

## Operational Plan, 2021-22 – Learning and Teaching

Aquaculture, Nautical, Engineering, H&C, CCI, Construction, Computing, Business & Hospitality, Community Learning, TS

### 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.	Expand Shetland UHI's group of first aid instructors (utilising permanent staff where possible) to meet the varied needs of industry and provide contingency.	At least one additional first aid instructor, if possible, from the permanent staff team recruited and inducted.  New instructor delivering first aid courses.  Reduction in waiting list for first aid courses.	LB/AG		Dec 21 <i>Complete</i>  Apr 22 <i>Complete</i> Apr 22 <i>Complete</i>
	Support Wool Week - Initiative to develop a VLE for Wool Week.	Course developed in tandem with wool week.	SL CCI		Jul 22 <i>Ongoing</i>
	Transfer responsibility for the administration and oversight of MA students to TS team, to ensure all MA students receive a consistent experience and to free up delivery time in academic teams.	25 Scalloway MAs transferred to and being successfully managed by TS team.  50% of Scalloway MAs transferred to and being successfully managed by TS team.	LB/SF/ AG/KB		Feb 22 <i>Complete</i> Jul 22 <i>Complete</i>

Develop and offer NPA in Construction Craft and Technician.	Course approved for 2022 delivery.	SL Con		Apr 22 <i>Ongoing</i>
Explore requested updates to the navigation simulator to facilitate training for tug crew from Sella Ness.	Simulator trial conducted with Masters. Transas quote obtained and agreed with Sella Ness. Update to simulation. Increased use of simulator by tugs.	LB		Dec 21 <i>Complete</i> Mar 22 <i>Ongoing</i> Jul 22 <i>Ongoing</i>
Consider offering SVQ Providing Financial Services (SCQF L5).	Assessment is made of demand and appropriateness.	SL B&H		Jul 22 <i>Complete</i>
Explore option to offer FA in Food and Drink Operations.	Course analysed. Course approved if appropriate.	SL B&H		Apr 22 <i>Ongoing</i>
Train staff to develop and offer electric vehicle awareness training in collaboration with ESP.	Staff member completed course. Training course developed.	SL Eng		Jul 22 <i>Ongoing</i>
Roll out Celcat across the organisation including the attendance function to allow better understanding of capacity and resource availability.	Key staff trained in Celcat use. System updated to reflect full organisation. Timetables inputted. Rolled out for use across organisation.	LB		Dec 21 <i>Complete</i>  Mar 22 <i>Complete</i>
Gain approval for Shetland UHI as MCA centre.	Approval gained.	LB		Sept 21 <i>Complete</i>
Become an accredited centre for REHIS, Highfield and JAUPT.	Accreditation achieved.	TS		Oct 21 <i>Complete</i>
To continue to be the preferred provider for meeting the employer's early years staff registration needs as the results of the expanding hours agenda as per 2020 Blueprint, despite the changed relationship between Shetland UHI and Stakeholders by ensuring a high-quality learning and workplace assessing experience.	Courses provided by Shetland UHI to assist staff with their Early Years registration requirements.	SL H&C		Jul 22 <i>Complete</i>
Develop NQ Childhood Practice in place of NC but at the same SCQF level which is more relevant to the ELC sector and fits with SSSC registration requirements.	Students enrol on the course and positive feedback from employers and students to support the course change.	SL H&C		Jul 22 <i>Complete</i>

	Embed NPA Criminology (level 5 and 6) into NC Social Science and NQ Health & Wellbeing awards.	Good uptake of courses from students.	SL H&C		Dec 21 <i>Complete</i>
	COSCA certificate in counselling skills – due to high demand, request validation with COSCA to run this course.	Approval to run course. Students enrolled on course.	SL H&C		Oct 21 Dec 21 <i>Complete</i>
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.	Consider the updated group award for the NC Shipping and Maritime Operations which is an essential element of the deck and engineering cadet programmes. Make the necessary changes for approval, gain approval and plan for implementation.	Review of new requirements conducted. Plan for updating, approval and implementation compiled. Updating work as appropriate in accordance with plan.	SL Nau		Oct 21 <i>Complete</i> Jul 22 <i>Ongoing</i>
	Participate in Lantra Modern Apprenticeship curriculum review for 2022 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.	SF		Aug 22 <i>Ongoing</i>
	Develop Skills for Work drama course.	Drama proposal is approved for delivery and marketed.	SL CCI		Apr 22 <i>Complete</i>
	Explore the potential for delivery of a PDA in Mental Health Support in the context of increasing emphasis on PDAs in the care sector.	Investigation into demand for and appropriateness of qualification. Course approved.	SL H&C		Jul 22 <i>Complete</i>
	Take the lead on the UHI Curriculum Review hospitality pilot jointly with Orkney College.	Plan for pilot development established. Plan implemented.	SL B&H		Jul 22 <i>Ongoing</i>
	Build contingency in IV team by working on shared assessment with Orkney College.	Orkney College established as IV for Hospitality.	SL B&H		Mar 22 <i>Complete</i>
	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.	LB		Aug 22 <i>Ongoing</i>
	To provide clear pathways for students to follow to employment.	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.	LB	
Introduce SCQF L6 Numeracy as a progression option.		Course approved and offered for 2022.	SL CL		Jul 22 <i>Complete</i>
Offer employability related courses for SIC Employability Pathway.		Courses offered. Students enrolled.	SL CL		Jul 22 <i>Complete</i>
Review and relaunch cadet access course to account for company requirements for routes to cadet entry.		Review conducted of previous course. Plan generated for updated programme.	SL Nau		Oct 21 <i>Complete</i> Apr 22

		New course running successfully with at least minimum nos.			<i>Ongoing</i>
	Develop pre-apprenticeship course for 2022 intake.	Course approved and developed.	SL Con		Jun 22 <i>Ongoing</i>
	Work in partnership with Inverness UHI and Northern Alliance to identify progression routes for Youthwork career paths.	Clear pathways identified and in a format that can be widely shared.	SL H&C		Jul 22 <i>Ongoing</i>
	Explore opportunity to provide SVQs for Healthcare Support Workers for NHS Shetland staff.	Proposals for SVQs for NHS are approved by SQA and offered by Shetland UHI.	SL H&C		Mar 22 <i>Complete</i>
<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.	Develop 2 module Heritage management and Shetland archaeology evening course – History of Shetland in 100 Sites for interest and to meet the needs of tour guides and visitor centre staff.	Course approved. Students enrolled on course. Positive feedback from students.	SL CCI		Dec 21 Feb 22 <i>Complete</i>
	Develop domestic knitting short courses.	Demand assessed. Courses approved. Students enrolled.	SL CCI		July 22 <i>Ongoing</i>
	Develop, gain approval for, and deliver short course to meet the new workboat radar and ECS course demands as requested by local industry.	Successful delivery of approved course in required timeframe with good feedback.	LB		Dec 21 <i>Complete</i>
	Develop, gain approval for, and deliver workboat stability course as needed by local employees.	Successful delivery of approved course with good feedback.	LB		May 22 <i>Complete</i>
	Gain approval for permanent staff to deliver Seafish courses.	Permanent staff approved to deliver at least 50% of Shetland UHI Seafish courses.	LB		Apr 22 <i>Complete</i>
	Successfully incorporate additional elements into PST refresher to meet the enhanced training requirements that have been highlighted by recent incident reports and requested by local industry.	Updated course in conjunction with industry. Successfully deliver updated course with positive feedback.	LB		Nov 21 <i>Complete</i>
	Develop, gain approval for and successfully deliver STCW Advanced Fire courses.	Developed course material. Approval granted. Successful delivery of approved course with good feedback.	LB		Apr 22 <i>Ongoing</i>

Undertake market research to determine local business short course needs.	Data analysis of research data used to drive course development.	TS		Jul 22 <i>Ongoing</i>
Develop, gain approval for and successfully deliver STCW PSCRB refresher course.	Develop course material. Approval granted. Successful delivery of approved course with good feedback.	LB		Aug 22 <i>Ongoing</i>
Train permanent teaching staff to fill the gap in our ability to deliver our suite of RYA courses.	Permanent staff approved to deliver and assess at least three of Shetland UHI's RYA courses.	LB/SF		Mar 22 <i>Ongoing</i>
Develop and deliver exam preparation for small STCW/class 1 fishing engineering route.	Develop course material. Successfully offer and run at least 30% of this route in AY 2022/23.	HT		Aug 22 <i>Ongoing</i>
Collaborate with other UHI partners to facilitate course delivery for which Shetland UHI do not have in house expertise.				<i>Ongoing</i>
Train additional engineering assessor to provide contingency for MA programme and regulated qualifications.				<i>Complete</i>
Review and offer new short courses in learning centres, such as Excel course.	New courses delivered in learning centres.	SL CL		Jul 22 <i>Complete</i>
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		Mar 22  Jul 22 <i>Ongoing</i>
Work with TS and SIC on the proposal to introduce MA Youthwork.	MA in Youthwork is approved and apprenticeship is offered to the SIC.	SL H&C		Jul 22 <i>Ongoing</i>
Offer evening classes and short leisure courses in Business and Hospitality.	Courses presented to QIC. Students enrolled on short courses.	SL B&H		Jun 22 <i>Ongoing</i>
Promote Sage/Accounting courses as local business CPD.	Local employees enrol on courses.	SL B&H		Jan 22 <i>Complete</i>
Explore the potential to offer HN units as short courses, such as graphic design.	Course interest explored. Courses approved and offered.	SL Comp		Apr 22 <i>Ongoing</i>

	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.	LB		Jul 22 <i>Ongoing</i>
To increase the number of students from outside Shetland that study with us.	Develop new online NPA L5 aquaculture course.	Course developed and successfully delivered.	SF		Mar 22 <i>Complete</i>
	Offer range of remote ICDL courses.	Remote learners enrolled on courses.	SL CL		Oct 21 <i>Complete</i>
	Explore the option for increasing awareness of and participation in SWAP Access courses which provide an alternative route to higher education.	Courses clearly available on website. Enquiries logged in relation to these courses.	SL H&C/ DP		Apr 22 Jul 22 <i>Ongoing</i>
To increase the number of international and off island students choosing to study at Shetland UHI.					
To expand our range of remote and networked delivery, making training and courses available to students outside of Shetland and internationally.	Develop and deliver online Technical Aquaculture training course for new south east Asian students.	Develop new course to satisfaction of customer. Enrol at least 8 new students.	SF		Sep 21 <i>Complete</i>
	Increase role of Shetland UHI in partnership delivery of HNC Construction Management.	Staff take on greater proportion of HNC network delivery.	SL Con		Jul 22 <i>Ongoing</i>
	Work in collaboration with UHI partners who already offer networked HNC Digital Design to assist with delivery and expand Shetland UHI offer.	Discussions held with Argyll & WHC on our involvement. Shetland UHI assisting with networked delivery. Offer the course to Shetland students.	SL Comp		Apr 22 <i>Ongoing</i> Aug 22 <i>Ongoing</i>
	Develop online Alt to Higher English course.	Increased external enrolments on course.	SL CL		Dec 21 <i>Complete</i>
	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		Jul 22 <i>Ongoing</i>
	Collaborate with the wider UHI network on the development of the HNC/D Counselling courses.	HNC/D in Counselling available for students to enrol on in 2022/23.	SL H&C		Jul 22 <i>Complete</i>
	Explore option to link in to networked HND and Degree in Accounting.	Proposal approved. Students engage with course.	SL B&H		Jul 22 <i>Ongoing</i>
	Redevelop and revalidate BA Fine Art with more shared networked teaching and assessment.	Proposal for the new Fine Art course is presented which meets the needs of students and where networked teaching can be offered.	SL CCI		Jul 22 <i>Ongoing</i>

	Explore opportunities for delivery of further networked modules.	Shetland UHI delivering an increased number of modules in networked courses.	SL CCI		Jul 22 <i>Ongoing</i>
<b>To be a Destination of Choice, offering the best possible experience for all students in a range of inspiring learning environments.</b>					
To provide a vibrant campus that meets the needs of, and inspires, both staff and students.	Review the delivery location of courses to ensure that the best site across the campus is being utilised. For example, consolidate first aid training in one suitable location.	Review conducted of course locations. Relocation of courses where appropriate, with approval granted where necessary. Improved student and auditor feedback on course accommodation. Increased course capacity.			<i>Ongoing</i>
To improve the reputation and awareness of Shetland UHI across a range of student activities.					
To enhance the blended learning experience for students.	Develop online Highers and support school pupils to access higher courses. For example, Higher Sociology.	Research carried out as to demand for online Highers. Appropriate Highers developed.	SL H&C		Jul 22 <i>Complete</i>
	Update CPD related to online delivery to develop new staff skills so that an improved remote offering can be created for students.	CPD updated and undertaken. Staff utilise new skills.	SL Comp		Jul 22 <i>Ongoing</i>
	Move additional units to Brightspace and invest further in new technologies.	Increased number of units available on Brightspace.	SL Con		Jul 22 <i>Ongoing</i>
	Purchase drawing boards to enable students to complete technical drawings off campus.	Drawing boards available for appropriate students.	SL Con		Jun 22 <i>Ongoing</i>
	Develop additional online learning materials for CL courses.	More course materials available remotely.	SL CL		Jul 22 <i>Complete</i>
	Review Art and Design programme and extend use of VLE.	Improved use of VLE reflected in student survey results.	SL CCI		Jul 22 <i>Complete</i>
<b>To offer diverse learning journeys with opportunities for progression to help all students to achieve their goals and potential.</b>					

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.	Explore development of Introduction to Aquaculture course through Seafood fund to increase entries to industry by training school leavers or for career change.	Engage with Salmon Scotland and Shetland UHI staff & aquaculture companies for initial discussions. Bid for Seafood fund. Develop new course for launch in 2022/23.	SF		<i>Ongoing</i>
	Develop a computing school partnership course for senior phase.	Course approved and offered for 2022 start.	SL Comp		Jan 22 <i>Complete</i>
	Review the NQ Interactive Media & Computing course offer to make it more attractive.	Students applying to embark on the course in 2022.	SL Comp		Apr 22 <i>Complete</i>
	Develop and introduce courses for the renewables industry – ECIBT tender.	Submit bid for ECIBT tender. Successfully achieve approval. Course developed. Cohort of 8 students recruited.	LB/HT		Jan 22 <i>Complete</i>
	Offer Intro to Care career course so that students get an understanding of the career path.	Students enrol on course.	SL H&C		Feb 22 <i>Complete</i>
	Explore funding options for continuation of Intro to Care career course after current funding stream ends in summer.	New funding stream identified to allow 2022/23 offer of this course.	SL H&C		Jul 22 <i>Ongoing</i>
	Bid for funding from the Seafood fund to facilitate additional aquaculture training to encourage new entrants.	Funding bid submitted. Funding achieved and course developed.	SL Aqu/D P		Jun 22 <i>Ongoing</i>
	Conduct review of course offer to ensure it is relevant to students need and enables progression.	Review conducted. Necessary changes made and progression routes clarified.	SL CL		Jul 22 <i>Ongoing</i>
	Explore additional of marine related unit to SFW Engineering course.	Additional unit successfully embedded in SFW engineering programme.	HT		<i>Complete</i>
To expand our range of FE and HE courses where appropriate.	Look at the possibility of delivering HNC Aquaculture units to S5/S6 at SCQF L7.	Speak with schools to see if delivery of individual aquaculture / marine biology units from HNC aquaculture is feasible	SF		Jul 22 <i>Ongoing</i>
	Explore and implement collaborative cross departmental delivery of courses to ensure units are taught by those with				<i>Complete</i>



	correct expertise and to free up time of subject specialists to develop new programmes.				
To engage with alumni as ambassadors of Shetland UHI and as potential future students or staff members.	Invite former students to speak at Graduation Ceremony.	Former student listed among graduation speakers.	OM		Jul 22 <i>Complete</i>
	Increase the (ex)student case studies on the website.	Increased number of case studies shared.	OM/D P		Apr 22
	Create case studies on former students who have become staff members.	Case studies of former students added to the website.	OM/D P		Jun 22
	Students represented at open events and careers days.	Students attend careers and open events.	DP/SL		Jul 22 <i>Complete</i>

#### 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.					
To assist students and staff in achieving high quality research outputs and having impactful career pathways.	Community Learning lecturer, as part of their Master of Education (Critical Enquiry module) to undertake research.	Support provided to lecturer where appropriate. Results of research shared.	SL CL		Jul 22 <i>Complete</i>
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.	Hope to build on LTA research scholarship in 2020-21 (Student Experience of Off Campus HE Learning through Webex VC)	Follow up online survey. (Funding for this has been received and the research is underway)	SL CCI		Jul 22 Complete
<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.					

## 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.	Engage with renewable energy companies operating locally and across the wider region.	Talks held with companies.	DP		Feb 22 <i>Ongoing</i>
	Make grant bid to Digital Xtra Fund to provide equipment to broaden and promote STEM related activities in schools activities.	Bid submitted. Equipment acquired. Equipment utilised in school engagement.	SL Comp		Mar 22 Jul 22 <i>Not achieved</i>
	Work with local software development company to facilitate increased schools engagement.	School engagement held in collaboration with company.	SL Comp		Jul 22 <i>Ongoing</i>
	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		Jun 22 <i>Ongoing</i>
	Nominate a STEM contact to promote STEM links and opportunities.	STEM contact nominated. Increased STEM engagement.	DP		Dec 22 <i>Complete</i> Jul 22 <i>Ongoing</i>

	Offer specialist visiting lectures to schools, eg. archaeology.	Lectures offered to senior phase pupils.	SL CCI		May 22 <i>Ongoing</i>
	Work with SIC Schools links officer to offer taster sessions for home educated children.	Home schooled student engagement with taster sessions.	SL CCI/DP		Jul 22 <i>Ongoing</i>
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.	Work with Business Development Manager to undertake Shetland learning needs audit.	Audit of skills conducted. Results are shared and used to inform 22/23 planning.	SL CL		Jul 22 <i>Ongoing</i>
	Review promotion of construction courses at school level in the context of CIBT moving to online only engagement.	Course team work with support teams to actively promote construction in schools.	SL Con		Apr 22
	Engage actively with 'Tall Ships Event' planning team.	Plan developed for involvement in event.	DP		Jun 22 <i>Ongoing</i>
	Offer on campus taster sessions to S2 school pupils.	School pupils from across Shetland engage in sessions.	DP/SLs		Dec 21 <i>Ongoing</i>
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.	Run aquaculture practical session on campus for young people through DYW to raise awareness of industry opportunities.	Sessions conducted successfully with good engagement and positive feedback. Accessed by at least 12 young people.	SF		Jan 22 <i>Complete</i>
	Increase student numbers in learning centres by more active involvement and promotion within the community.	Increased applications for learning centre courses.	SL CL		May 22 <i>Ongoing</i>
	Offer a range of taster/access sessions for Bridges students.	Courses offered and students enrolled.	SL Comp		Jan 22 <i>Complete</i>
	Explore opportunity to offer 'Lego League' in partnership with schools.		STEM lead		Jan 22 <i>Complete</i>
	Work with Shetland Arts on the Development of a Visual Arts centre	Proposal for Visual Arts centre is developed. Staff and students made aware of the impact.	SL CCI		Jul 22 <i>Suspended</i>

<b>To have accessible, equitable and inclusive opportunities for students, with excellent resources and support available to assist students to achieve success.</b>					
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.	Review, streamline and overhaul the SFW application process.				<i>Complete</i>
	Streamline induction process for MA/SVQ students who are to complete essential skills.	Core skills organised into two intakes with students provided clear information in advance.	SL CL		Dec 21 <i>Complete</i>
	Develop our offer for pupils not engaging in secondary education.	Additional essential skills opportunities offered.	SL CL		Apr 22 <i>Complete</i>
	Improving opportunities for individuals with additional learning needs to access education through a review and implementation of an improved programme.	Improved opportunities available.	SL CL		Jul 22 <i>Complete</i>
	To engage with 'Moving On' to offer student placement for student with additional needs.	Plan developed. Student engaged.	DP		Feb 22 <i>Ongoing</i>
	Review and consolidate our induction processes delivered remotely and in person to ensure access and engagement.	Induction process reviewed. Improved process implemented for 2022/23.	DP		Apr 22 <i>Ongoing</i>
	Engage as part of ALS network with the promotion of 'STEM femmes' and 'Minority Men' projects.	Evidence of engagement of 'STEM femmes' and 'Minority Men'.	SL H&C		Jul 22 <i>Complete</i>
	Work with SDS's Learner Journey to assist with the transition of introduction and assessment of metaskills as part of curriculum.	SDS brief staff at staff development conference and attend SL and section meetings. Lecturers are more confident with using relevant language and	All staff SLs  Lecturing staff		Apr 22 <i>Complete</i>  July 22 <i>Ongoing</i>

		incorporate techniques into their classes.			
To celebrate individual and organisational achievements and foster a sense of institutional pride.	Hold Student Night Displays for creative students at Mareel.	Showcases successfully held.	SL CCI		Mar 22 Complete
<b>To provide opportunities for our students to grow academically and personally, and to acquire skills and knowledge.</b>					
To work closely with HISA and other student groups to provide engagement, activities and support that suit the requirements of the Shetland UHI learners.	Improve level of student feedback from all groups. Arrange open session with students to make improvements within the department.	Open session conducted. Feedback considered and actioned.	SL CCI		Jan 22 May 22 Ongoing
	Arrange inter-year discussions so that students can benefit from the experience of more experienced students.	Sessions conducted.	DP		Apr 22 Complete
To promote and enable cross curriculum learning and development.	Develop a welding course that is useful and accessible for art students.	Welding course run.	SL Eng		Apr 22 Complete
	Develop a sea to plate course.	Course developed and advertised.	SL Aqu/B&H		Jun 22 Ongoing
<b>To value, encourage and invest in our staff; support their professional development; and promote collaborative working with internal and external colleagues.</b>					
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.				Ongoing
	Arrange visits for staff to renewable energy and space related sites to aid in understanding of emerging local industries.				Ongoing
	Run first Shetland UHI Staff Development Conference. Ensure that it is in a format that is useful and accessible for all.	Working group and plan established. Conference conducted.	DP		Oct 21 Feb 22 Mar 22 Complete

		Feedback obtained and reviewed.			
	This year SVQ staff from all APs will get together virtually for standardisation events to discuss delivery, materials, assessment, observations etc.	All Shetland UHI assessors in H&C engage positively with these events sharing resources and good practice.	SL H&C		Jul 22 <i>Complete</i>
	Support staff to deal with a range of new enquiries	Provide flowcharts for reception staff to deal with a range of queries such as FWDF and complaints	DP		Apr 22 <i>Ongoing</i>
To encourage staff to engage in networking activities and engagement with external organisations such as regulatory, professional and awarding bodies.	H&C staff encouraged to engage with a range of external stakeholder meetings including the Care Operations Group, Prepare to Care etc.	Discuss with wider professionals and feedback to Shetland UHI team on issues and good practice.	SL H&C		<i>Ongoing</i>
	CL staff to engage with CLD partnership and area CLDO's.	Shetland represented at CLD partnership.	SL CL		Jul 22 <i>Complete</i>
	Explore new business via credited AAT route for financial services.	New route explored and engaged if appropriate.	SL B&H		Jul 22 <i>Ongoing</i>
	Engage with SN and seek module leadership of a module on the new Dip HE Interactive Media award scheduled for Sep 2022.	Module leadership approval gained.	SL Comp		Jul 22 <i>Unavailable mod leads stayed with existing HND network</i>
	Engage with the 'Health and Social Care Integration' working groups.	Input positively into discussions and feedback to the local stakeholders where appropriate.	SL H&C		<i>Ongoing</i>
To actively encourage staff to engage with their external and internal colleagues.	Work closely with UHI partners to contribute to the development of a networked HND Counselling course.	Progress in development of HND.	SL H&C		Jul 22 <i>Ongoing</i>
To create formal and informal structures that support scholarship for staff and students and promote collaboration.	Engage with HNC Childhood Practice Workshops and encourage student participation.	Students demonstrating greater awareness of services and initiatives across the H&Is	SL H&C		Jul 22 <i>Ongoing</i>

**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.					
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.					
To encourage and facilitate staff and student engagement in financial sustainability.					
To minimise expenditure and increase our annual turnover.	Budgets moved to Sicon WAP for central monitoring	All managers given training on how to approve purchase orders and use the software. Staff given authority to approve budgets and request spending for their sections	All managers		April 22 <i>Complete</i>
<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.	Ensure that course provision that is offered meets the needs of local business.	Promote FWDF as a route to explore business requests for SMEs. Invite more applications than 21-22 and use this as information on local delivery within Shetland UHI. Work collaboratively across the sections to meet the needs.	DP		Jul 22 <i>Ongoing</i>
To support staff and students in identifying and developing business opportunities.	Staff are encouraged to increase course opportunities in our bid to increase credits.	Staff are encouraged to increase the range of courses and be innovative to attract new business with both Short Courses and longer courses. Staff are encouraged to target specific markets. New courses provided for approval through QIC.	Section heads		July 22 <i>Ongoing</i>
To encourage enterprise related use of Shetland UHI facilities.	Use building for promotional purposes which encourages innovation	Building to be used to host space conference – to be open for displays and also to host the event.  Building hire agreed for STEM activity for schools to promote routes into STEM and also relevant college opportunities for local S1 students.	OM  DP		Dec 21 <i>Complete</i>  Apr 22 <i>Complete</i>
<b>To be an environmentally and socially responsible organisation.</b>					
To minimise the environmental impact of Shetland UHI activities.	Explore signing up to environmental charter	Shetland UHI to explore appropriate charter to demonstrate our commitment to environmental sustainability.	P		April 22
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.	Explore course options in relation to energy efficiency, such as energy conservation through improved insulation, and related funding opportunities.	Proposals developed on potential new courses.	SL Con		Jul 22 <i>Ongoing</i>
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