

# Islands Strategy

## Ro-innleachd nan Eilean

2024-2029



**UHI**





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04

Preface  
Facal-toisich

06

Principal and Vice-Chancellor, UHI  
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08

Introduction  
Ro-ràdh

10

A skilled workforce  
Feachd-obrach sgileil

14

Impactful postgraduate learning and research  
Feachd-obrach sgileil

18

Implementing the Islands Growth Deal and  
the Argyll and Bute Growth Deal  
A bhith a' buileachadh Cùmhnant Fàis nan Eilean  
agus Cùmhnant Fàis Earra-Ghàidheil is Bhòid

22

Thriving languages and cultures  
Cànanan is cultaran piseachail

26

Sustainable communities  
Coimhearsnachdan seasmhach

28

Progressing the UHI Islands' Strategy; leadership  
and profile in the islands  
Ro-innleachd Eileanan UHI a thoirt air adhart;  
ceannardas agus follaiseachd anns na h-eileanan

32

Key performance indicators over a five year period  
Prìomh chomharran coileanaidh thar chòig bliadhna

34/35

**Appendix 1**

University of the Highlands and Islands/Islands'  
Local Authorities Forum  
Terms of reference and membership

**Pàipear-taice 1**

Fòram Oilthigh na Gàidhealtachd agus nan Eilean/  
Ùghdarrasan Ionadail nan Eilean  
Raon-dleastanais agus ballrachd



Contents





## Preface

This is an exciting and energising time for Scotland's islands given the Islands (Scotland) Act 2018, the National Islands' Plan and the Argyll and Bute and Islands Growth Deals. But there are significant challenges too such as the impact of COVID19 on the economies of the islands, the impact of climate change and projected population decline, especially in the Western Isles. The shape of education and research in the islands must be informed by both these challenges and these opportunities. As the only university with a physical base and delivering a tertiary educational offer within each of the island groupings, UHI is inspired to deepen its engagement in the islands in order to make an incisive contribution to the sustainable and inclusive development of the islands in new and innovative ways.

## Facal-toisich

Is e àm brosnachail is beothail a tha seo do dh'eileanan na h-Alba ri linn Achd nan Eilean (Alba) 2018, Plana Nàiseanta nan Eilean agus Cùmhnantan Fàis Earra-Ghàidheil is Bhòid agus nan Eilean. Ach tha dùbhlain mhòra ann cuideachd leithid buaidh COVID19 air eaconamaidhean nan eilean, buaidh atharrachadh na gnàth-shìde agus a' chrìonaidh san àireamh-sluaigh ris a bheil fiughair, gu sònraichte anns na h-Eileanan Siar. Feumaidh cruth an fhoghlaim agus an rannsachaidh anns na h-eileanan a bhith a rèir nan dùbhlain sin agus nan cothroman sin. Mar an aon oilthigh a tha air a shuidheachadh gu fiosaigeach agus a tha a' lìbhrigeadh tairgse foghlaim treas ìre taobh a-staigh de gach aon de na buidhnean de dh'eileanan, tha Oilthigh na Gàidhealtachd agus nan Eilean air a bhrosnachadh gus doimhneachadh a thoirt air an dol an sàs aige anns na h-eileanan gus an cuir e ann an dòigh èifeachdach ri leasachadh seasmhach, in-ghabhalach nan eilean ann an dòighean ùra, innleachdach.



By utilising our strengths in further education, higher education, research and knowledge exchange, both within and outwith the islands, we will work with other stakeholders, taking a place-based, challenge led and research driven approach to key issues such as repopulation, workforce development in key sectors, the impact of climate change and talent attraction.

This is an outward facing strategy, one that builds on the unique strengths and profiles of the islands. It is inclusive of all the islands within the UHI operating area and draws on our international connectivity with other island groupings around the world. It affirms too the growing importance of the islands' cultural and historical connections with Nordic, Arctic and near Arctic neighbours. It will facilitate stronger cohesion of our activities across the islands and will provide new opportunities for the island based academic activity to be at the centre for initiatives for the whole university and beyond. The strategy will also form the basis for the development of well formulated and evidenced based proposals for the Scottish Funding Council and the Scottish Government in relation to the ongoing criticality of further education and apprenticeships to the islands' economies.

Le bhith a' cur gu feum nam buadh a th' againn ann am foghlam adhartach, foghlam àrd-ìre, rannsachadh agus iomlaid eòlais, taobh a-staigh agus taobh a-muigh nan eilean, obraichidh sinn le luchd-ùidhe eile, a' cleachdadh dòigh-obrach a bhios stèidhichte air àitichean, a rèir nan dùbhlann agus a' leantainn an rannsachaidh, a dhol an grèim ri bun-chùisean leithid ath-dhaoineachadh, leasachadh na feachd-obrach ann an earrainnean cudromach, buaidh atharrachadh sa ghnàth-shìde agus tàladh tàlaint.

Is e ro-innleachd a tha seo le aire air an taobh a-muigh, tè a bhios a' togail air neartan agus co-dhèanamhan sònraichte nan eilean. Tha i in-ghabhalach a thaobh nan eilean air fad ann an sgìre-obrachaidh UHI agus a' tarraing air a' cheangal eadarnàiseanta againn ri buidhnean eile de dh'eileanan air feadh an t-saoghail. Tha i a' daingneachadh, cuideachd, cudromachd fhàs-mhor cheanglaichean cultarail is eachdraidheil nan eilean ri nàbaidhean ann an Lochlann, san Artaig agus faisg air an Artaig. Soirbhichidh i co-leanailteachd nas làidire nar gnìomhachdan air feadh nan eilean agus bheir i cothroman ùra don ghnìomhachd acadaimigeach sna h-eileanan a bhith aig cridhe iomairtean airson an oilthigh gu lèir agus taobh a-muigh dheth. Bidh an ro-innleachd cuideachd mar bhunait a bhith a' cruthachadh mhòlaidhean a bhios air an deagh dhealbhadh agus stèidhichte air fianais do Chomhairle Maoineachaidh na h-Alba agus Riaghaltas na h-Alba a thaobh cho deatamach 's a tha foghlam adhartach agus preantasachdan fhathast do eaconamaidhean nan eilean.



# Vicki Nairn

Principal and Vice-Chancellor, UHI

# Vicki Nairn

Prionnsapal agus Iar-Sheansalair, UHI



Our commitment is that this strategy will have clear impact across the islands, and in the communities which are home to our staff and students.

Tha sinn a' gabhail uallach oirnn fhèin gum bi buaidh shoilleir aig an ro-innleachd seo air feadh nan eilean, agus anns na coimhearsnachdan a tha nan dachaigh don luchd-obrach agus na h-oileanaich againn.



## Key themes for the Islands Strategy include:

### **A skilled workforce**

Supporting the creation and retention of a highly skilled workforce across the islands, including nurturing entrepreneurial ambition and talent attraction

### **Impactful postgraduate learning and research**

Increasing postgraduate and research provision in culture, heritage, archaeology, marine sciences and creative industries

### **Implementing the Islands Growth Deal and the Argyll and Bute Growth Deal**

Contributing to the delivery of the Argyll and Bute and Islands Growth Deals

### **Thriving languages and cultures**

Supporting our islands' languages and dialects, including Gaelic

### **Sustainable communities**

Attracting new activity and people to the islands and to be based in the islands.



## Am measg nam prìomh chuspairean airson Ro-innleachd nan Eilean tha:

### **Feachd-obrach sgileil**

A bhith a' toirt taic do chruthachadh agus gleidheadh feachd-obrach sgileil air feadh nan eilean, a' gabhail a-steach a bhith ag altramachadh àrd-amasan tionnsgaineach agus a' tarraing tàlant

### **Ionnsachadh agus rannsachadh iar-cheumnach buadhach**

A bhith a' meudachadh ullachadh iar-cheum is rannsachaidh ann an cultar, dualchas, arc-eòlas, saidheansan mara agus gnìomhachasan cruthachail

### **Cur an gnìomh Chùmhnant Fàis nan Eilean agus Chùmhnant Fàis Earra-Ghàidheil is Bhòid**

A bhith a' cur ri libhrigeadh Chùmhnantan Fàis Earra-Ghàidheil is Bhòid agus nan Eilean

### **Cànanan is cultaran piseachail**

A bhith a' toirt taic do chànanan is dualchainntean nan eilean againn, a' Ghàidhlig nam measg

### **Coimhearsnachdan seasmhach**

Gnìomhachd ùr agus daoine a thàladh do na h-eileanan agus a bhith stèidhichte anns na h-eileanan.

# Introduction



## Ro-ràdh

The strategy sets out how the University of the Highlands and Islands (UHI) will work with partners to extend and strengthen its activities across Orkney, Shetland, the Inner and Outer Hebrides, Bute and Arran.

The outcomes will be impactful, working with local communities to contribute positively to the sustainable development of the islands and transition to net zero, securing and attracting funding that will support local business needs and stimulate demand in key areas that will help attract new talent and create opportunities that reduces the need for people to move away, particularly for education and training. In order to deliver this impact, we will progress significant, purposeful and ongoing engagement with key stakeholders, including, but not limited to the Scottish Government, the Scottish Funding Council, Shetland Islands Council, Orkney Islands Council, Comhairle nan Eilean Siar, Highland Council, Argyll and Bute Council, Highlands and Islands Enterprise, Bòrd na Gàidhlig, and Skills Development Scotland.

Tha an ro-innleachd a' mìneachadh mar a dh'obraicheas Oilthigh na Gàidhealtachd agus nan Eilean (UHI) le com-pàirtichean gus a ghnìomhachdan a leudachadh agus a neartachadh air feadh Arcaibh, Shealtainn, Innse Gall a-staigh agus a-muigh, Bhòid is Arainn.

Bidh buaidh aig na builean, ag obair le coimhearsnachdan ionadail gus cur gu deimhinneach ri leasachadh seasmhach nan eilean agus gluasad gu neoni lom, a' solar agus a' tàladh maoinachadh a bheir taic do fheumalachdan gnothachais ionadail agus a bhrosnaicheas iarrtas ann an raointean cudromach a chuidicheas le bhith a' tàladh tàlant ùr agus a' cruthachadh cothroman a lùghdaicheas am feum a th' aig daoine a bhith ag imrich às, gu sònraichte airson foghlam agus trèanadh. Gus a' bhuidhe seo a libhrigeadh, bheir sinn air adhart conaltradh susbainteach, gnothaicheil agus leantainneach ri luchd-ùidhe cudromach, a' gabhail a-steach, ach gun a bhith cuibhrichte ri Riaghaltas na h-Alba, Comhairle Maoinachaidh na h-Alba, Comhairle Shealtainn, Comhairle Arcaibh, Comhairle nan Eilean Siar, Comhairle na Gàidhealtachd, Comhairle Earra-Ghàidheil is Bhòid, Iomairt na Gàidhealtachd 's nan Eilean, Bòrd na Gàidhlig, agus Leasachadh Sgìlean na h-Alba.



We recognise that we have a public responsibility to make a significant contribution to the current national initiatives designed to strengthen island communities. These include:

- + **our Islands: Our Future and The Islands (Scotland) Act 2018**
- + **the Islands National Plan and**
- + **the Islands and Argyll and Bute Growth Deals**

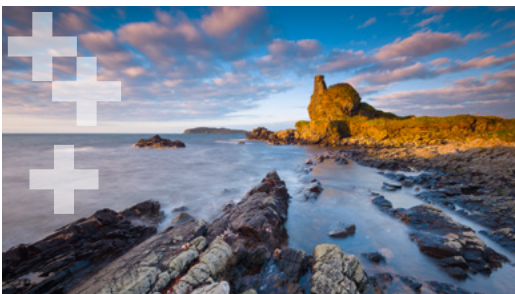
In particular we recognise that we have a significant contribution to make to the Islands National Plan and the Islands and Argyll and Bute Growth Deals. We have a clear, long term civic responsibility to the Islands and we are an important part of the islands communities themselves. Priorities around sustainable economic development, climate change, empowered island communities, fuel poverty and education all tie-in to our academic and research specialisms.

In relation to the Islands and Argyll and Bute Growth Deals this strategy maps closely to the core themes in a number of ways, including net zero carbon, economic development, tourism and heritage, skills, and supporting growth in key sectors.

This strategy also aligns with the UHI 2030 strategic plan and its core themes:

- + **teaching, learning and student support**
- + **research and innovation Impact**
- + **enterprise and growth**
- + **environmental sustainability**
- + **operational excellence**

We are the only institution for further and higher education, including also significant activity in research and knowledge exchange, that has physical bases in Orkney, Shetland, and throughout the Inner and Outer Hebrides, Bute and Arran. As such UHI Shetland, UHI Orkney, UHI Argyll, UHI North, West and Hebrides and Sabhal Mòr Ostaig have prominence in this strategy, as it is primarily through these academic partners that the strategy will be delivered. However, strength will be drawn from other parts of the university's partnership. We will also seek to work in purposeful collaboration with a wide range of stakeholders, including other universities where this will enhance the impact of the islands, and this strategy.



Tha sinn ag aithneachadh gu bheil dleastanas poblach oirnn cur gu mòr ris na h-iomairtean nàiseanta a th' ann an-dràsta gus coimhearsnachdan eileanach a neartachadh. Nam measg tha:

- + **na h-Eileanan Againn: Na Tha Romhainn san Àm ri Teachd agus Achd nan Eilean (Alba) 2018**
- + **plana Nàiseanta nan Eilean agus**
- + **cùmhnantan Fàis nan Eilean agus Earra-Ghàidheil is Bhòid**

Gu sònraichte tha sinn ag aithneachadh gu bheil mòran againn ri a chur ri Plana Nàiseanta nan Eilean agus Cùmhnantan Fàis nan Eilean agus Earra-Ghàidheil is Bhòid. Tha dleastanas catharra fad-ùineach, soilleir againn a thaobh nan Eilean agus tha sinn nar pàirt chudromach de choimhearsnachdan nan eilean fhèin. Tha prìomhachasan a thaobh leasachadh eaconamach seasmhach, atharrachadh na gnàth-shìde, coimhearsnachdan eileanach comasaichte, bochdainn connaidh agus foghlam uile ceangailte ri ar speisealachdan acadaimigeach agus rannsachaidh.

A thaobh Chùmhnantan Fàis nan Eilean agus Earra-Ghàidheil is Bhòid tha an ro-innleachd seo a' mapadh gu dlùth ris na prìomh chuspairean ann an grunn dhòighean, a' gabhail a-steach neoni lom a thaobh gualan, leasachadh eaconamach, turasachd agus dualchas, sgilean, agus taic ri fàs ann an earrainnean cudromach.

Tha an ro-innleachd seo cuideachd a' co-thaobhadh ri plana ro-innleachdail UHI 2030 agus na prìomh chuspairean aige:

- + **teagasg, ionnsachadh agus taic do dh'oileanaich**
- + **buaidh rannsachaidh agus ùr-ghnàthachaidh**
- + **iomairt agus fàs**
- + **seasmhachd àrainneachdail;**
- + **sàr-mhathas obrachaidh**

Is sinne an aon stèidheachd foghlam adhartach is àrd-ìre, a' gabhail a-steach gnìomhachd chudromach ann an rannsachadh agus iomlaid eòlais, aig a bheil ionadan fiosaigeach ann an Arcaibh, Sealtainn, agus air feadh Innse Gall a-staigh agus a-muigh, Bhòid is Arainn. Mar sin tha follaiseachd aig UHI Sealtainn, UHI Arcaibh, UHI Earra-Ghàidheil, UHI a Tuath, an Iar agus Innse Gall agus Sabhal Mòr Ostaig san ro-innleachd seo, leis gur ann tro na com-pàirtichean acadaimigeach seo gu sònraichte a bhios an ro-innleachd air a libhrigeadh. Air a shon sin, thig neart bho phàirtean eile de chom-pàirteachas an Oilthigh. Feuchaidh sinn cuideachd ri bhith a' co-obrachadh gu gnothaicheil le farsaingeachd de luchd-ùidhe, a' gabhail a-steach oilthighean eile far an cuir seo ri buaidh nan eilean, agus na ro-innleachd seo.

# A skilled workforce

## Feachd-obrach sgileil





## Key theme 1

Supporting the creation and retention of a highly skilled workforce across the islands, including nurturing entrepreneurial ambition and talent attraction:

**Key objective:** To ensure that our curriculum at all levels aligns with identified key sector priorities in the islands, as determined by a range of stakeholders, particularly the islands' local authorities.

We will continue to review and develop our academic provision, across further and higher education, in line with the priorities of key stakeholders, notably the business community, the third sector, and the local authorities. This will enable us to make an ongoing strong, and purposeful contribution to the development of a skilled workforce across islands communities, especially in strategically important priority sectors for the islands, such as aquaculture, energy, renewables, construction, public services, including social work, and tourism. It also includes provision of skills development for both new entrants to sectors and the upskilling of the existing workforce in those sectors. Strengthening work-based learning is at the core of our ambitions and we will work with key sectors to determine new pathways for learners, so they can make the optimum contribution to those key sectors across the islands.

Central to this commitment is realising a new and ambitious curriculum arising from the creation of UHI North, West and Hebrides.

We will build on our strong track record of working with key sectors to support apprenticeships at all levels. We are the only institution in Scotland to deliver the family of Foundation, Modern and Graduate apprenticeships, ensuring that learners can benefit from work-based learning from the senior phase of school through to honours degrees. We will grow sustainable work-based learning pathways across all key sectors, aligned to economic development opportunities, for example in energy and renewables. Close partnership working with employers and local industry stakeholders is at the

## Prìomh chuspair 1

A bhith a' toirt taic do chruthachadh agus gleidheadh feachd-obrach sgileil air feadh nan eilean, a' gabhail a-steach a bhith ag altramachadh àrd-amasan tionnsgaineach agus a' tarraing tàlant:

**Prìomh amas:** Dèanamh cinnteach gu bheil ar clàr-oideachaidh aig a h-uile ìre a rèir phrìomhachasan comharraichte nan earrainnean cudromach sna h-eileanan, mar a bhios iad air an socrachadh le caochladh luchd-ùidhe, gu sònraichte ùghdarrasan ionadail nan eilean.

Leanaidh sinn oirnn ag ath-sgrùdadh agus a' leasachadh an ullachaidh acadaimigich againn, tarsainn foghlam adhartach is àrd-ìre, a rèir phrìomhachasan luchd-ùidhe cudromach, gu sònraichte a' choimhearsnachd gnothachais, an treas earrainn, agus na h-ùghdarrasan ionadail. Leigidh seo leinn a bhith a' cur gu leantainneach, gu làidir agus gu gnothaicheil ri àrach feachd-obrach sgileil air feadh choimhearsnachdan eileanach, gu h-àraidh ann an earrainnean prìomhachais a tha cudromach a thaobh ro-innleachd do na h-eileanan, leithid tuathanachas-uisge, lùth, stòrasan ath-nuadhachail, togail, seirbheisean poblach, a' gabhail a-steach obair shòisealta, agus turasachd. Tha e cuideachd a' toirt a-steach leasachadh sgilean an dà chuid do luchd-inntrigidh ùr gu earrainnean agus àrdachadh sgilean an luchd-obrach a th' ann mar-thà sna h-earrainnean sin. Aig cridhe nan àrd-amasan againn tha neartachadh ionnsachaidh stèidhichte air obair agus obraichidh sinn le earrainnean cudromach gus slighean ùra a shocrachadh do luchd-ionnsachaidh, a chum is gun cuir iad mar as fheàrr a ghabhas ris na prìomh earrainnean sin air feadh nan eilean.

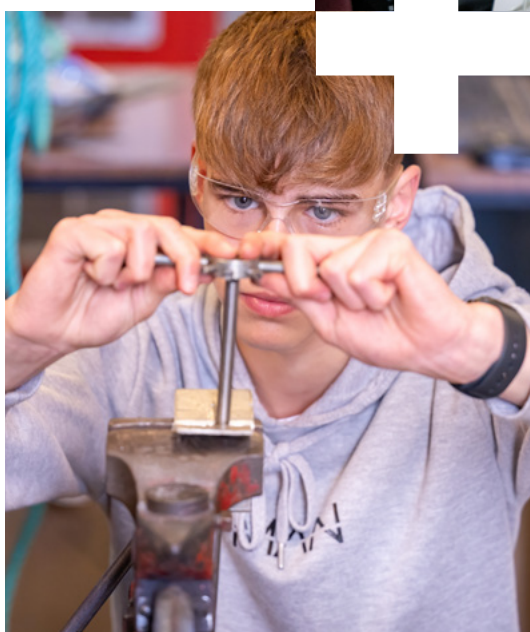
Aig cridhe a' gheallaidh seo tha a bhith a' toirt gu buil curraicealam àrd-amasach ùr mar thoradh air cruthachadh UHI a Tuath, an Iar agus Innse Gall.

Togaidh sinn air an eachdraidh làidir a th' againn ann a bhith ag obair le earrainnean cudromach gus taic a thoirt do phreantasachdan aig gach ìre. Is sinne an aon stèidheachd ann an Alba a libhrigeas an teaghlach

## A skilled workforce Feachd-obrach sgileil

centre of the delivery of our apprenticeships and broader vocational and work-based learning programmes and we will ensure that provision meets island workforce planning priorities and supports sustainable community development, not least by ensuring young people are given the opportunity to develop meaningful learning and career opportunities without leaving their island communities. A regional partnership community of practice informs and supports work-based learning development and delivery, ensuring the strengths of our university's partnership are realised and contextualised in local delivery.

This is even more relevant and important in the context of the ongoing period of public sector austerity, and potential resizing of public authority activity. It also aligns with the work underway across UHI to define a standard approach to further education curriculum review and a regional strategy for further education. Whilst this is not islands specific, the portfolio review process is explicit in the requirement for meaningful engagement with stakeholders to agree skills development priorities on an on-going basis.



de phreantasachdan Bun-ìre is Ùr-nòsach agus preantasachdan do Cheumnaichean, a' dèanamh cinnteach gum faigh luchd-ionnsachaidh buannachd bho ionnsachadh stèidhichte air obair bhon àrd ìre den sgoil gu ceuman le urram. Bheir sinn fàs air slighean ISO seasmhach tarsainn nan earrainnean as cudromaiche air fad, a rèir chothroman leasachaidh eaconamach, mar eisimpleir ann an lùth agus stòrasan ath-nuadhachail. Tha obair com-pàirteachais dhùth le fastaichean agus luchd-ùidhe ionadail ann an gnìomhachas aig cridhe libhrigeadh nam preantasachdan agus nam prògraman

ionnsachaidh dhreuchdail is ionnsachaidh stèidhichte air obair againn san fharsaingeachd agus nì sinn cinnteach gum bi an t-ullachadh a' coinneachadh ris na prìomhachasan a thaobh planadh feachd-obrach nan eilean agus a' toirt taic do leasachadh coimhearsnachd seasmhach, gu h-àraidh le bhith a' dèanamh cinnteach gum bi cothrom aig daoine òga buil a dhèanamh de chothroman brioghmhor a thaobh ionnsachaidh is dhreuchdan gun a bhith a' fàgail an coimhearsnachdan eileanach. Bidh coimhearsnachd cleachdaidh com-pàirteachais sgìreil a' toirt iùl is taic do leasachadh agus libhrigeadh ionnsachaidh stèidhichte air obair, a' dèanamh cinnteach gum bi buadhan chom-pàirteachas an oilthigh againn air an toirt gu buil agus air

an suidheachadh ann an co-theacsa ann an libhrigeadh ionadail.

Tha seo eadhon nas buntainniche agus nas cudromaiche ri linn a' chruadail leantainnich san earrainn phoblaich, agus an atharrachaidh a dh'fhaodadh a bhith ann am meudachd gnìomhachd ùghdarrasan poblach. Tha e cuideachd a' co-thaobhadh ris an obair a tha a' dol air adhart tarsainn UHI gus an socraichear dòigh-obrach bhun-tomhasach airson ath-sgrùdadh clàr-oideachaidh ann am foghlam adhartach agus ro-innleachd sgìreil airson foghlam adhartach. Ged nach eil seo sònraichte do na h-eileanan, tha am pròiseas ath-sgrùdaidh air a' phortfòilio soilleir a thaobh an riatanais gum bi conaltradh brioghmhor ri luchd-ùidhe gus prìomhachasan leasachadh sgìlean aontachadh gu leantainneach.



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### There are a number of specific elements to this work:

- + We will work in full collaboration with other stakeholders in the 'islands' ecosystem' – The Scottish Government, local authorities, Highlands and Islands Enterprise, Bòrd na Gàidhlig and Skills Development Scotland – in order to deliver a skilled workforce for sectors key to islands' economies. Specifically, we recognise that we have a significant responsibility to implementing a programme of work which focuses on:
  - + **Retaining skills**  
(i.e. ensuring new entrants to the workplace and the existing workforce in the islands have access to opportunities and can take advantage of high-quality jobs in sectors key to economic development);
  - + **Developing a careers pipeline for young people**  
(ie progressing our ongoing work with schools, including pre-senior phase and senior phase, work which will dovetail with our apprenticeships programmes, and our further education and higher education provision more generally)
  - + **Attracting talent**  
(i.e. from outwith the islands aligned with key investments helping rebalance populations)
  - + **Transforming skills**  
(i.e. build the skills of a mature workforce to ensure the forecasted replacement demand requirement is met across a range of occupations and address the workplace changes driven by automation and technological advancements. This includes transition and mentoring for those undergoing career progression and the encouragement of a culture of lifelong learning in the workplace)
- + We will embed metaskills and graduate skills in our curriculum, in both further and higher education, including work-based learning. These are skills such as self-management, social intelligence and an innovative aptitude, skills which recognise that a flexible and adaptable workforce will be required to support sustainable islands' economies;
- + At higher education level, we will strengthen work-based learning within our degree portfolio as part of our provision;
- + We have significant further education capability in a wide range of subjects in each of the island groupings, but now we will work to strengthen the cohesion of this provision across the islands through strengthening ways in which students can interact with each other in their learning through the use of various technologies. This commitment aligns with our leadership of the Islands Growth Deal TalentEd project. As part of this we will extend shared delivery for further education students across the islands. This work will provide new opportunities for students to be exposed to a wider range of learning opportunities, work experience and an enhanced sense of geographical inclusion, including for learners based in small islands. A particular focus here is the link to the 'Digital Islands' concept and the desirability for all students to have well developed digital skills and understandings;
- + The islands are creative, innovative and entrepreneurial places, rooted in enterprise. We will work to strengthen an entrepreneurial underpinning to all of our activities in the islands, and in particular innovation and sustainability will run through the curriculum at all levels.

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### Tha grunn eileamaidean sònraichte san obair seo:

- + Co-obrachaidh sinn gu h-iomlan le luchd-ùidhe eile ann an 'eag-shiostam nan eilean' – Riaghaltas na h-Alba, ùghdarrasan ionadail, Iomairt na Gàidhealtachd 's nan Eilean, Bòrd na Gàidhlig agus Leasachadh Sgilean na h-Alba – gus feachd-obrach sgileil a libhrigeadh do dh'earrainnean a tha cudromach do dh'eaconamaidhean eileanan. Gu sònraichte, tha sinn ag aithneachadh gu bheil uallach mòr oirnn a bhith a' buileachadh prògram obrach a bheir an aire air:
- + **Cumail sgilean**  
(is e sin a bhith a' dèanamh cinnteach gun ruig luchd-inntrigidh ùr san àite-obrach agus an fheachd-obrach a th' ann mar-thà sna h-eileanan air cothroman agus gun urrainn dhaibh an cothrom a ghabhail air obraichean àrd-inbhe ann an earrainnean a tha cudromach do leasachadh eaconamach);
- + **loidhne-phioba dhreuchdan a chruthachadh do dhaoine òga**  
(is e sin a bhith a' toirt air adhart ar n-obair leantainneach le sgoiltean, a' gabhail a-steach na h-ìre ron àrd ìre agus na h-àrd ìre fhèin, obair a nì ceangal ri ar prògraman preantasachd, agus ar n-ullachadh foghlam adhartach agus àrd-ìre san fharsaingeachd).
- + **A bhith a' tàladh tàlant;**  
(is e sin bho thaobh a-muigh nan eilean, air a cho-thaobhadh ri tasgaidhean uile-chudromach a' cuideachadh le ath-chothromachadh àireamhan-sluaigh)
- + **Atharrachadh a thoirt air sgilean**  
(is e sin a bhith a' togail sgilean feachd-obrach abaich gus dèanamh cinnteach gun coinnichear ris an fheumalachd iarrtas ath-sholair ro-aithriste tarsainn farsaingeachd de dhreuchdan agus a bhith a' dèiligeadh ris na h-atharrachaidhean san àite-obrach a thig an lùib fèin-obrachas agus ceuman air aghaidh ann an teicneolas. Tha seo a' toirt a-steach eadar-ghluasad agus meatoradh dhaibhsan a tha a' gabhail ceuman air adhart nan cùrsa-obrach agus brosnachadh cultar de ionnsachadh fad-beatha san àite-obrach)
- + Freumhaichidh sinn meata-sgilean agus sgilean cheumnaichean nar clàr-oideachaidh, an dà chuid ann am foghlam adhartach agus àrd-ìre, a' gabhail a-steach ISO. Is iad seo sgilean leithid fèin-riaghladh, innteachd shòisealta agus liut air ùr-ghnàthachadh, sgilean a tha ag aithneachadh gum bi feum air feachd-obrach shùbailte is so-fhreagarraichte gus taic a thoirt do eaconamaidhean seasmhach eileanan;
- + Aig ìre foghlaim àrd-ìre, neartaichidh sinn ionnsachadh stèidhichte air obair taobh a-staigh den phortfòlio againn de cheuman mar phàirt den ullachadh againn;
- + Tha comas foghlam adhartach mòr againn ann am farsaingeachd de chuspairean anns gach aon de na buidhnean de dh'eileanan, ach a-nis obraichidh sinn gus co-leanailteachd an ullachaidh seo a neartachadh air feadh nan eilean tro bhith a' neartachadh dhòighean anns an urrainn do dh'oileanaich eadar-obrachadh le chèile nan ionnsachadh tro bhith a' cleachdadh diofar theicneòlasan. Tha an dealas seo a' co-thaobhadh ris a' cheannas a th' againn air pròiseact TalentEd Chùmhnant Fàis nan Eilean. Mar phàirt dheth seo leudaichidh sinn libhrigeadh co-roinnte do dh'oileanaich foghlam adhartach air feadh nan eilean. Bheir an obair seo cothroman ùra do dh'oileanaich a bhith a' tighinn an lùib farsaingeachd nas motha de chothroman ionnsachaidh, gnàth-eòlas obrach agus mothachadh nas fhèarr air in-ghabhail cruinn-eòlasach, a' gabhail a-steach luchd-ionnsachaidh a tha air an suidheachadh ann an eileanan beaga. Is e fòcas sònraichte an seo an ceangal ri bun-bheachd nan 'Eilean Didseatach' agus cho feumail is a tha e gum bi sgilean agus tuigse dhidseatach adhartach aig a h-uile oileanach;
- + Tha na h-eileanan nan àiteachan cruthachail, ùr-ghnàthach agus tionnsgaineach, a tha freumhaichte ann an iomairt. Obraichidh sinn gus bunait thionnsgaineach a neartachadh do na gnìomhachdan againn air fad sna h-eileanan, agus gu sònraichte, bidh ùr-ghnàthachadh agus seasmhachd a' ruith tron chlàr-oideachaidh aig gach ìre.

# Impactful postgraduate learning and research

## Ionnsachadh agus rannsachadh iar-cheumnach buadhach





## Key theme 2

Increasing postgraduate and research provision in culture, heritage, archaeology, environmental sciences and creative industries.

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**Key objective:** To increase student numbers on a wide range of distinct postgraduate programmes in the humanities and marine sciences which provide students with a unique insight into aspects of natural and cultural heritage in the islands.

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**Key objective:** To increase the amount of islands based research and knowledge exchange activity across a wide range of subjects across arts, humanities, sciences and social sciences.

## Prìomh chuspair 2

A bhith a' meudachadh ullachadh iar-cheum is rannsachaidh ann an cultar, dualchas, arc-eòlas, saidheansan àrainneachd agus gnìomhachasan cruthachail.

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**Prìomh amas:** Meudachadh air àireamhan nan oileanach air farsaingeachd de phrògraman iar-cheuma sònraichte anns na daonnachdan agus saidheansan mara a bheir sealladh gun samhail do dh'oileanaich air eileamaidean de dhualchas nàdarraich is cultarach nan eilean.

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**Prìomh amas:** Meudachadh air na th' ann de ghnìomhachd rannsachaidh is iomlaid eòlais sna h-eileanan tarsainn farsaingeachd de chuspairean sna h-ealain, na daonnachdan, na saidheansan agus na saidheansan sòisealta.

We have developed a range of taught provision at postgraduate level which provides participants opportunities to engage with the cultural fabric, languages, dialects and heritage of the islands at depth. Taken together these courses provide a comprehensive and truly unique package of opportunities for academic study into the islands, hence raising the profile of the islands at national and international levels and with a particular focus on Nordic and Arctic connections. Much of this provision is delivered online and students can access the courses anywhere in the world. Some programmes provide opportunities for short residential 'schools' in the islands as part of the programme of study. We will keep the existing suite of programmes under review and new programmes will be developed, potentially including subjects such as marine spatial planning, digital connectivity, climate change, and coastal environmental living.

As part of this strategy, we will develop an associated marketing strategy aimed to profile these courses more strongly and attract even greater student numbers, including international students. We understand that the availability of student accommodation in the islands is often a significant barrier to growing student numbers and we are committed to working with stakeholders to identify and deliver innovative solutions to this issue.

We will also expand our programme of short courses, and other flexible learning opportunities, including, for example winter and summer schools aligned to existing provision, and existing academic conferences such as the biennial international St Magnus conference run by the Institute for Northern Studies in Orkney and Shetland.

Tha sinn air raon de dh'ullachadh teagaisgte a chruthachadh aig ìre iar-cheum a bheir cothroman do chom-pàirtichean a dhol an sàs ann an doimhneachd ann an cur is dlùth cultarail, cànanan, dual-chainntean agus dualchas nan eilean. Le chèile, tha na cùrsaichean seo a' toirt seachad pasgan farsaing gun choimeas de chothroman airson stuidearachd acadaimigeach air na h-eileanan, agus mar sin a' cur nan eilean barrachd am follais aig ìrean nàiseanta is eadar-nàiseanta agus le fòcas sònraichte air ceanglaichean Lochlannach is Artaigeach. Is ann air-loidhne a bhios mòran den ullachadh seo air a libhrigeadh agus gheibh oileanaich cothrom air na cùrsaichean an àite sam bith san t-saoghal. Tha cuid de phrògraman a' toirt cothroman air 'sgoiltean' còmhnaidh goirid anns na h-eileanan mar phàirt den phrògram ionnsachaidh. Cumaidh sinn sùil air an t-sreath phrògraman a th' ann mar-thà agus thèid prògraman ùra a chruthachadh, a dh'fhaodadh a bhith a' gabhail a-steach cuspairean leithid planadh mara spàsail, ceangailteachd dhidseatach, atharrachadh na gnàth-shìde, agus beatha àrainneachd na h-oirthir.

Mar phàirt den ro-innleachd seo, dealbhaidh sinn ro-innleachd margaidheachd cho-cheangailte rithe leis an amas a bhith a' cur nan cùrsaichean seo barrachd am follais agus barrachd oileanach a thàladh, oileanaich eadar-nàiseanta nam measg. Tha sinn a' tuigsinn gum bi cion àiteachan-fuirich do dh'oileanaich anns na h-eileanan gu tric na bhacadh mòr air àrdachadh ann an àireamhan nan oileanach agus tha sinn dealasach a bhith ag obair le luchd-ùidhe gus fuasglaidhean ùr-ghnàthach a chomharrachadh agus a libhrigeadh air an ana-ceist seo.

Leudaichidh sinn cuideachd ar prògram de chùrsaichean goirid, agus cothroman ionnsachaidh sùbailte eile, a'

## Impactful postgraduate learning and research Ionnachadh agus rannsachadh iar-cheumnach buadhach

We recognise that there are a wide range of issues and challenges within the islands including, for example, the impact of climate change, carbon storage, health and well-being in island communities, the state of the Gaelic language, the utilisation of natural resources, energy, renewables, aquaculture, sustainable economic growth, and demographic change in the islands. As a response to this, we will secure new sources of grant income, where appropriate in collaboration with other universities and stakeholders in order to further develop research and knowledge exchange projects of various kinds across the islands, hence attracting a range of research professionals, including postdocs and lecturing staff. This will include developing knowledge exchange partnerships and opportunities for innovation vouchers to be drawn down involving the university and business in sectors key to the islands' economies.

We are also committed to increasing opportunities for new research students across the islands as research students often elicit new understanding of place-based issues and challenges. Currently there are a significant number of research students associated with our islands' research centres and institutes, as well as at Sabhal Mòr Ostaig. The newly established Centre for Sustainable Seafood in Shetland provides further opportunities. Building on what has been achieved over the last few years, there is significant potential to expand the number of research students and the geographical spread of these.

Much of current research activity and postgraduate provision in the islands focuses on the humanities and the marine environment and is organised through our islands' based centres and institutes:

- + **Institute for Northern Studies**
- + **Agronomy Institute**
- + **Archaeology Institute**
- + **Centre for Islands Creativity**
- + **Centre for Sustainable Seafood**

In addition to these centres and institutes Sabhal Mòr Ostaig, the national centre for Gaelic language and culture, is an academic partner of the university.

In the university more widely there are significant research strengths in environmental science, language sciences and in health, including remote and rural health

gabhair a-steach, mar eisimpleir sgoiltean geamhraidh is samhraidh a tha a rèir an ullachaidh a th' ann mar-thà, agus co-labhairtean acadaimigeach a th' ann mar-thà leithid cho-labhairt eadar-nàiseanta dhà-bhliadhnail Naoimh Mànas fo stiùir Institiud Eòlas na h-Àirde a Tuath ann an Arcaibh agus Sealtainn.

Tha sinn ag aithneachadh gu bheil farsaingeachd mhòr de cheistean is dùbhlain sna h-eileanan a' gabhair a-steach, mar eisimpleir, buaidh atharrachadh na gnàth-shìde, stòradh gualain, slàinte is sunnd ann an coimhearsnachdan eileanach, staid na Gàidhlig, am feum a nithear de stòrasan nàdarra, cumhachd, stòrasan ath-nuadhachail, tuathanachas-uisge, fàs eaconamach seasmhach, agus atharrachadh deamografach anns na h-eileanan. Mar fhreagairt air seo, solairidh sinn tobairichean ùra de theachd a-steach tro thabhartasan, far am bi e iomchaidh ann an co-obrachadh le oilthighean agus luchd-ùidhe eile agus tuilleadh leasachaidh a dhèanamh air pròiseactan rannsachaidh agus iomlaid eòlais de dhiofar sheòrsachan air feadh nan eilean, rud a thàlaidheas caochladh phroifeiseantaich rannsachaidh, nam measg rannsaichean iar-ollamhach agus òraidichean. Bidh seo a' gabhair a-steach a bhith a' cruthachadh chom-pàirteachasan iomlaid eòlais agus cothroman a bhith a' tarraing a-nuas eàrlasan ùr-ghnàthachaidh a tharraingeas a-steach an t-oilthigh agus gnothachas ann an earrainnean a tha cudromach do eaconamaidhean nan eilean.

Tha sinn cuideachd dealasach a bhith a' toirt barrachd chothroman do dh'oileanaich rannsachaidh ùra air feadh nan eilean leis gum bi oileanaich rannsachaidh iomadh uair a' solar tuigse ùr air cùisean agus dùbhlain a bhuineas ri àite fa leth. An-dràsta tha àireamh nach beag de dh'oileanaich rannsachaidh co-cheangailte ris na h-ionadan agus institiudan rannsachaidh againn sna h-eileanan, a bharrachd air Sabhal Mòr Ostaig. Tha an t-Ionad ùr airson Biadh-mara Seasmhach ann an Sealtainn a' tabhann tuilleadh chothroman. A' togail air na chaidh a choileanadh sna beagan bhliadhnaichean a dh'fhalbh, tha comasachd gu leòr ann fàs a thoirt air àireamh nan oileanach rannsachaidh agus iad a bhith air an sgapadh ann am barrachd àitichean.

Is e na daonnachdan agus àrainneachd na mara fòcas mòran den obair rannsachaidh agus an t-ullachadh iar-cheumnach a th' ann sna h-eileanan an-dràsta agus tha e ga chur air dòigh tro na h-ionadan agus na h-institiudan againn sna h-eileanan:

- + **Institiud Eòlas na h-Àirde a Tuath**
- + **Institiud na h-Agronamaidh**
- + **Institiud an Arc-eòlais**
- + **Ionad Cruthachalachd nan Eilean**
- + **An t-Ionad airson Biadh-mara Seasmhach**

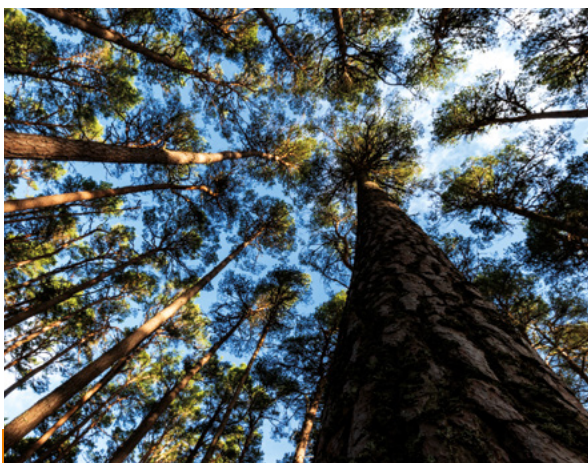


provision. We will continue to work with communities in the islands to identify new ways in which research could be progressed in these disciplines, especially where this relates to issues of concern, such as the climate emergency, developing a sustainable 'blue' and 'green' economy, the identification of solutions to the delivery of health care in island settings, and the current state of the Gaelic language and culture. In addition to the contribution of our islands-based research centres and institutes, we will continue to work with our mainland based centres and institutes to draw in expertise for islands-based research initiatives, for example from the Environmental Research Institute, the Scottish Association for Marine Science, the Centre for Health Research Innovation, the Institute for Biodiversity and Conservation, the Centre for Living Sustainably and the Language Sciences Institute.

Over time, as the number of research students and research professionals in the islands increases, we will, within existing structures, support the development of an islands' graduate collaborative, an informal network designed to recognise the distinct nature of being a research student within the islands' environment. We will also keep under review our overall research offer, and will continue to work to secure new opportunities relating to key sectors such as hydrogen and energy engineering where there is opportunity for research grant income to be generated along with the development of corporate partnerships with onshore and offshore wind developers.

All of this work will lead to the production of an islands' research publication, which will demonstrate how the university's investment in research is impacting specifically on island communities and contributing to finding solutions to island issues.

We will develop a net zero hub which will be a single portal for all of our research and knowledge exchange activity related to our environmental sustainability commitments. This hub will include research and knowledge exchange activity generated in the islands.



A bharrachd air na h-Ionadan is na h-Institiudan sin, tha Sabhal Mòr Ostaig, an t-ionad nàiseanta airson cànan is cultar na Gàidhlig, na chom-pàirtiche acadaimigeach don oilthigh.

Ann an oilthigh san fharsaingeachd tha buadhan rannsachaidh cudromach ann an saidheans na h-àrainneachd, saidheansan cànan agus ann an slàinte, a' gabhail a-steach ullachadh slàinte iomallach agus dùthchail. Leanaidh sinn oirnn ag obair le coimhearsnachdan sna h-eileanan gus dòighean ùra a chomharrachadh ann an gabhadh rannsachadh toirt air adhart anns na cuspairean sin, gu h-àraidh far am buin seo ri cùisean iomagain, leithid èiginn na gnàth-shìde, fàs a thoirt air eaconamaidh 'gorm' agus 'uaine' seasmhach, comharrachadh fhuasglaidhean a thaobh libhrigeadh cùram slàinte ann an suidheachaidhean eileanach, agus staid làithreach cànan is cultar na Gàidhlig. A bharrachd air na tha na h-ionadan agus institiudan rannsachaidh eileanach againn a' cur ris a' ghnòthach, leanaidh sinn oirnn ag obair leis na h-ionadan is na h-institiudan againn air tìr-mòr gus sàr-eòlas a tharraing a-steach airson iomairtean rannsachaidh a tha air an suidheachadh sna h-eileanan, mar eisimpleir bho Institiud Rannsachadh na h-Àrainneachd, Comann Saidheans Mara na h-Alba, an t-Ionad airson Ùr-ghnàthachadh ann an Rannsachadh Slàinte, an Institiud airson Bith-iomadachd agus Glèidhteachas, an t-Ionad airson Tighinn Beò gu Seasmhach agus Institiud nan Saidheansan Cànan.

Ri ùine, mar a thig fàs air àireamh nan oileanach rannsachaidh agus nam proifeiseantach rannsachaidh anns na h-eileanan, bheir sinn taic, taobh a-staigh de na structaran a th' ann mar-thà, do chruthachadh buidheann co-obrachaidh do cheumnaichean sna h-eileanan, lionra neo-fhoirmeil air a dhealbh a bhith ag aithneachadh gun e rud sònraichte a th' ann duine a bhith na oileanach rannsachaidh an àrainneachd nan eilean. Cumaidh sinn sùil cuideachd air an tairgse rannsachaidh iomlan againn, agus leanaidh sinn oirnn ag obair feuch am faigh sinn cothroman ùra co-cheangailte ri earrainnean cudromach leithid innleadaireachd haidridean agus lùtha far a bheil cothrom ann a bhith a' solar teachd a-steach bho thabhartasan rannsachaidh cho math ri bhith a' cruthachadh chom-pàirteachasan corporra le luchd-leasachaidh gaoithe air tìr agus air a' mhuir.

Mar thoradh air an obair seo gu lèir thèid foillseachadh rannsachaidh eileanach a chur a-mach, a sheallas mar a tha an t-airgead a tha an t-oilthigh a' cur an tasgadh ann an rannsachadh a' toirt buaidh shònraichte air coimhearsnachdan eileanach agus a' cur ri bhith ag amas air fuasglaidhean air ceistean eileanach.

Cruthaichidh sinn mòr-ionad neoni lom a bhios na phortal singilte airson na gnìomhachd rannsachaidh agus iomlaid eòlais againn air fad a bhuineas ri ar geallaidhean a thaobh seasmhachd àrainneachdail. Bidh an t-ionad seo a' gabhail a-steach obair rannsachaidh agus iomlaid eòlais a thig às na h-eileanan.

# Implementing the Islands Growth Deal and the Argyll and Bute Growth Deal

A bhith a' buileachadh Cùmhnant Fàis nan Eilean agus Cùmhnant Fàis Earra-Ghàidheil is Bhòid





### Key theme 3

Contributing to the delivery of the Islands Growth Deal and the Argyll and Bute Growth Deals.

**Key objective:** To make an impactful contribution to the aims of the Islands Growth Deal and the Argyll and Bute Growth Deal.

### Prìomh chuspair 3

A bhith a' cur ri libhrigeadh Chùmhnant Fàis nan Eilean agus Chùmhnantan Fàis Earra-Ghàidheil is Bhòid.

**Prìomh amas:** Cur gu buadhach ri amasan Chùmhnant Fàis nan Eilean agus Chùmhnant Fàis Earra-Ghàidheil is Bhòid.

We recognise the significance of the Islands Deal programmes and the impact these will have across Orkney, Shetland, the Outer Hebrides. We are committed to working with stakeholders and partners both as leaders and participants in a number of Islands Deal programmes, especially where these align with the objectives of this strategy and the wider objectives of our university. We also recognise that whilst these programmes are important in their own right, they will also provide the foundation for significant additional leverage for future developments. Further the Islands Deal projects link closely with all of the other parts of this strategy and we therefore view these as integral to the success of the strategy.

Specifically, we are committed to leading four projects:

- + Two projects to support campus developments at UHI North, West and Hebrides in Stornoway and UHI Shetland in Lerwick and Scalloway. These will support the creation of contemporary learning facilities which will attract and retain a wide range of students.
- + The TalEntEd Islands programme. This project will focus on fast-tracking the decarbonisation of the islands by creating opportunities for education, skills, entre and intrapreneurship and commercialisation supporting the increase in sustainable 'green' jobs across the Northern isles and Outer Hebrides. We are committed to leading this project working with Robert Gordon University and Heriot-Watt University.

Tha sinn ag aithneachadh cho cudromach is a tha prògraman Chùmhnant nan Eilean agus a' bhuaidh a bheir iad sin air feadh Arcaibh, Shealtainn agus nan Eilean Siar. Tha sinn dealasach a bhith ag obair le luchd-ùidhe agus com-pàirtichean an dà chuid mar stiùirichean agus com-pàirtichean ann an grunn de phrògraman Chùmhnant nan Eilean, gu h-àraidh far a bheil iad sin a' co-thaobhadh ri amasan na ro-innleachd seo agus amasan nas fharsainge an oilthigh againn. Tha sinn cuideachd ag aithneachadh, ged a tha na prògraman sin cudromach annta fhèin, gum bi iad cuideachd nam bun-stèidh airson luamhan mòr a bharrachd airson leasachaidhean san àm ri teachd. A bharrachd air sin, tha ceangal dlùth eadar pròiseactan Chùmhnant nan Eilean agus gach pàirt eile den ro-innleachd seo agus mar sin tha sinn den bheachd gu bheil iad riatanach airson soirbheachas na ro-innleachd.

Gu sònraichte, tha sinn a' gabhail mar uallach oirnn fhèin ceithir pròiseactan a stiùireadh:

- + 2 phròiseact gus taic a thoirt do leasachaidhean àrainn aig UHI a Tuath, an Iar agus Innse Gall ann an Steòrnabhagh agus UHI Sealtainn ann an Learaig agus Scalloway. Bheir iad sin taic do chruthachadh ghoireasan ionnsachaidh co-aimsireil a tharraingear agus a chumas caochladh mòr oileanaich.

## Implementing the Islands Growth Deal and the Argyll and Bute Growth Deal A bhith a' buileachadh Cùmhnant Fàis nan Eilean agus Cùmhnant Fàis Earra-Ghàidheil is Bhòid

+ Led by UHI, the Shell-volution project has been designed as a new and innovative technical programme, enabling future growth in the low-carbon and sustainable mussel farming sector in Shetland, and more widely in Scotland. Through a phased programme of research and development, focusing on better ways to farm in the marine environment, the project will lead to a significant growth in output.

We are committed to making a contribution to two other Islands Growth Deal projects:

- + The Orkney Community Vertical Farm project is focused on agricultural innovation, creating an islands' vertical farm. The project will be supported by associated research and development activities and business incubation opportunities at the Agronomy Institute in UHI Orkney.
- + The Creative Islands Wellbeing project will establish new island networks of creative practice hubs and wellbeing innovation, including in relation to healthy ageing. We are committed to connecting with this project through UHI North, West and Hebrides, UHI Orkney and especially through the Centre for Island Creativity at UHI Shetland.

Whilst not solely contributing to islands, we recognise the importance of the Argyll and Bute Growth Deal and in partnership with UHI Argyll and the Scottish Association of Marine Science (SAMS), we are committed to contributing to the Rural Skills Accelerator Programme (RASP) and the Marine Aquaculture Programme. These programmes include the UHI Argyll Marine Industry Training Centre and the SAMS International Seaweed and Shellfish Industry research and development centre.

+ Bidh am pròiseact seo a' cur fòcas air a bhith a' luathachadh di-charbonachadh nan eilean le bhith a' cruthachadh chothroman airson foghlam, sgilean, tionnsgaineachd agus in-thionnsgaineachd agus malairteachadh, rud a chuireas taic ris a' mheudachadh ann an obraichean 'uaine' seasmhach air feadh nan Eilean a Tuath agus Innse Gall. Tha sinn a' gabhail mar uallach oirnn fhèin am pròiseact seo a stiùireadh ag obair còmhla ri Oilthigh Robert Gordon agus Oilthigh Heriot-Watt.

+ Fo stiùir UHI, chaidh am pròiseact Shell-volution a dhealbhadh mar phrògram teignigeach ùr agus ùr-ghnàthach, a tha a' comasachadh fàs san àm ri teachd ann an earrainn an tuathanachais fheusgain bheag-ghualain agus seasmhach ann an Sealtainn, agus ann an Alba san fharsaingeachd. Tro phrògram mean air mhean de rannsachadh is leasachadh, le fòcas air dòighean nas fheàrr a bhith ri àiteachas ann an àrainneachd na mara, thig fàs mòr ann an toradh leis a' phròiseact seo.

Tha sinn a' gabhail mar uallach oirnn fhèin a bhith a' cur ri dà phròiseact eile a bhuineas do Chùmhnant Fàis nan Eilean:

- + Tha pròiseact Tuathanas Inghearach Coimhearsnachd Arcaibh a' cuimseachadh air ùr-ghnàthachadh ann an àiteachas, agus e a' cruthachadh tuathanas inghearach do na h-eileanan. Bidh am pròiseact a' faighinn taic bho ghnìomhachdan rannsachaidh is leasachaidh co-cheangailte ris agus cothroman brosnachadh gnothachais aig Institiud na h-Agronamaidh ann an UHI Arcaibh.
- + Stèidhichidh Pròiseact Sunnd nan Eilean Cruthachail lìonraidhean eileanach ùra de mhòr-ionadan cleachdaidh chruthachail agus ùr-ghnàthachadh a thaobh sunnd, a bhuineas, am measg rudan eile, ri seanachadh fallain. Tha sinn dealasach a thaobh ceangal a dhèanamh ris a' phròiseact seo tro UHI a Tuath, an Iar agus Innse Gall, UHI Arcaibh agus gu sònraichte tro Ionad Cruthachalachd nan Eilean aig UHI Sealtainn.

Ged nach e eileanan a-mhàin a tha a' faotainn buannachd às, tha sinn ag aithneachadh cho cudromach is a tha Cùmhnant Fàis Earra-Ghàidheil is Bhòid agus ann an com-pàirteachas le UHI Earra-Ghàidheil agus Comann Saidheans Mara na h-Alba (SAMS), tha sinn dealasach a thaobh cur ris a' Phrògram Luathachaidh airson Sgilean Dùthchail (RASP) agus am Prògram airson Tuathanachas-uisge na Mara. Tha na prògraman seo a' gabhail a-steach Ionad Trèanaidh UHI Earr-Ghàidheil airson a' Ghnìomhachais Mara agus ionad rannsachaidh is leasachaidh SAMS airson a' Ghnìomhachais Fèamainn is Maoraich Eadar-nàiseanta.







# Thriving languages and cultures

## Cànanan is cultaran piseachail





## Key theme 4

Protecting and promoting the indigenous languages and cultures of the Highlands and Islands.

**Key objective:** To develop in partnership a systems-wide integrated approach to teaching, skills development and learning, action-oriented research, and knowledge exchange in relation to island languages and cultures.

## Prìomh chuspair 4

Dìon agus adhartachadh chànanan agus chultaran dùthchasach na Gàidhealtachd agus nan Eilean.

**Prìomh amas:** Dòigh-obrach a chruthachadh ann an com-pàirteachas, is i amalaichte air feadh nan siostaman air fad, a thaobh teagasg, leasachadh sgilean agus ionnsachadh, rannsachadh stèidhichte air gnìomhachd, agus iomlaid eòlais a thaobh chànanan is cultaran nan eilean.

We recognise that we must do more than just affirm the responsibility we have in the promotion and protection of the Gaelic language and culture across our island communities. We also have academic and development responsibilities for the specific island cultures, dialects and languages prevalent and associated with the northern isles of Orkney and Shetland. We are aiming to do much more than just support a position of containment for our island languages and cultures. We want people and their respective languages and cultures to flourish and thrive. Our approach will be driven by a focused community engagement endeavour and our university strategies will work towards a vision of enabling communities to be confident and competent speakers and ambassadors of their respective languages, dialects and cultures.

Whilst the world of Gaelic is evolving rapidly with a new generation of learners and speakers emerging, especially across urban Scotland, traditional Gaelic speaking communities continue to experience socioeconomic and sociolinguistic pressures to the detriment of the wellbeing of their language. In the Gaelic language context, it is the community who will ultimately secure the future wellbeing of Gaelic. However, our university has a key role in how we configure our skills development and learning courses, including how we apply our research resources to inform our approach to place-based development strategies that would be aimed at supporting local capacity and leadership, and to create the confidence and the desire within the younger age cohorts to learn and use Gaelic in everyday situations.

Tha sinn ag aithneachadh gum feum sinn barrachd a dhèanamh na dìreach a bhith a' daingneachadh an dleastanais a th' againn ann a bhith a' brosnachadh agus a' dìon cànan is cultar na Gàidhlig air feadh ar coimhearsnachdan eileanach. Tha dleastanasan acadaimigeach agus leasachaidh againn cuideachd airson nan cultaran, nan dual-chainntean agus nan cànanan eileanach sònraichte a tha cumanta agus co-cheangailte ri eileanan a tuath Arcaibh is Shealtainn. Is e ar rùn tòrr a bharrachd a dhèanamh na dìreach taic a thoirt do shuidheachadh dìonach airson ar cànanan is ar cultaran eileanach. Tha sinn airson gum bi daoine agus na cànanan is na cultaran aca piseachail, soirbheachail. Is e oidhirp fhòcasach a bhith a' dol an dàil na coimhearsnachd a stiùireas ar modh-obrach agus obraichidh ar ro-innleachdan mar oilthigh a dh'ionnsaigh lèirsinn far am bi comas aig coimhearsnachdan a bhith nan luchd-labhairt agus nan tosgairean misneachail agus comasach anns na cànanan, na dualchainntean agus na cultaran aca fhèin.

Ged a tha saoghal na Gàidhlig ag atharrachadh gu luath, is ginealach ùr de luchd-ionnsachaidh agus luchd-labhairt a' tighinn am bàrr, gu h-àraidh air feadh bhailtean na h-Alba, tha coimhearsnachdan Gàidhlig traidiseanta fhathast a' fulang le cuideaman sòisio-eaconamach agus sòisio-chànanach a tha a' dèanamh cron air fallaineachd an cànan. Ann an co-theacsa na Gàidhlig, 's i a' choimhearsnachd aig a' cheann thall a nì cinnteach gum bi a' Ghàidhlig fallain san àm ri teachd. Air a shon sin, tha pàirt chudromach aig an oilthigh againn ri a cluich san dòigh a bhios sinn a' rèiteachadh ar cùrsaichean leasachadh sgilean agus ionnsachaidh, a' gabhail a-steach mar a chuireas sinn ar goireasan rannsachaidh gu feum gus buaidh a thoirt air a' mhodh-obrach againn a thaobh ro-innleachdan leasachaidh stèidhichte air àite a bhiodh a'

## Thriving languages and cultures

### Cànanan is cultaran piseachail

Our university, through our comprehensive suite of skills and learning initiatives, recognises that empowering communities through cultural, language, and linguistics research is crucial to sustainable development. The cultural heritage embedded in the indigenous languages of our islands is more than just remnants of the past which have continued into the present as a limited set of observed objects, but our islands cultural heritage is 'alive' today and takes form in the everyday lives of islanders. In recognition and in support of our unique set of island languages and cultures we will develop locally based programmes and courses aimed at strengthening skills for young people, families and employees working in key sectors which support the socioeconomic and sociolinguistic milieu of our islands from the Hebrides to the Northern Isles. Specifically in relation to Gaelic medium initial teacher education, and Gaelic medium continuous professional development for teachers, our courses and support systems will reflect this and we will strengthen our learning and teaching centres across relevant islands. The strengthening of the institutional presence of the university from across the academic partnership network offers a solid foundation from which to build and grow our skills and learning portfolios, research and knowledge exchange activities and international collaborations which we will enhance local human capital and a range of other contextual conditions needed to enable island languages and cultures to prosper and thrive.

As the regional university for the Highlands and Islands we recognise that a successful interface with supporting island languages and cultures is a multi-faceted endeavour requiring an appropriate balance between institutions and civil society with a particular focus on the dynamics of agency and governance within and across indigenous language groups in the Hebrides and the Northern Isles.

Our university strategy is embedded within a wider planning and development framework for our unique island communities. Only a productive partnership approach will enable a co-created strategic planning and policy framework which places priority actions in place to support our island languages and cultures at the centre of community development approaches. Our approach to 'thriving languages and cultures' recognises that a successful partnership linking academia, development organisations and communities embeds a process of mutual learning and development.

feuchainn ri taic a thoirt do chomas is ceannardas ionadail, agus gus a' mhisneachd agus a' mhiann a dhùsgadh anns na buidhnean aoise as òige a' Ghàidhlig ionnsachadh agus a chleachdadh ann an suidheachaidhean làitheil.

Tha an t-oilthigh againn, tron chaochladh mhòr-chuairteach a th' againn de dh'iomairtean sgilean is ionnsachaidh, ag aithneachadh gu bheil e uile-chudromach a thaobh leasachadh seasmhach a bhith a' cur cumhachd ann an làmhnan choimhearsnachdan tro rannsachadh air cultar, cànanan agus cànanachas. Tha barrachd san dualchas chultarail a tha freumhaichte ann an cànanan dùthchasach ar n-eileanan na dìreach fuigheall den àm a dh'fhalbh a tha air leantainn chun an latha an-diugh mar sheata cuibhrichte de nithean a tha ri am faicinn, ach tha dualchas cultarail ar n-eileanan 'beò' an-diugh agus ga nochdadh fhèin am beatha làitheil mhuinntir nan eilean. Mar aithneachadh agus mar thaic don t-seata gun samhail againn de chànanan is chultaran eileanach, cruthaichidh sinn prògraman agus cùrsaichean stèidhichte gu h-ionadail a dh'fheuchas ri sgilean a neartachadh do dhaoine òga, teaghlachan agus luchd-obrach a tha ag obair ann am earrainnean cudromach a tha a' toirt taic do shaoghal sòisio-eaconamach is sòisio-chànanach ar n-eileanan o Innse Gall gu na h-Eileanan a Tuath. Gu sònraichte a thaobh foghlam tòiseachail thidsearan tro mheadhan na Gàidhlig, agus leasachadh proifeiseanta leantainneach tro mheadhan na Gàidhlig do thidsearan, bidh na cùrsaichean agus na siostaman taice againn a' nochdadh seo agus neartaichidh sinn na h-ionadan ionnsachaidh is teagaisg againn tarsainn eileanan far a bheil seo iomchaidh. Le bhith a' neartachadh làthaireachd an oilthigh mar stèidheachd bho lìonra a' chom-pàirteachais acadaimigich air fad, gheibhear bunait dhiongalta airson fàs a thoirt air na portfòilios sgilean agus ionnsachaidh againn, cho math ri ar gnìomhachdan rannsachaidh is iomlaid eòlais agus co-obrachaidhean eadar-nàiseanta a chuireas ris a' chalpa dhaonna ionadail agus farsaingeachd de chumhachan co-theacsail eile a tha a dhith gus leigeil le cànanan is cultaran eileanach a bhith piseachail agus soirbheachail.

Mar an t-oilthigh sgireil don Ghàidhealtachd agus na h-Eileanan tha sinn ag aithneachadh gur e oidhirp ioma-thaobhach a th' ann an eadar-aghaidh shoirbheachail ri taic do chànanan is cultaran eileanach a dh'fheumas cothromachadh iomchaidh eadar stèidheachdan agus an comann-sòisealta catharra le fòcas sònraichte air dinimigeachd dèanadachd agus riaghlachas taobh a-staigh agus tarsainn bhuidhnean cànanan dùthchasach ann an Innse Gall agus na h-Eileanan a Tuath.

Tha an ro-innleachd a th' againn mar oilthigh freumhaichte ann am frèam planaidh is leasachaidh nas fharsainge airson ar choimhearsnachdan eileanach gun samhail. Is ann tro dhòigh-obrach com-pàirteachais thorrach a-mhàin a gheibhear frèam planaidh is poileasaidh ro-innleachdail co-chruthaichte a chuireas gnìomhan prìomhachais nan



As the University of the Highlands and Islands is the only university operating and located within the hinterland of the remaining social geographies of Gaelic and the languages of the Northern Isles it is incumbent on the us to deploy our teaching, research and knowledge exchange resources in a manner which is societally beneficial to communities in its regions. We will work with communities, academic partners and official bodies to develop collaborative initiatives which focus in a mutually reinforcing way on both the language-in-society and language-in-institutions requirements of sustaining our linguistic minorities.

Within our academic partnership, Sabhal Mòr Ostaig as the National Centre for Gaelic Language and Culture, UHI North, West and Hebrides and the Language Sciences Institute are extensively involved in supporting Gaelic in a variety of ways. We will support and affirm a range of projects and initiatives in the Outer and Inner Hebrides all aimed at strengthening Gaelic in community and in the economy. This includes ongoing research and community engagement in the Outer Hebrides, involving our Languages Sciences Institute, and provision to strengthen Gaelic skills for employees working in key sectors in communities, for example in education and health, the creative industries sector and in social care. In relation to Gaelic medium initial teacher education, we are mindful of Comhairle nan Eilean Siar's decision for Gaelic medium education to be the default position in the islands and will reflect this in our curriculum planning. In addition, we will work with Ceòlas in South Uist to develop provision there in relation to music, language and cultural activities, especially within the context of the Cnoc Soilleir initiative.

Our Institute for Northern Studies seeks to rediscover, preserve and interpret local culture for future generations with a particular focus on the languages and dialects of Orkney and Shetland as well as the history and culture of Scottish Islands and the North Atlantic Rim. We have a solid foundation from which to build and grow research activity and international collaborations with northern and Nordic neighbours.



àite gus taic a thoirt do ar cànanan is ar cultaran eileanach aig crìdhe mhodhan leasachadh coimhearsnachd. Tha ar modh-obrach a thaobh 'chànanan is cultaran soirbheachail' ag aithneachadh gum bi com-pàirteachas soirbheachail a bheir còmhla an saoghal acadaimigeach, buidhnean leasachaidh agus coimhearsnachdan a' fighe a-steach pròiseas ionnsachaidh is leasachaidh le chèile.

Leis gur e Oilthigh na Gàidhealtachd agus nan Eilean an aon oilthigh a tha ag obair agus air a shuidheachadh taobh a-staigh de chùl-thìr na tha air fhàgail de sgìrean sòisealta na Gàidhlig agus chànanan nan Eilean a Tuath tha e mar fhiachaibh oirnn ar goireasan teagaisg, rannsachaidh agus iomlaid eòlais a chur gu feum ann an dòigh a bheir buannachd shòisealta do choimhearsnachdan anns na sgìrean aige. Obraichidh sinn le coimhearsnachdan, com-pàirtichean acadaimigeach agus buidhnean oifigeil gus iomairtean co-obrachail a chruthachadh a bheir an aire air na feumalachdan a thaobh nam mion-chànanan againn a chumail suas an co-theacsa cànan sa chomann-shòisealta agus cànan ann an stèidheachdan, agus a nì sin ann an dòigh a leigeas leis an dà thaobh sin den ghnòthach a bhith a' neartachadh a chèile.

Taobh a-staigh den chom-pàirteachas acadaimigeach againn, tha Sabhal Mòr Ostaig mar an t-Ionad Nàiseanta airson Cànan is Cultar na Gàidhlig, UHI a Tuath, an Iar agus Innse Gall agus Institiud nan Saidheansan Cànan gu mòr an sàs ann a bhith a' toirt taic don Ghàidhlig ann an diofar dhòighean. Bheir sinn taic agus daingneachadh do chaochladh phròiseactan agus iomairtean ann an eileanan a-muigh agus a-staigh Innse Gall, is iad air fad a' feuchainn ris a' Ghàidhlig a neartachadh sa choimhearsnachd agus san eaconamaidh. Tha seo a' gabhail a-steach rannsachadh agus com-pàirteachadh coimhearsnachd leantainneach anns na h-Eileanan A-muigh, anns am bi làmh aig an Institiud Shaidheansan Cànan againn, agus ullachadh airson sgilean Gàidhlig a neartachadh do luchd-obrach a tha ag obair ann an earrainnean cudromach ann an coimhearsnachdan, mar eisimpleir ann am foghlam agus slàinte, earrainn nan gnìomhachasan cruthachail agus ann an cùram sòisealta. A thaobh foghlam tòiseachail thidsearan tro mheadhan na Gàidhlig, tha sinn mothachail air co-dhùnadh Chomhairle nan Eilean Siar gur e foghlam tro mheadhan na Gàidhlig am bun-shuidheachadh anns na h-eileanan agus bidh seo ri fhàicinn sa phlanadh curraicealaim againn. A bharrachd air sin, bidh sinn ag obair còmhla ri Ceòlas ann an Uibhist a Deas gus ullachadh a chruthachadh an sin a thaobh ceòl, cànan agus gnìomhachdan cultarail, gu h-àraidh ann an co-theacsa iomairt Chnoc Soilleir.

Is e rùn na h-Institiuid againn airson Eòlas na h-Àirde a Tuath a bhith a' cur ath-eòlas air cultar ionadail agus ga ghleidheadh is ga mhineachadh do na ginealaichean ri teachd le fòcas sònraichte air cànanan is dual-chainntean Arcaibh is Shealtainn a bharrachd air eachdraidh is cultar Eileanan na h-Alba agus Iomall a' Chuain Siar. Tha bunait làidir againn a bhith a' togail is a toirt fàs air gnìomhachd rannsachaidh agus co-obrachadh eadar-nàiseanta le nàbaidhean san àird a tuath agus ann an Lochlann.

# Sustainable communities

## Coimhearsnachdan seasmhach



## Key theme 5

Attracting activity and people to the islands and to be based in the islands.

**Key objective:** We will work with partners to support opportunities for meetings, conferences and exhibitions that attract people to the islands; and where aligned with island priorities attract other organisations, businesses etc to be based have staff within the islands.

We are committed to attracting people to the islands through our core teaching and learning and research activities. We acknowledge the barrier of securing accommodation for students and staff and are committed to working with stakeholders to find innovative solutions to this.

Academic related events, meetings and conferences and short courses provide opportunities to raise the profile of the islands, for people to travel to the islands and for the strengthening of connections with people and place in order to generate opportunities for collaboration, knowledge exchange, research and innovation across the islands. We are also strongly positioned to support the development of online connectedness to islands through our online and hybrid learning teaching models.

Through our programmes of further and higher education, we are committed to work with business and the public sector in the islands to attract people to the islands in order to provide a skilled workforce to support business and economic development.

In addition, we will support the islands' economies through attracting new business, inward investment and through the location of our own administrative and academic activities based within the islands. This will create opportunities for new jobs, clustering and financial investment.

## Prìomh chuspair 5

Gnìomhachd agus daoine a thàladh do na h-eileanan agus a bhith stèidhichte anns na h-eileanan.

**Prìomh amas:** Obraichidh sinn le com-pàirtichean gus taic a thoirt do chothroman airson coinneamhan, co-labhairtean agus taisbeanaidhean a tharraingear daoine do na h-eileanan; agus far a bheil e a rèir phrìomhachasan nan eilean buidhnean eile, gnothachasan is a leithid a thàladh a bhith air an suidheachadh is luchd-obrach a bhith aca sna h-eileanan.

Tha sinn dealasach a bhith a' tàladh dhaoine do na h-eileanan tro ar prìomh obair teagaisg is ionnsachaidh is rannsachaidh. Tha sinn ag aithneachadh a' chnàip-starra a th' ann a thaobh àiteachan-fuirich a sholar do dh'oileanaich is luchd-obrach agus tha sinn dealasach a bhith ag obair le luchd-ùidhe gus an amais sinn air fuasglaidhean ùr-ghnàthach air seo.

Bidh tachartasan, coinneamhan is colabhairtean co-cheangailte ri gnothaichean acadaimigeach agus cùrsaichean goirid a' toirt chothroman air barrachd aire a tharraing air na h-eileanan, do dhaoine a bhith a' siubhal do na h-eileanan agus a bhith a' neartachadh cheanglaichean ri daoine agus àite, gus an ginear cothroman air co-obrachadh, iomlaid eòlais, rannsachadh agus ùr-ghnàthachadh air feadh nan eilean. Tha sinn cuideachd ann an suidheachadh làidir a bhith a' toirt taic do leasachadh co-cheangailteachd air-loidhne ri eileanan tro na modailean ionnsachaidh is teagaisg air-loidhne agus eadar-mheasgte againn.

Tro ar prògraman foghlam adhartach is àrd-ìre, tha sinn dealasach a bhith ag obair le gnothachas agus an earrainn phoblaich anns na h-eileanan gus daoine a thàladh chun nan eilean gus feachd-obrach sgileil a sholarachadh a thoirt taic do leasachadh gnothachais agus eaconamach.

A bharrachd air sin, bheir sinn taic do eaconamaidhean nan eilean tro bhith a' tàladh gnothachas ùr, in-thasgadh agus tro shuidheachadh ar gnìomhachdan rianachd is acadaimigeach fhèin a tha stèidhichte sna h-eileanan. Cruthaichidh seo cothroman airson obraichean ùra, cruinneachadh agus tasgadh ionmhais.



# Progressing the UHI Islands' Strategy; leadership and profile in the islands

Ro-innleachd  
Eileanan UHI a  
thoirt air adhart;  
ceannardas agus  
follaiseachd anns  
na h-eileanan



In order to progress this strategy, it is essential that there is bespoke leadership, good stakeholder engagement, a strong sense of collaboration across the islands and a conduit to the Vice-Chancellor of the university. There are a number of key strands to ensuring that this strategy is implemented and that progress is monitored.

- + The university's Principal and Vice-Chancellor will nominate a senior member of the university with corporate responsibility for championing this strategy and to ensure that there is a direct conduit to the senior leadership of the university. It is anticipated that this officer would have profile and presence across all of the islands. This officer will have a key role to further develop a strong sense of cohesion and collaboration in close liaison with the islands' academic partner principals and other senior staff. The islands' academic partner principals will have a key role to ensure that the specific local issues are fully reflected in the roll out of the strategy and implementation plan.
- + The university will appoint a suitably qualified officer, who has a lead responsibility for liaising with internal and external stakeholders to ensure that this plan is progressed and reported upon. The head of the Islands Strategy will report to an internal Islands' committee consisting of the academic partner Principals from each of the islands' academic partners, together with the university's Vice-Chancellor or nominee.

Gus an ro-innleachd seo a thoirt air adhart, tha e riatanach gum bi ceannardas ann a bhios sònraichte don chùis, cho math ri deagh chom-pàirteachadh le luchd-ùidhe, mothachadh làidir de cho-obrachadh air feadh nan eilean agus slighe gu Iar-Sheansalair an Oilthighe. Tha grunn dhualan cudromach ann gus dèanamh cinnteach gum builichear an ro-innleachd seo agus gun cumar sùil air adhartas.

- + Ainmichidh Prionnsapal is Iar-Sheansalair an Oilthighe àrd-bhall den oilthigh le uallach corporra airson an ro-innleachd seo adhartachadh agus gus dèanamh cinnteach gum bi slighe dhìreach ann gu àrd-cheannardan an oilthighe. Thathas an dùil gum biodh follaiseachd agus làthaireachd aig an oifigear seo air feadh nan eilean gu lèir. Bidh pàirt uile-chudromach aig an oifigear seo ri a cluich gus tuilleadh leasachaidh a dhèanamh air faireachdainn làidir de cho-leanailteachd agus co-obrachadh ann an dlùth cheangal ri prionnsapalan chom-pàirtichean acadaimigeach nan eilean agus àrd-bhuill eile den fhoireann. Bidh pàirt uile-chudromach aig prionnsapalan chom-pàirtichean acadaimigeach nan eilean ri a cluich gus dèanamh cinnteach gum bi sgaoileadh na ro-innleachd agus a' phlana buileachaidh a' gabhail ealla gu h-ìomlan de chùisean ionadail sònraichte;

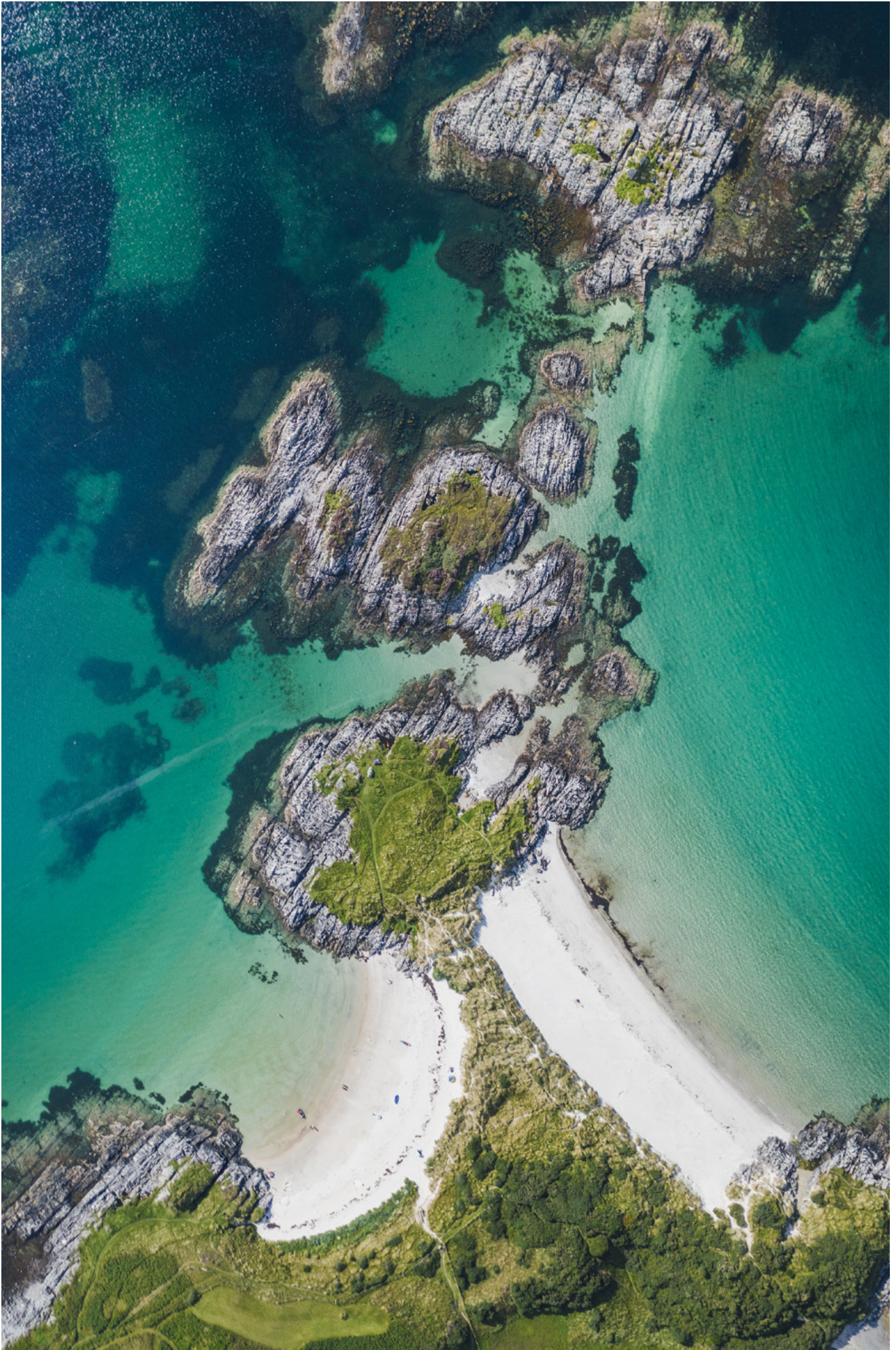
## Progressing the UHI Islands' Strategy; leadership and profile in the islands

### Ro-innleachd Eileanan UHI a thoirt air adhart; ceannardas agus follaiseachd anns na h-eileanan

- + We will establish in partnership with key stakeholders an Islands' Forum which will meet twice a year in order to monitor and support the implementation of this plan and the definition of further workstreams which strengthen the university's work and impact in the islands. The terms of reference and membership are attached as appendix 1;
- + Aside from our islands based leaders and academic staff, there are a number of pan university professional service staff based on the islands. We will implement a strategy of to increasing the number of core staff based in the islands especially as vacancies arise and are filled;
- + It is recognised that this plan is a high-level strategy, and as such, it will be important that a detailed implementation plan will be prepared demonstrating how the strategy will be progressed over a five year period.
- + The full economic and social impact of COVID-19 is very significant, and accordingly as with all universities in Scotland there is ongoing significant financial pressure on our university, a situation that is likely to prevail in the medium term. Notwithstanding this, we will make every effort to deliver this strategy and the commitments within it.
- + Cuiridh an t-Oilthigh oifigear an dreuchd, a bhios barantaichte gu h-ìomchaidh agus air am bi uallach a bhith air ceann conaltradh ri luchd-ùidhe air an taobh a-staigh agus air an taobh a-muigh gus dèanamh cinnteach gun tèid am plana seo a thoirt air adhart agus gun tèid aithris air. Bidh Ceannard Ro-innleachd nan Eilean ag aithris do chomataidh Eileanan in-mheadhanach, air a dèanamh suas de na Prionnsapalan bho gach aon de chom-pàirtichean acadaimigeach nan eilean, còmhla ri lar-sheansalair an oilthigh no neach ainmichte;
- + Stèidhichidh sinn ann an com-pàirteachas le luchd-ùidhe uile-chudromach Fòram Eileanach a choinnicheas dà uair sa bhliadhna gus sùil a chumail air buileachadh a' phlana seo is taic a thoirt dha, agus a shocraicheas sruthan-obrach a bharrachd a neartaicheas obair agus buaidh an oilthigh anns na h-eileanan. Tha an raon-dleasanais agus a' bhallrachd an cois seo mar phàipear-taice 1;
- + A bharrachd air na stiùirichean agus an luchd-obrach acadaimigeach againn sna h-eileanan, tha grunn luchd-obrach seirbheise proifeiseanta don oilthigh air fad a tha air an suidheachadh sna h-eileanan. Cuiridh sinn an gnìomh ro-innleachd airson àrdachadh a thoirt air àireamh a' bhun-luchd-obrach sna h-eileanan gu h-àraidh nuair a bhios dreuchdan bàna a' nochdadh agus gan lìonadh;
- + Thathas a' tuigsinn gur e ro-innleachd àrd-ìre a th' anns a' phlana seo, agus mar sin, bidh e cudromach gun tèid plana buileachaidh mionaideach ullachadh a' sealltainn mar a thèid an ro-innleachd a thoirt air adhart thar chòig bliadhna.
- + Is mòr gu dearbh làn bhuaidh eaconamach is sòisealta COVID-19, agus mar sin, mar a tha air a h-uile oilthigh ann an Alba, tha cuideam ionmhasail mòr leantainneach air an oilthigh againne, suidheachadh a leanas air, a rèir coltais, sa mheadhan-ùine. A dh'aindeoin seo, nì sinn ar dìcheall an ro-innleachd seo agus na geallaidhean a tha na broinn a libhrigeadh.



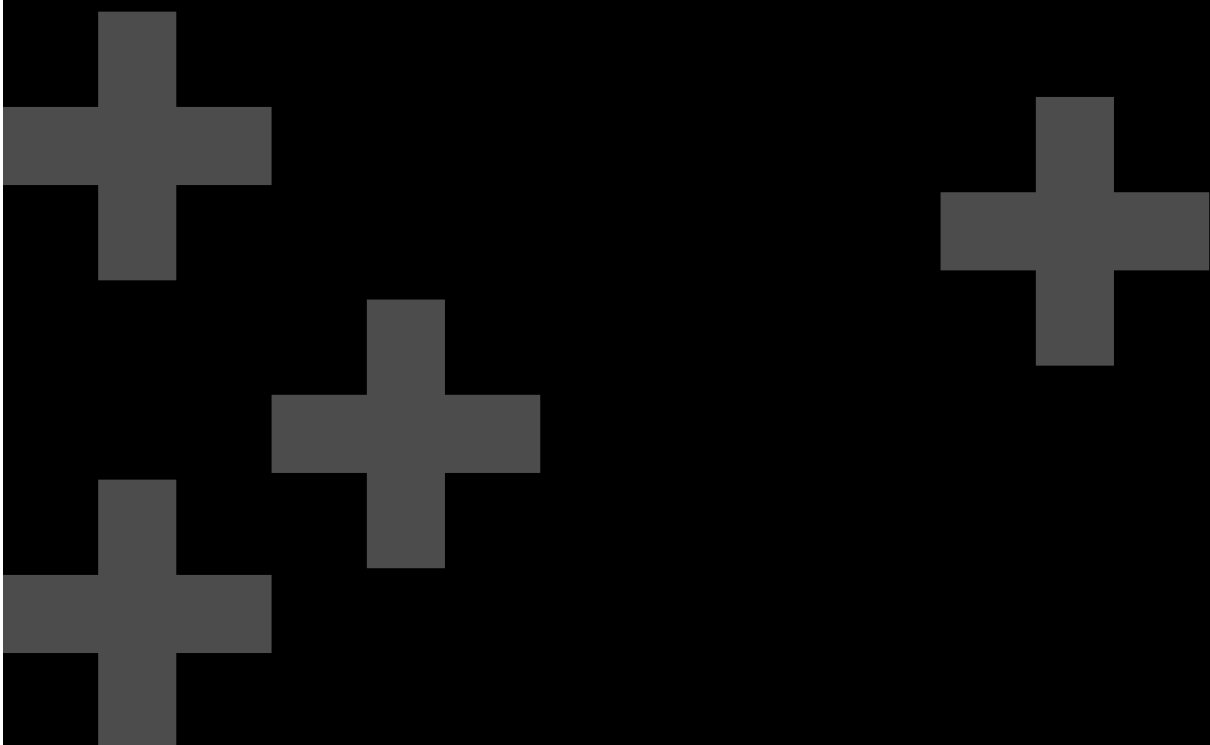






**Key performance  
indicators over a  
five year period**

**Prìomh  
chomharran  
coileanaidh thar  
chòig bliadhna**



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- + Growth of student numbers, across further and higher education, especially emphasising work based learning; 5% year on year growth in higher education (undergraduate and postgraduate), 100% meeting further education credits and apprenticeship targets each year. 100% of students have an opportunity to engage with work-based learning within five years.
  - + Growth of research and knowledge exchange activity and income by 15% over a five year period.
  - + Increase number of business engagements in the islands by 5% over a five year period.
  - + 100% of courses with content related to climate change and environmental sustainability by 2029.

- + Fàs ann an àireamhan oileanaich, tarsainn foghlam adhartach is àrd-ìre, a' cur cuideam sònraichte air ionnsachadh stèidhichte air obair; fàs de 5% o bhliadhna gu bliadhna ann am foghlam àrd-ìre (fo-cheum is iar-cheum), 100% a' coinneachadh ri creideas an foghlam adhartach agus targaidean preantasachd gach bliadhna. Bidh cothrom aig 100% de dh'oileanaich a dhol an sàs ann an ionnsachadh stèidhichte air obair taobh a-staigh de chòig bliadhna.
- + Fàs de 15% ann an gnìomhachd agus teachd a-steach a thaobh rannsachadh agus iomlaid eòlais thar chòig bliadhna.
- + Àrdachadh de 5% an àireamh nan com-pàirteachasan le gnothachas anns na h-eileanan thar chòig bliadhna.
- + 100% de chùrsaichean le susbaint a bhuineas ri atharrachadh na gnàth-shìde agus seasmhachd àrainneachdail ro 2029.





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# Appendix 1

## University of the Highlands and Islands/ Islands' Local Authorities Forum

### Terms of reference and membership

#### Terms of reference

1. To agree an action oriented UHI islands strategy, reflecting further education, higher education and research and knowledge exchange, with a key purpose of increasing activity and investment in the islands;
2. To receive updates on the implementation of the UHI Islands Strategy, especially in terms of its impact;
3. To provide a forum to connect workforce planning and talent attraction to the activities of the university in the islands, including branding and marketing activities;
4. To deepen partnership between the island local authorities and UHI, especially in the sense of an ongoing understanding of the key strategic priorities, opportunities and challenges of the islands and how the university can best respond to these;
5. To consider how best the university can make an effective contribution to the Islands Deal;
6. To strengthen the 'voice' of the islands' academic partners within the wider university.

#### Membership

University of the Highlands and Islands Principal and Vice-Chancellor

University of the Highlands and Islands Deputy Principal

Academic partner Principals from UHI Shetland, UHI Orkney, UHI, North, West and Hebrides, UHI Argyll, and Sabhal Mòr Ostaig

Chief Executives/Directors of Children's Services/Education and Economic Development from Shetland Islands Council, Orkney Islands Council, Highland Council, Argyll and Bute Council and Comhairle nan Eilean Siar

Head of universities, Education and Skills, Highlands and Islands Enterprise

Skills Planning Lead – Highlands and Islands and Head of CIAG Operations, Skills Development Scotland

Lead Officer Islands' Deal

Islands Policy and Communities Expert, Scottish Government

Chief Executive of Bòrd na Gàidhlig

Senior Development Worker, Young Islanders Network.

#### Frequency of meetings

Twice per year – one online meeting and one 24 hour seminars to occur at one of the UHI island academic partners.

#### Reporting arrangements

This is a forum, not a formal committee, but outcomes and activities will have visibility within the local authorities and the university.

## Fòram Oilthigh na Gàidhealtachd agus nan Eilean/Ùghdarrasan Ionadail nan Eilean Raon-dleistanais agus ballrachd

### Raon-dleistanais

1. Aontachadh ro-innleachd eileanan do UHI le sùil ri gnìomhan, a' gabhail ealla ri foghlam adhartach, foghlam àrd-ìre agus rannsachadh is iomlaid eòlais, agus am prìomh adhbhar aice a bhith a' meudachadh gnìomhachd is tasgadh anns na h-eileanan;
2. Ùrachaidhean fiosrachaidh fhaighinn air buileachadh ro-innleachd eileanan UHI, gu sònraichte a thaobh a buaidh;
3. Fòram a sholarachadh gus planadh sgioba-obrach agus tàladh tàlaint a cheangal ri gnìomhachdan an Oilthighe anns na h-eileanan, a' toirt a-steach gnìomhan branndaidh is margaidheachd;
4. Com-pàirteachas eadar ùghdarrasan ionadail nan eilean agus UHI a dhòimhneachadh, gu sònraichte a thaobh tuigse leantainneach do na prìomhachasan, na cothroman agus na dùbhlain ro-innleachdail as cudromaiche ag na h-eileanan agus mar as fheàrr a dh'fhaodas an t-Oilthigh dèiligeadh riutha sin;
5. Beachdachadh air an dòigh as fheàrr as urrainn don oilthigh cur gu h-èifeachdach ri Cùmhnant nan Eilean;
6. 'Guth' chom-pàirtichean acadaimigeach nan eilean a neartachadh taobh a-staigh an Oilthighe san fharsaingeachd.

### Ballrachd

Prionnsapal agus Iar-Sheansalair Oilthigh na Gàidhealtachd agus nan Eilean

Leas-Phrionnsapal Oilthigh na Gàidhealtachd agus nan Eilean

Prionnsapalan chom-pàirtichean acadaimigeach bho UHI Sealtainn, UHI Arcaibh, UHI a Tuath, an Iar is Innse Gall, UHI Earra-Ghàidheal agus Sabhal Mòr Ostaig

Àrd-oifigearan Gnìomha/Stiùirichean Sheirbheisean Cloinne/Foghlam agus Leasachadh Eaconamach bho Chomhairle Eileanan Shealtainn, Comhairle Eileanan Arcaibh, Comhairle na Gàidhealtachd, Comhairle Earra-Ghàidheil is Bhòid agus Comhairle nan Eilean Siar

Ceannard Oilthighean, Foghlam agus Sgilean, Iomairt na Gàidhealtachd 's nan Eilean

Stiùiriche Planadh Sgilean – A' Ghàidhealtachd agus na h-Eileanan agus Ceannard Obraichean FCSD, Leasachadh Sgilean na h-Alba

Prìomh Oifigear Chùmhnant nan Eilean

Eòlaiche air Poileasaidh is Coimhearsnachdan nan Eilean, Riaghaltas na h-Alba

Àrd-Oifigear Gnìomha Bhòrd na Gàidhlig

Àrd-Oibriche Leasachaidh, Lionra nan Eileanach Òga.

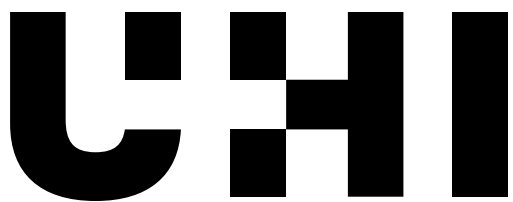
### Tricead choinneamhan

Dà uair sa bhliadhna – aon choinneamh air-loidhne agus aon seiminear 24 uairean ri a chumail aig aon de chom-pàirtichean acadaimigeach eileanach UHI.

### Ullachaidhean aithris

Is e fòram a tha seo, chan e comataidh fhoirmeil, ach bidh toraidhean agus gnìomhachdan ri am faicinn taobh a-staigh nan Ùghdarrasan Ionadail agus an Oilthigh.





## UHI partnership

UHI Earra-Ghàidheal

UHI Inbhir Nis

UHI Moireibh

UHI a Tuath, an Iar is Innse Gall

UHI Arcaibh

UHI Peairt

UHI Sealtainn

HTC

Sabhal Mòr Ostaig

Comann Saidheans Mara na h-Alba

UHI Argyll

UHI Inverness

UHI Moray

UHI North, West and Hebrides

UHI Orkney

UHI Perth

UHI Shetland

HTC

Sabhal Mòr Ostaig

Scottish Association for Marine Science



Far a bheil ionnsachadh  
a' ciallachadh **barrachd**

Where learning  
means **more**

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UHI House, Old Perth Road, Inverness, Scotland IV2 3JH

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Albannaich Chlàraichte SC022228 | Oifis chlàraichte Taigh UHI, Seann Rathad Pheairt,  
Inbhir Nis, Alba IV2 3JH.

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