingency.	At least one casual staff member recruited.	SL Aqua		Dec 22
	Work with NHS Shetland to introduce MA Healthcare Support Worker (Clinical/Non-Clinical) delivery	SDS discussions to include framework in bid Discussions with NHS Shetland WFD Enrol students	SL H,C &S		Sept 22 Sept 22
	Explore options for short courses specific to early years workers for CPD opportunities.	Discussions held with early years practitioners as to which short courses are required. Course proposals developed and sent to QIC.	SL H,C &S		Jan 23
	Work with VTCs and SIC on the proposal to introduce MA Youthwork.	MA in Youthwork is approved and apprenticeship is offered to the SIC. ongoing	SL H,C &S		Jul 23
	Apply for funding to develop skills in technology training enabling home energy conservation.	Secure funding.	SL Con		Mar 23

		Procurement of testing monitoring equipment and training of staff.			Jun 23
	Re-engage with Shetland Construction Training Group to deliver short courses.	Delivery of construction based short course(s) .	SL Con		Jun 23
	Offer HN units as short courses/evening classes, such as graphic design.	Course approved and offered.	SL Comp		Apr 23
	Develop, gain approval for and successfully deliver STCW Advanced Fire courses.	Developed course material. Approval granted. Successful delivery of approved course with good feedback.	SL Naut		Apr 23
	Gain reapproval for NAEST (Management) course	Approval Certificate	SL Naut		Apr 23
	Gain reapproval for Efficient Deck Hand Course.	Approval Certificate	SL Naut		Sep 22
	Develop, gain approval for and successfully deliver STCW PSCRB refresher course, potentially in conjunction with UHI Orkney.	Develop course material. Approval granted. Successful delivery of approved course with good feedback.	SL Naut		Apr 23
	Train permanent teaching staff to fill the gap in our ability to deliver GMDSS GOC/ROC courses.	Permanent staff approved to deliver and assess GMDSS courses.	SL Naut		Apr 23
	Develop and deliver exam preparation for small vessel engineering route.	Develop course material. Successfully offer and run part of this route.	SL Naut		Jul 23
	Develop and deliver 1 year mechanical maintenance course at SCQF level 5 with ECITB for 8 students.	Students successfully registered on course.	SL Eng		Dec 22
	To develop and offer short ICT courses, for example Advanced Spreadsheets, Digital Media, Sage and Word Processing, including fully remote offer.	New short course developed, advertised and well attended.	HofS CL&B		Apr 23

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	Engage with local businesses/partners to explore targeted ESOL delivery, e.g. aquaculture industry, Seafish.	Proposal discussed with various industry partners. Courses developed where appropriate.	SL CL		Jan 23
	Investigate potential to offer MA for ferry based hotel staff.	Discussions held with ferry operators.	HofS CL&B		Jan 23
	Develop woven and knitted textiles short courses.	Demand assessed. Courses approved. Students enrolled.	SL CCI		Jun 23
To increase the number of students from outside Shetland that study with us.	Establish aquaculture short course delivery to Orkney based students.	Deliver at least 6 RSPCA aquaculture short courses to students in Orkney.	SL Aqua		July 23
	Further develop 'mini' networks with smaller APs (NHC, Argyll, WHC) to establish joint delivery of HNCs to small local groups. Shetland will teach 2-3 modules to students from these APs.	Discussions to establish which modules will be run from each AP. Students enrolling.	SL H&C		Sept 22 Jan 23
	Offer ESOL SCQF levels 3 – 6, as online options, to students outside Shetland, including Orkney.	Engagement with Orkney College, marketing of course, and students enrolling on relevant courses.	SL CL		Dec 22
To increase the number of international and off island students choosing to study at Shetland UHI.	Engage with new companies for aquaculture MAs and short courses including Loch Duart, Seaharvest and Otter Ferry.	New MA and short course arrangements established with a company not previously engaged with UHI Shetland courses.	SL Aqua		July 23
	Increase networking and marketing presence in Orkney to promote aquaculture opportunities to new partners.	New relationships established with aquaculture stakeholders in Orkney.	SL Aqua		Mar 23
	Investigate the possibility of expanding Rating to Officer Course to non Scottish students.	Gain MCA approval. Engage with UHI in relation to international students.	SL Naut		Apr 23
To expand our range of remote and networked delivery, making training and courses available to students outside of Shetland and internationally.	Expand the reach of the new remote offer of NPA Level 5 aquaculture course to schools and school leavers outside Shetland.	3 or more new NPA remote learner delivery starts established.	SL Aqua		July 23
	Work with marketing colleagues in Shetland and Executive Office to market aquaculture courses internationally.	Increased international enquiries and engagement with courses.	SL Aqua		Mar 23

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Shetland UHI

	Engage as part of ALS network PMG to ensure our continuing involvement in delivery of Psychology degree.	Allocation of teaching over semester 1 and 2, including dissertation students	SL H&C		Sept 22
	Work with UHI partners to explore the potential for an HNC in Care and Administrative Practice.	Discussions held within network. Shetland UHI offering modules on HNC.	SL H&C		Jan 22
	Offer new evening classes by VC - History of Shetland in 100 Sites, Managing Heritage and Heritage Textiles.	Successfully market, recruit students to and run these courses.	SL CCI		Apr 23
	Strongly engage with HE proposals and revalidation proposals UHI wide to ensure that UHI Shetland retains a viable network delivery allocation across creative subjects.	Active engagement in all appropriate forums. Successful retention and growth of network delivery allocation.	SL CCI		Jun 23

To be a Destination of Choice, offering the best possible experience for all students in a range of inspiring learning environments.

To provide a vibrant campus that meets the needs of, and inspires, both staff and students.	Engage with departments across the college to assist with the creative display of student work across the campuses.	Student work showcased across the campuses.	SL CCI		Mar 23
	Actively engage with ongoing Campus Redevelopment Project.		All		Jul 23
To improve the reputation and awareness of Shetland UHI across a range of student activities.	Host function with hospitality students.	Function successfully held and engaged with.	HofS CL&B		Jun 23
To enhance the blended learning experience for students.	Enhance online learning and assessments for Advanced ICDL.	Uptake of offer by NHS / FWDF, successful outcomes.	SL CL		Oct 22

To offer diverse learning journeys with opportunities for progression to help all students to achieve their goals and potential.

To design a curriculum that is sustainable, dynamic and provides a range of progression routes, ensuring all our students realise their potential and to	Embed additional unit in the SFW unit on seamanship at SCQF level 5 for NPA vocational pathways aquaculture students to increase attainment, level, breadth and credit income of course.	Vocational pathways aquaculture students registered on additional unit. Additional unit delivered to and achieved by group.	SL Aqua		Sept 22 July 23

progress on to positive destinations.	Explore the potential to offer SFW Small Boat Engineering unit to aquaculture vocational pathways students to increase breadth and credit level of course.	Discussions undertaken with engineering SL and timetable considered. Decision taken on inclusion of unit.	SL Aqua		Oct 22
	Design new Textile modules at levels SCQF 6 and 7 to replace the outgoing BA Contemporary Textiles Programme.	Successful development and recruitment.	CL CCI		Jan 23
	Redesign and rename field trip module to maximise student numbers and progression opportunity for prior students.	Student recruitment and success on module.	SL CCI		Jun 23
To expand our range of FE and HE courses where appropriate.	Develop and advertise NPA level 5 construction to fill gap between school and modern apprenticeship.	Course developed. Advertised course with applications open for 2023 intake.	SL Con		Apr 23
	Develop and tender for new electrical ECITB course.	New course developed and tender submitted.	SL Eng		Dec 22
	Investigate the possibility for a full time hairdressing course to address the fact that there are very few 'employers' in Shetland, so little opportunity for MAs, but a good demand for hairdressing qualifications.	Creating framework & approval at QIC/Academic Board	SL H,C &S		Jan 23
To engage with alumni as ambassadors of Shetland UHI and as potential future students or staff members.					

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.	Pilot group of students undertaking the "Researching and Preparing Presentations" unit.	Work cross college to develop pilot. Students engaged in pilot.	SL CL		Dec 22 Apr 23
To assist students and staff in achieving high quality research outputs and having impactful career pathways.	Provide cross-UHI Viva training for MRes and DPhil students. Establish a funding protocol for this.	Student Attendance and Feedback. Funding model established.	SL CCI		Jan 23
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.	Research into VLE and VC use in remote learning.	Acceptance for Publication in a national journal.	SL CCI		Jun 23

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.	Offer opportunity for UHI Shetland Marine Science section staff to deliver on modules for the Masters programmes at other UHI partners.	Other partners approached and discussions undertaken to establish feasibility and co-ordinate delivery.	HofS Mar Sc		Dec 22
	Create a pathway for CLD qualification to post graduate level	Joint working with Inverness to explore development of degree and post-graduate qualification	SL H,C &S		Jun 23
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.	Explore opportunities to embed research into aquaculture course delivery.	Opportunities identified and embedded.	HofS Mar Sc		Mar 23
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.					

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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
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.	Offer the new NPA level 5 aquaculture course to school students in Shetland, both remotely to home schooled students, and as part of the senior phase for S5/6 pupils.	NPA offered as part of senior phase for 23/24 intake. Student applications received for 23/24 NPA intake.	SL Aqua		Nov 22 June 23
	Develop Numeracy courses (SCQF levels 2-5) with SIC Adult Learning, CAB and Youth & Employability Services to take advantage of the £320,000 that has been allocated to Shetland as part of the Shared Prosperity Fund - Multiply Programme to increase numeracy skills.	Programmes developed. Student engagement on courses.	SL CL		Dec 22 Jun 23
	Set up regular meetings with local community groups and representatives and Community Learning and Development Officers.	Meaningful meetings / contact established.	SL CL		Dec 22
	Engage with schools and partners to inform S4 subject choice to ensure a possible pathway to FAs such as Business Skills.	S4s informed. Increased engagement with FA courses.	HofS CL&B		Feb 23
	Enhance 'Skills for Employment' unit and offer to senior phase pupils, and a wider range of UHI Shetland students.	Unit marketed. Cohort enrolled.	HofS CL&B		May 23

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	Work with Children's services and local schools on the senior phase review for implementation in 2023.	Positive engagement in review. Plan of senior phase 2023 offer produced.	DP		Nov 22
	Arrange taster sessions for S1/2 pupils prior to SFW applications. Challenge stereotypes by incorporating diverse subjects.	Taster sessions held.	DP		Jan 23
	Develop a Computing Skills for Work S4 programme for delivery in 23-24 to build on success of S3 course.	New course developed. Applications received for 23-24.	SL Comp		Nov 22 Apr 23
	Support lecturing of technical teaching in schools to assist teacher shortage and safeguard technical pipeline for students.	Lecturers delivering technical subjects in schools.	SL Con/Eng		Oct 22
	Offer specialist visiting lectures to schools, eg. archaeology.	Lectures offered to senior phase pupils.	SL CCI		Mar 23
	Offer SFW Art and Design to both S3 and S4 school pupils.	Viable cohort of both year groups enrolled.	SL CCI		Aug 22
	Invite representatives from local industry to engage with computing and other students in talks and projects.	3 Industry speakers from a range of subject areas. Workshop on Software Development Project management.	SL Comp		Dec 22
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.	Rebrand the aquaculture vocational pathways course to make it more relatable and accessible to a wider cohort.	Course rebranded. Increased applications for course.	SL Aqua		Nov 22 Apr 23
	Work with SIC Schools links officer to offer taster sessions for home educated children.	Home schooled student engagement with taster sessions.	DP		Mar 23
	Engage actively with 'Tall Ships Event' planning team.	Plan developed for involvement in event. Successful event engagement.	DP		Jun 23
	Participate in the recently revised Employability Provider's group, which is improving its links with and input	An action plan is to be put together by the Employability Provider's group, following a recently attended	SL CL		Nov 22

	to the Shetland Local Employability Partnership (SLEP) action plan.	away day. This will be fed into the SLEP.			
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.	Further develop programme of aquaculture practical sessions on campus for young people with DYW to raise awareness of industry and college opportunities.	Two sessions conducted successfully with good engagement and positive feedback.	SL Aqua		March 23
	Explore option for wider student body, staff and the public to access UHI Shetland salon to model for SVQ hairdressing students.	Opportunity explored. Advertised appropriately.	SL HC & S		Oct 22 Dec 22
	Explore opportunity to offer 'Lego League' in partnership with DYW and schools.		STEM lead		Dec 22
	To actively promote learning centre facilities across Shetland.	Greater awareness of learning centres. Increased numbers of students accessing learning centres.	SL CL		Jun 23
	Develop and offer evening classes in hospitality related fields, such as fish, pastry and Christmas cooking.	Two evening courses developed and delivered.	HofS CL&B		Jun 23
	Offer short course on 'family cooking on a budget' for NHS identified families and others.	Short course delivered.	HofS CL&B		Jun 23
	Actively promote N5 Maths and Alt to Higher English as part of FE F/T courses to promote UHI Shetland as a viable alternative to senior phase in school.	Enquiries and engagement with these courses alongside full time courses.	DP		Dec 22

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.					
To ensure that our student journey from enquiry to course completion is accessible and inclusive.					
To celebrate individual and organisational achievements and foster a sense of institutional pride.	Degree Show and end of year exhibition. Encourage cross college involvement where appropriate.	Gala event and open door policy to the public to showcase student art and design	SL CCI		Jun 23
	Encourage greater engagement with graduation across less well represented sections.	Increased attendance at graduation from under-represented sections.	All		Jul 23

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.	Arrange inter-year discussions so that students can benefit from the experience of more experienced/cross department students.	Sessions conducted.	DP		Apr 23
To promote and enable cross curriculum learning and development.	Develop a sea to plate course. Offer to hospitality and aquaculture students, also externally.	Course developed and advertised.	SL Aqua/HoS CL&B		Jun 23
	Hair dressing students to work with textiles students – when taking photos of models wearing knitwear, hairdressing students to create appropriate hairstyles.	Successful joint working between textiles and hairdressing students.	SL HC&S/Crea		June 23
	Work with other teams with the section to identify opportunities to provide diverse learning opportunities for construction students, such as learning engineering skills. Provide same	Opportunity arranged for students to learn a new skill in a different area.	SL Con		Dec 23

	chances for that area students in construction				
	Explore embedding core skills in SVQ Awards	Initially look at Health and Social Services SVQs as a pilot, to see if this approach is feasible.	SL H,C&S/CL		Feb 23
	Offer added value short courses to hospitality students including first aid, fire fighting, H&S and manual handling.	Short courses offered to hospitality students.	SL CL&B		Mar 23

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 for continuing professional development and training.	Arrange maritime related visits for shore experienced staff who deliver on marine courses.	Two visits arranged for staff.	SL Naut		Mar 23
	Arrange visits for staff to renewable energy and space related sites to aid in understanding of emerging local industries.	Visits conducted.	SL Eng		Jun 23
	Train a nautical staff member as an assessor to facilitate MA rating delivery.	Staff member qualified as assessor.	SL Naut		Apr 23
	Train a nautical staff member as an IV to facilitate MA rating delivery.	Staff member qualified as IV.	SL Naut		Apr 23
To encourage staff to engage in networking activities and engagement with external organisations such as regulatory, professional and awarding bodies.	Acting as a chair on Research Degree examination boards.		SL CCI		Jan 23
To actively encourage staff to engage with their external and internal colleagues.					

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.	Monitor raising costs of materials and equipment, identify best value suppliers	Provision of value materials within financial budget – student satisfaction feedback	SL Con/SL Eng		Jul 23
	Investigate the funding model for SVQ management courses in relation to the withdrawal of RAM funding.	Funding model assessed and confirmed.	HofS CL&B		Apr 23
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.	Alter units in HNC Business and HNC Accounting to incorporate 'Introduction to Administration' unit that can be delivered to both cohorts.	Courses amended. New unit delivered simultaneously to both HNC groups.	HofS CL&B		Jun 23
	Work with Orkney to establish shared hospitality and business delivery to build contingency and mitigate low numbers.	Shared model with Orkney established.	HofS CL&B		Jun 23
To encourage and facilitate staff and student engagement in financial sustainability.	Review section budget holder/requester distribution to ensure appropriate delegation to facilitate ownership and efficiency.	Budget holders/requesters reviewed and amended where appropriate.	DP		Mar 23
To minimise expenditure and increase our annual turnover.	Investigate specific external funding opportunities with local companies for industry staff upskilling and upgrading delivery equipment.	Funding opportunities applied for. Successful securing of funding.	HofS MarSc		Mar 23 Jul 23
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.					
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.					
To be an environmentally and socially responsible organisation.					
To minimise the environmental impact of Shetland UHI activities.					
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.	Develop new course in sustainability and environmental awareness for the aquaculture industry.	New course developed.	SL Aqua		Mar 23