



University of the  
Highlands and Islands  
Oilthigh na Gàidhealtachd  
agus nan Eilean

# Islands Strategy **2020**



# Preface



This is an exciting and energising time for Scotland's islands given the Islands (Scotland) Act 2018, the National Islands Plan and the developing Islands Deal. But there are significant challenges too, such as the impact of COVID-19 on the economies of the islands, the impact of climate change and the potential impact of 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 offering within each of Scotland's main island groupings, the University of the Highlands and Islands 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.

By utilising its strengths in further education, higher education, research and knowledge exchange, both within and outwith the islands, the university will work with 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 and draws on the university's international connectivity with other island groupings around the world, and one which affirms, too, the growing importance of the islands cultural and historical connections with Nordic, Arctic and near Arctic neighbours. It is also one that will facilitate stronger cohesion of university 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.

# Key themes

- ◆ Skills, workforce development, entrepreneurial support and talent attraction
- ◆ Producing a short course pan-islands prospectus offering provision in culture, heritage, archaeology and creative industries
- ◆ Profiling postgraduate online provision in culture, heritage, archaeology, marine sciences and creative industries
- ◆ Strengthening research activity in the islands
- ◆ Increasing pan-islands academic activity associated with University of the Highlands and Islands institutes, centres and departments
- ◆ Supporting our islands' languages, including Gaelic language, island dialects and Nordic cultures
- ◆ Attracting new activity and people to the islands and to be based in the islands

Our hope and expectation is that this strategy will have a beneficial impact across the islands and in the communities which are home to our staff and students.

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# Introduction



The main purpose of this strategy is to articulate how the University of the Highlands and Islands will work with partners to extend and strengthen its activities across Orkney, Shetland and the Western Isles.

The outcomes will be impactful, working with local communities to contribute positively to the sustainable development of the islands and transition to net zero carbon emission, securing and attracting funding that will support local business needs and stimulate demand in key areas that will help to attract new talent and create opportunities that reduce the need for people to move away, particularly for education and training. It is also acknowledged that, in order to deliver this impact, there will need to be 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 and Comhairle nan Eilean Siar, Highlands and Islands Enterprise, and Skills Development Scotland.

The university recognises that it has a public responsibility to make a significant contribution to the current national initiatives designed to strengthen island communities. These include:

- ◆ [Our Islands: Our Future campaign and the Islands \(Scotland\) Act 2018](#)
- ◆ [The National Islands Plan](#)
- ◆ [The Islands Growth Deal](#)

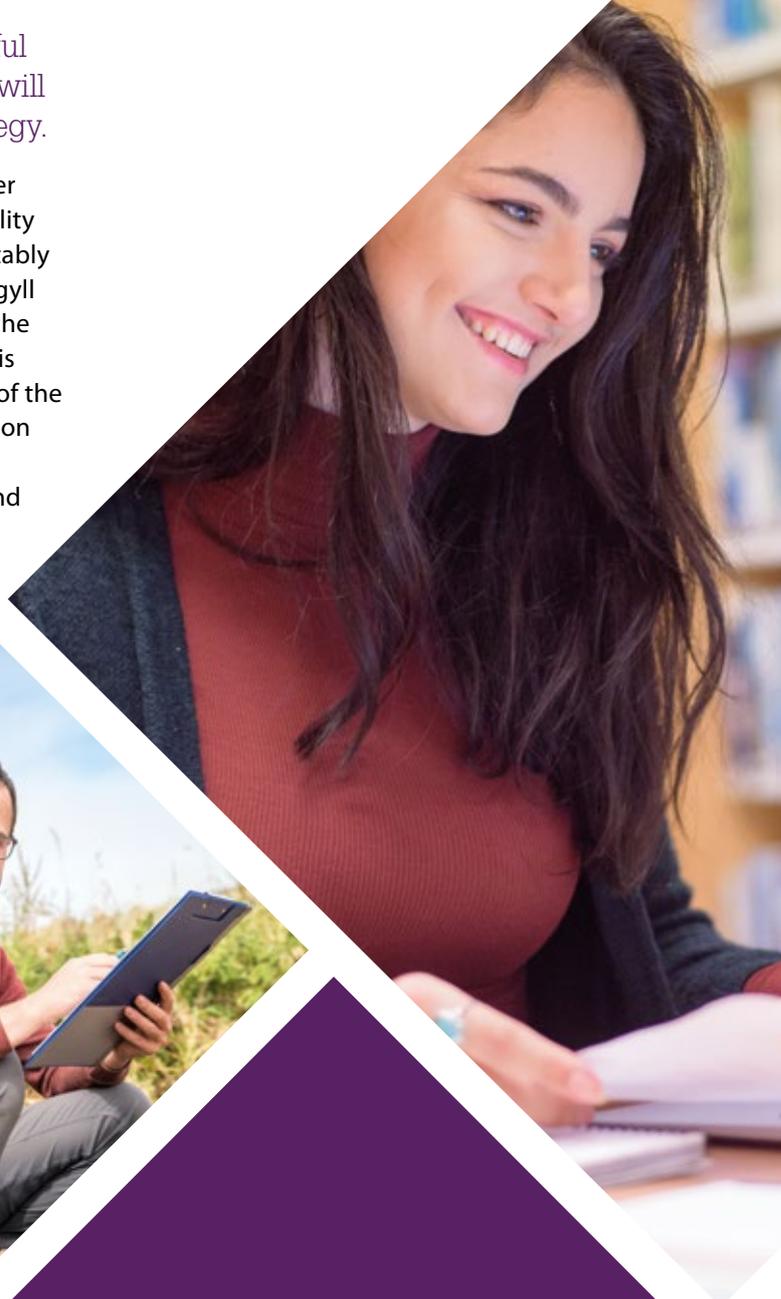
In particular, the university recognises that it has a significant contribution to make to the National Islands Plan and has a very high profile in the proposed Islands Deal. This reaffirms the notion that the university not only has a clear, long-term civic responsibility to the islands, but that it is 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, for example, to academic and research specialisms at Lews Castle College UHI.

In relation to the Islands Deal, specifically, this strategy maps closely to the core themes in a number of ways, especially in regard to net zero carbon economic development, tourism and heritage, skills and supporting growth in key sectors.

The University of the Highlands and Islands is the only institution of further and higher education, including also significant activity in research and knowledge exchange, that has physical bases in Orkney, Shetland, and the Western Isles. In this sense, there are physical campuses and learning centres throughout the islands, with the principal campuses being in Lerwick for Shetland College UHI, Scalloway for NAFC Marine Centre UHI, Stornoway for Lews Castle College UHI and Kirkwall for Orkney College UHI. These four institutions are the four University of the Highlands and Islands academic partners which have prominence in this strategy, as it is primarily through these academic partners that the strategy will be delivered. However, it is also the case that the four academic partners will draw strength from other partners of the university and will offer academic activity to other partners of the university.

The university will also seek to work in purposeful collaboration with other universities where this will enhance the impact of the islands and this strategy.

In creating this strategy, it is recognised that there are other academic partners of the university which have responsibility for delivering academic activity in island communities, notably West Highland College UHI, Sabhal Mòr Ostaig UHI and Argyll College UHI. However, the academic partners which form the core of this strategy are all solely based in islands and this is why the initial focus of the strategy is on the contribution of the four academic partners mentioned above. The one exception is Sabhal Mòr Ostaig UHI, which is islands-based, but has a specialist role as the national centre for Gaelic language and culture.



# The key elements and core objectives of the University of the Highlands and Islands' Islands Strategy



## Key theme 1

Skills, workforce development, entrepreneurial support and talent attraction

### Key objective 1

To ensure that the university's 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

The university recognises that it has a public responsibility to review and develop its academic provision, across further and higher education, in line with the priorities of key stakeholders, notably the business community, the third sector and the three island local authorities. This review is necessary so that the university can make a strong, purposeful contribution to the development of a skilled workforce in the islands communities, especially in strategically important priority sectors for the islands. It also includes provision of skills development for both new entrants to sectors and the upskilling of the existing workforce in those sectors. Work-based learning is at the core of this review and the university 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.

The university is 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 degree. The university has ambitious plans to grow sustainable work-based learning pathways across all key sectors, aligned to economic development opportunities, and will continue to work in close partnership with schools and employers across the island communities to realise this. This includes delivery of Skills Development Scotland apprenticeship frameworks, other Skills Development Scotland work-based developments such as the current SCQF Level 4 and 5 meta-skills pilots. Close partnership working with employers

and local industry stakeholders is at the centre of the delivery of the university's apprenticeship and broader vocational and work-based learning. It 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 the university partnership are realised and contextualised in local delivery.

The university will take full account of local authority priorities, Skills Development Scotland priorities, Islands Deal priorities and the key sectors in the National Islands Plan, as well as perspectives from Highlands and Islands Enterprise in order to systematically map its taught provision at all levels to ensure that the university's provision supports workforce development in the islands. This mapping exercise will be used to determine where there are curriculum gaps which need filling. This has particular potential in the context of the ongoing period of public sector austerity and potential resizing of public authority activity which has both opportunities and challenges for the university in supporting local training needs.

This is even more relevant and important in the face of COVID-19, Brexit and in the context of the ongoing period of public sector austerity, and potential resizing of public authority activity which has opportunities and challenges for the university in supporting local training needs. It also aligns with the work underway across the university to define a standard approach to further education curriculum review and a regional strategy for

further education. While 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 ongoing basis.

There are a number of specific elements to this work:

- ◆ In partnership with Highlands and Islands Enterprise and Skills Development Scotland, the university recognises that it has a significant responsibility in regard to implementing a programme of work which focuses on:
  - *retaining skills*  
(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 anticipated, for example, through the Islands Deal).
  - *attracting talent*  
(from outwith the islands, aligned with key investments helping to rebalance populations).
  - *transforming skills*  
(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).
- ◆ An important consideration is the embedding of meta-skills and graduate skills in the university's 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.
- ◆ It is anticipated that there will be an expansion of apprenticeships in the islands in line with sector priorities, at all levels, including graduate apprenticeships. The university will work with Skills Development Scotland to achieve this aim. At higher education level, it is anticipated that the university will strengthen work-based learning within its degree portfolio as part of its provision.
- ◆ The university has significant further education capability in a wide range of subjects in each of the island groupings. The university 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. A key part of this work will be to extend networking opportunities 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 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 university will seek to develop a number of new networked degrees at undergraduate level – programmes of study where students can attend from any geographical location via the university’s virtual learning environment and utilising related online distance education methods and blended learning approaches, including the use of video conferencing where appropriate. These networked degrees will align with key sector priorities and will be developed from the islands drawing in expertise from across the University of the Highlands and Islands where appropriate. In addition, it is anticipated that the contribution from the islands to networked degrees elsewhere in the University of the Highlands and Islands will be enhanced further. There is particular potential here to design training and support for public sector workforce requirements across a wide range of sectors where it can be difficult to attract fully-trained professionals to the islands.
- ◆ A significant area for development is postgraduate taught and short course provision and this strategy has separate objectives for these elements.
- ◆ The islands are creative, innovative and entrepreneurial places, rooted in enterprise. The university will work to strengthen an entrepreneurial underpinning to all of its activities in the islands and, in particular, innovation and sustainability will run through the curriculum at all levels.

The University of the Highlands and Islands’ islands co-ordinator will have a key role in progressing this work in liaison with each academic partner.



# The key elements and core objectives of the University of the Highlands and Islands' Islands Strategy



## **Key theme 2**

Producing a short course pan-islands prospectus offering provision in culture, heritage, archaeology and creative industries

## **Key objective 2**

To profile the islands' cultures and heritage to national and international markets and provide access routes to the university's further and higher education provision

The university has significant strengths in the islands in northern studies, heritage, archaeology, marine planning, marine industries and creative industries. An annual short course programme will be developed, drawing where appropriate on a range of expertise across the university, but specifically from the Archaeology Institute, the Institute of Northern Studies, the Centre for Rural Creativity and NAFC Marine Centre UHI. It will provide a cohesive programme of courses, up to a week long, where participants will be able to be immersed in elements of the culture and heritage, landscapes and seascapes in each of the islands. This short course programme will need to be underpinned by effective business planning and market research, and will need to be cost effective, but there are clear potential benefits in terms of economic sustainability and income generation, as well as raising the profile of the islands to new markets. This short course programme will be focused on attracting educational tourists to each of the island groupings but could also include the provision of compliance training relating to legislative requirements. Run on a commercial basis, the programme will, eventually, run for several weeks each year.

The programme will be an expansion of existing activity, including, for example, winter and summer schools aligned to existing provision, and existing academic conferences such as the annual international St Magnus conference run by the Institute of Northern Studies in Orkney. There are particular opportunities in Orkney to build on emerging new Arctic and northern trade and cultural opportunities.

# The key elements and core objectives of the University of the Highlands and Islands' Islands Strategy



## **Key theme 3**

Profiling postgraduate online provision in culture, heritage, archaeology, marine sciences and creative industries

## **Key objective 3**

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

The university has developed, through the Institutes of Northern Studies and Archaeology and the Centres for Rural Creativity and History, a range of taught provision at postgraduate level which provides opportunities for participants to engage with the cultural fabric and heritage of the islands at depth. Taken together, these courses provide a comprehensive and truly unique package of opportunity for academic study into the islands, helping to raise the profile of the islands at international level 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.

Further specialisms in the islands at postgraduate level, taught through Lews Castle College UHI, include sustainable rural development, electronic and energy engineering, education, music and health and wellbeing. Not only are these subjects already offered across the region and internationally, but they are strategic specialisms for the growth of island regions.

The existing suite of programmes will be kept under review and new programmes will be developed, potentially including subjects such as marine spatial planning, digital connectivity, climate change and coastal environmental living. At Lews Castle College UHI, for example, new postgraduate provision is being planned in the areas of extreme weather, Gaelic language and literature, and new specialisms in archaeology, such as digital heritage.

As part of this strategy, the university will develop an associated marketing strategy, aligned with the short course programme, aimed to profile these courses more strongly and attract even greater student numbers.

# The key elements and core objectives of the University of the Highlands and Islands' Islands Strategy



## **Key theme 4**

Strengthening research activity in the islands

## **Key objective 4**

To increase the number of funded PhD students and research professionals based in each of the island communities

Currently there are a significant number of research students associated with the university's islands based centres and Institutes, including the Institute of Northern Studies and the Archaeology Institute based at Orkney College UHI, the Centre for Rural Creativity in Shetland College UHI, The Marine Science and Technology Department at NAFC Marine Centre UHI and within and the education, health, sustainability, and engineering areas at Lews Castle College UHI. There is potential to expand the number of PhD students and the geographical spread of these. The university is committed to securing opportunities for new research students across the islands. Research students often elicit new understanding of place-based issues and challenges.

The university is also committed, where appropriate, to secure new sources of grant income to establish research and knowledge exchange projects of various kinds across the islands, helping to attract a range of research professionals, including postdoctoral and lecturing staff.

Much of the current research activity in the islands focuses on the humanities and the marine environment whereas, in the university more widely, there are significant strengths in environmental science and in health. The university proposes to work with communities in the islands to identify new ways research could be progressed in science, especially where this relates to issues of concern, such as the

climate emergency, developing a sustainable blue and green economy, and the identification of solutions to the delivery of health care in island settings. A recent proposal from Lews Castle College UHI for a new postgraduate programme in extreme weather and its impact will be of particular note to island communities. In addition to the contribution of NAFC Marine Centre UHI in Shetland to marine science, the university will work with its academic partners to strengthen the profile of a number of centres and institutes elsewhere in the partnership, for example the Environmental Research Institute, based at North Highland College UHI in Thurso, the Scottish Association for Marine Science UHI based in Oban, the Centre for Health Research Innovation based in Inverness and the Rivers and Lochs Institute, based in Inverness College UHI.

Over time, as the number of research students and research professionals in the islands increases, the university 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.

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.

# The key elements and core objectives of the University of the Highlands and Islands' Islands Strategy



## **Key theme 5**

Increase pan-islands academic activity associated with University of the Highlands and Islands institutes, centres and departments

## **Key objective 5**

To utilise existing University of the Highlands and Islands academic institutes and centres and departments, especially those that are already islands based, to increase academic activity in the islands in order to define solutions to specific issues and challenges in the islands

It is recognised that there are a wide range of issues and challenges within the islands which may benefit from research and knowledge exchange activity generated by the university in order to understand these more closely and to identify solutions. Issues and challenges include, for example, the impact of climate change, carbon storage, health and wellbeing in island communities, the utilisation of natural resources, energy, sustainable economic growth, and demographic change in the islands.

The university already has a number of institutes, centres, departments, teams and areas of research activity based in the islands, which are well placed to contribute to our understanding of these themes and the potential impact in the islands:

- **The Institute of Northern Studies, based at Orkney College UHI**
- **The Agronomy Institute based at Orkney College UHI**
- **The Archaeology Institute based at Orkney College UHI and with a centre in Uist through Lews Castle College UHI**
- **The Centre for Rural Creativity based at Shetland College UHI**
- **The Marine Science and Technology Department based at NAFC Marine Centre UHI**
- **The Engineering Department and Innovation Centre at Lews Castle College UHI**
- **Teams at Lews Castle College UHI, focused on areas such as education, climate and sustainability, archaeology, health, music and Gaelic**

All of these entities already have a variety of links and partnerships at regional, national and international levels, and the university will proactively pursue purposeful collaboration with other universities and external stakeholders where this is of relevance to developing our understanding of current specific islands' challenges.

Yet there is more to do to strengthen the way in which there is a cohesive and well-defined academic offering involving these centres, institutes, departments and teams across the islands. The university will, therefore, work with stakeholders to ensure that each of these entities expands its academic activity across all the islands while continuing to have a primary base in its existing locations. For example, the home of the Archaeology Institute is Orkney College UHI, but significant research activity is developing in archaeology across the islands, where, for example, there are plans to expand research activity from Lews Castle College UHI's Uist base. Further examples are provided through the Centre for Rural Creativity based at Shetland College UHI, which is seeking to strengthen its academic activity across the islands in partnership with regional arts organisations, such as Taigh Chearsabhagh in North Uist, and the Marine Science Technology Department at NAFC Marine Centre UHI which seeks to build on research and provision in marine spatial planning and fisheries with communities and maritime industries.

In addition to the university's islands-based entities, there are other institutes and centres based within the university, but not located in the islands, whose activity may have relevance for islands-based research and knowledge exchange. These include, for example, the Environmental Research Institute at North Highland College UHI, the Scottish Association for Marine Science UHI, the Centre for History, the Language Sciences Institute and the Institute for Health Research and Innovation. The university also has a number of cross-cutting knowledge exchange sector groups in fields such as energy, the creative economy, aquaculture, health, tourism, entrepreneurship and water quality. The university will encourage its institutes and centres and knowledge exchange groups which are not based in the islands to contribute to research and knowledge exchange activity which focuses on some of the key challenges in the islands.



# The key elements and core objectives of the University of the Highlands and Islands' Islands Strategy



## **Key theme 6**

Supporting our islands' languages, including Gaelic language, islands dialects and Nordic culture

## **Key objective 6**

The university will work in partnership with key stakeholders to develop an integrated approach to Gaelic learning, research and development along with island dialects and Nordic culture

The university recognises that it has a responsibility to support the revitalisation of Gaelic language and culture in Gaelic speaking communities, especially in the Western Isles. Lews Castle College UHI has a key role here.

While 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. Within the university's academic partnership, both Sabhal Mòr Ostaig UHI as the National Centre for Gaelic Language and Culture and Lews Castle College UHI are extensively involved in supporting Gaelic in a variety of ways.

Through Lews Castle College UHI, the university will support and affirm a range of projects and initiatives in the Western Isles all aimed at strengthening Gaelic in the community and in the economy. This will include 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, the university is 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 its planning. In addition, Lews Castle College UHI will work with Ceòlas in South Uist to develop provision there in relation to music, language and cultural activities.

The university's Institute of Northern Studies based in Orkney 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 North Atlantic rim. Rated first in Scotland for research impact in the Research Excellence Framework exercise in 2014, there is a solid foundation from which to build and grow research activity and international collaborations with northern and Nordic neighbours.

# The key elements and core objectives of the University of the Highlands and Islands' Islands Strategy



## Key theme 7

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

## Key objective 7

The university 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 and have staff based within the islands

Academic-related events provide opportunities to raise the profile of the islands, for people to travel to the islands and to strengthen connections with people and place, helping to raise the profile of and generate opportunities for collaboration, knowledge exchange, research and innovation across the islands. With a greater focus on virtual engagement and net zero carbon initiatives, the university is strongly positioned to support this based on its distributed teaching

model. Bringing people to the islands is still important, however, particularly in the winter months. In addition, the university can support the islands through attracting new business, inward investment or indeed the location of administrative activities or programmes based within the islands, creating opportunities for new jobs and financial investment.



# Progressing the University of the Highlands and Islands' Islands Strategy; leadership and profile in the islands



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 vice-chancellor will nominate a senior member of the university's partnership to have 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 specific local issues are fully reflected in the roll out of the strategy and implementation plan.**
- **The university will appoint a 0.5fte islands' co-ordinator, a senior academic based in one of the islands, who has a lead responsibility for liaising with internal and external stakeholders to ensure that this plan is progressed and reported on. The islands' co-ordinator will report to an internal islands committee, consisting of the academic partner principals from each of the islands' academic partners, an islands skills co-ordinator, together with the university's vice-chancellor or nominee.**
- **Given the importance of the skills agenda to the delivery of this plan, the university will appoint an islands skills co-ordinator who will work with curriculum managers across the island academic partners of the university to ensure delivery of a pan-islands co-ordinated approach to skills where appropriate.**
- **The university will establish an islands' forum in partnership with key stakeholders 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.**

- The university already bases significant areas of core professional service functions in the islands: video conferencing in Shetland College UHI; knowledge exchange leadership in Orkney College UHI; and Learning and Information Service provision, notably in support of the university's virtual learning environment in Lews Castle College UHI. These services are based in the islands, but support the whole of the university's partnership. The university will implement a strategy of de-centralising core administrative and professional services functions, endeavouring to increase 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 impact of COVID-19 is as yet unknown in the university sector, but it is likely to be significant and accordingly, as with all universities in Scotland, there will be significant financial pressure on the University of the Highlands and Islands in the years to come. Notwithstanding this, the university will make every effort to deliver this strategy and the commitments within it.

### Key performance indicators over a five-year period

- Growth of student numbers, across further and higher education, especially emphasising work-based learning
- Growth of research and knowledge exchange income
- Growth of student numbers directly attached to public sector employment in each local authority areas
- Increase in the qualification level in the islands' populations



# 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 University of the Highlands and Islands' 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 University of the Highlands and Islands' 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 the University of the Highlands and Islands, 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 Growth 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

Academic partner principals from Shetland College UHI, NAFC Marine Centre UHI, Lews Castle College UHI and Orkney College UHI (4)

University of the Highlands and islands vice-principals for research and impact, and further education (2)

Chief executives/directors of children's services/education and economic development from Shetland Islands Council, Orkney Islands Council and Comhairle nan Eilean Siar (9)

Head of universities, education and skills and university engagement manager, Highlands and Islands Enterprise (2)

Service development and delivery manager (Orkney, Outer Hebrides and Shetland) and skills planning lead – Highlands and Islands, Skills Development Scotland (2)

#### **Lead officer Islands Deal (1)**

Islands policy and communities expert, Scottish Government (1)

#### **Frequency of meetings**

Twice per year - 24-hour seminars to occur on one of the university's 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