

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



Strategy
2021 to 2024



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The University of the Highlands and Islands' Aquaculture Hub works alongside the Scottish aquaculture industry, which continues to prosper throughout our region.

The Aquaculture Hub is a unique assembly. It brings together our aquaculture researchers, educators, consultants, students and facilities to create and support innovation in aquaculture.

Working collaboratively at the local, national, and international level, the Aquaculture Hub facilitates knowledge exchange and innovation to provide positive outcomes for the businesses and communities in our region.

Our aim is to stimulate economic growth through a range of transformational activities that will boost productivity, employment, skills, and output.

Our work underpins a forward-thinking knowledge-based industry, and to growth that is environmentally sustainable and profitable. It creates place-based opportunities and wealth, enabling some of Scotland's most rural and fragile communities to become more resilient and prosperous.

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Vision and Purpose



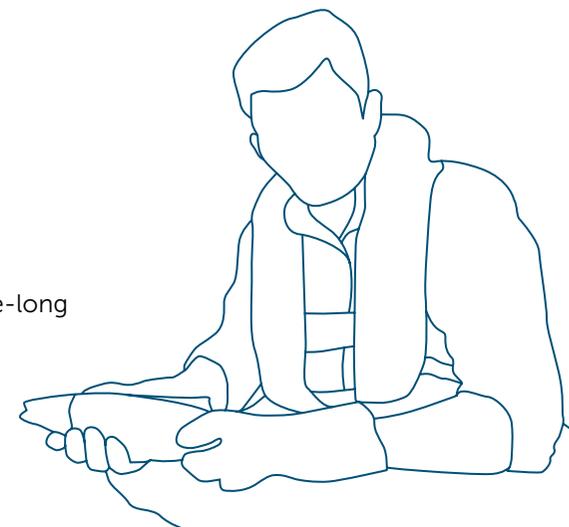
Vision

The Aquaculture Hub will facilitate impactful research, knowledge exchange and education that supports sustainable growth and resilience in the aquaculture industry, and in the communities where we operate together.

Purpose

The **Aquaculture Hub** aims to:

- 1 **Position** as the place-based university for Scotland's aquaculture industry
- 2 **Be outward** looking and internationally relevant
- 3 **Generate impact** through relevant research
- 4 **Increase sustainability** and inclusive growth
- 5 **Support business** innovation and economic recovery in the region
- 6 **Provide practical knowledge** and innovative life-long learning opportunities





**AQUACULTURE
HUB**
Values

Quality

Scientific excellence
and responsive
outcomes

Partnership

Positive collaboration
and effective
communication

Respect

Confidentiality
and customer
requirements

Equality

Equality of
opportunity,
respecting diversity



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Focus Areas 2021 to 2024

FOCUS 1 Strengthen aquaculture
engagement across the university

FOCUS 2 Enhance **impact** through
partnership working with
enterprise agencies, Interface,
and businesses

FOCUS 3 Embed **internationalisation**
into our practices

FOCUS 4 Increase access to and
opportunities in **education**

Over 2021 to 2024 we will grow activity in our Focus Areas through:

FOCUS 1 | Engagement

- Raise the profile of the Aquaculture Hub and, in doing so, increase aquaculture industry's ease of access to knowledge, expertise, and opportunities via
 - Aquaculture Industry Engagement Fund
 - Knowledge Exchange Challenge Fund
 - Targeted and effective stakeholder events informed by stakeholder analysis

FOCUS 3 | Internationalisation

- Build on existing international relationships
- Develop strategic international partnerships

FOCUS 2 | Impact

- Increase economic opportunity for Scottish small to medium sized enterprises (SMEs) as a result of increased collaboration
- Increase innovation and economic activity through the uptake and use of knowledge and expertise
- Facilitate knowledge exchange and research in rural and island locations

FOCUS 4 | Education

- Continue to provide industry relevant training, from short course to postgraduate opportunities
- Develop new approaches to fulfil industry's needs for skills, training and education



AQUACULTURE HUB

Impacts

>40
Forum Members

10
Steering Group Members

Over the first three years, the Aquaculture Hub

Funded
17
projects
across all
aquaculture
sectors

Gained
**>
£320k**
additional
project
income from
hub-funded
projects

Made
>75
new
business
connections

Members
worked on
>30
aquaculture-
related
research and
development
projects



Priority Actions

- Aquaculture Industry Engagement Fund
- Knowledge Exchange Challenge Fund
- Development of an Applied MSc in Aquaculture and other Continuous Professional Development opportunities
- Support for the functions of the Aquaculture Hub
- Communications
- Engagement with collaborators

Routes to Knowledge Exchange



Knowledge Exchange

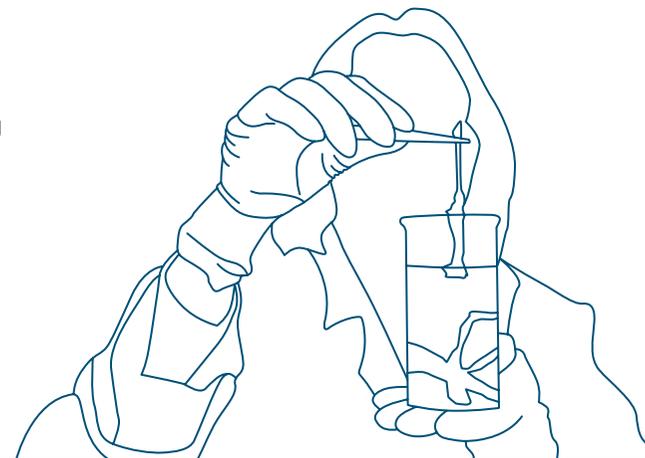
“Knowledge exchange encompasses the multiple interactions between higher education institutions and businesses, public services, charities and communities, to create societal and economic benefit”

Knowledge exchange covers a range of activities that involve a **two-way exchange** between researchers and those that use research.

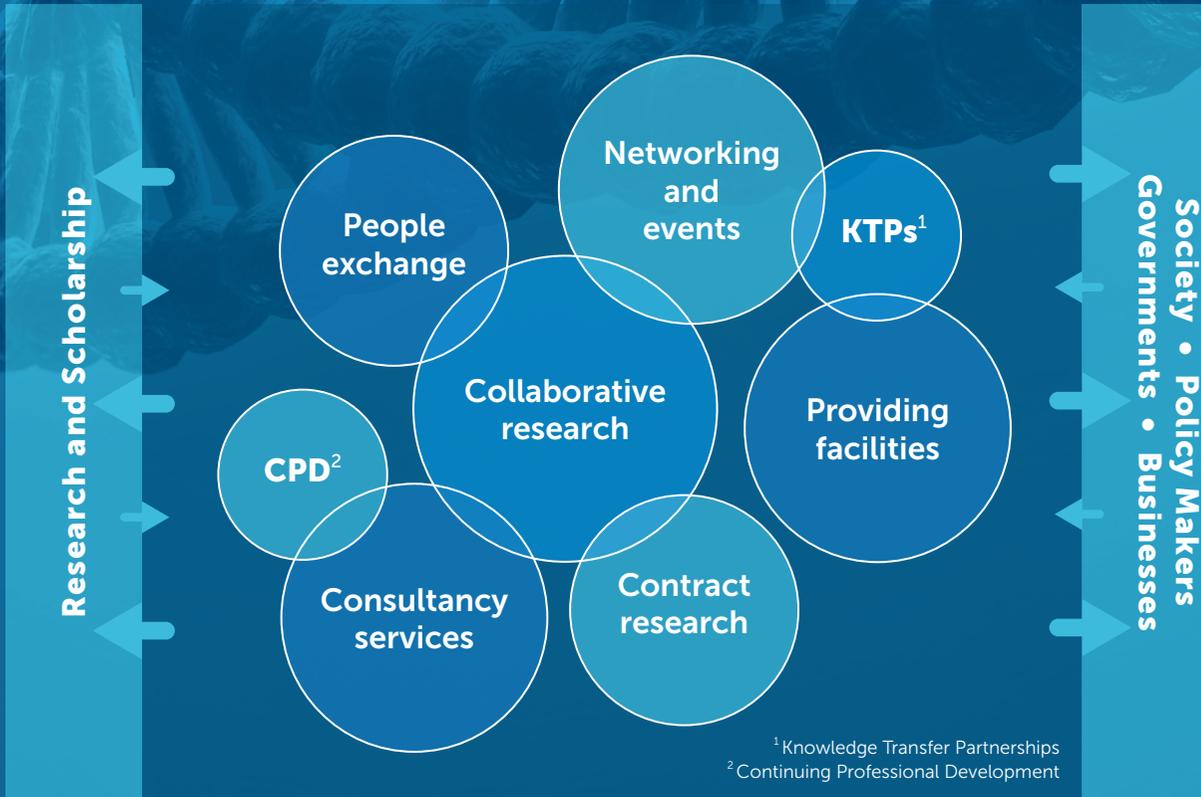
Knowledge exchange activity typically leads to **mutually beneficial impacts** such as creation of jobs, products, processes, services, society, culture, public policy, health, the environment, quality of life and associated increase in turnover and profit.

Additional impacts of knowledge exchange include gaining perspective on research and development directions or approaches, funding of research and development expenses, enhancement of businesses and research departments, as well as helping to provide up to date and timely information and develop an innovation culture.

Knowledge exchange can result in many other activities such as secondments, placements and communicating research or intellectual property exploitation.



Knowledge Exchange



Excellent environmental science and scholarship at the University of the Highlands and Islands is inspired by our landscapes and seascapes.

We are rapidly expanding inter-disciplinary research strengths across our regional structure.

Our people identify with the region, our curriculum enables growth, our outlook is global, our networks are far-reaching and our impact is relevant.

We actively respond to industry and societal knowledge exchange needs.

Partnering with us is easy and warmly welcomed.

Strategy 2021 to 2024 Alignment

The **Aquaculture Hub Strategy 2021 to 2024** aligns to several important national, regional and university strategies and the Aquaculture Hub is a critical aspect for attracting and leveraging further private and public sector investment.

The UK White Paper 'Industrial Strategy: building a Britain fit for the future' includes the Audit Theme "Maximising the Marine Economy of the Highlands and Islands", which emphasises the importance of an innovative economy, good jobs and greater earning power, upgrades to infrastructure, a positive business environment and prosperous communities.

United Nations Sustainable Development Goals highlight that we live on a blue planet, and oceans feed us, regulate our climate, and generate most of the oxygen we breathe. They also serve as the foundation for much of the world's economy.

Marine Scotland's 'Supporting the Economic, Social and Environmental Sustainability of the UK's Marine Sectors' includes the following references to aquaculture: "...there is a growth challenge. Aquaculture faces a number of inter-related challenges and market failures that serve to constrain the sector, and prevent it realising the growth opportunities presented to it". These include: an increasing need for **skills in production activity**, the need for more technical skills as **technology is applied to improve and grow production...**".

The **Programme for Government Protecting Scotland: Renewing Scotland** (September 2020) has a focus on creating a successful country with opportunities for all to flourish through increased wellbeing, and sustainable and inclusive economic growth. **Growing the economy** also cites inclusive growth as a key policy.

Aquaculture growth to 2030 sets out the ambition to double the value of the Scottish aquaculture industry by 2030 and to be a global leader in sustainable aquaculture production. The strategy acknowledges that growth will be enabled by **innovative** businesses, **world class research, development** and **education**, and a **skilled** and **diverse** workforce.

Scotland Food and Drink Partnership's Ambition 2030 is to double the value of the Scottish Food and Drink industry to £30 billion by 2030, and to be known not just for world-class products but as champions of **responsible, sustainable growth**. The Scotland Food and Drink Partnership recognises that we must ensure the **industry and world-class research make best use of each other**.

Highlands and Islands Enterprise (HIE) recognises that aquaculture is a distinct regional opportunity to support inclusive growth. Highlands and Islands Enterprise want the Highlands and Islands region to be a highly successful, inclusive, and prosperous and in which, increasing numbers of people choose to live, work, study and invest.

This Strategy aligns with the **University of the Highlands and Islands' Strategic Vision and Plan** cross-cutting themes of enterprise, internationalisation, recognition, reputation, and brand.

Aquaculture is also a core feature on various individual academic partner strategies: the **Scottish Association for Marine Science UHI**, the **Rivers and Lochs Institute**, the **Environmental Research Institute** and the **NAFC Marine Centre UHI**.

The university's **Islands Strategy** aims to strengthen research activity and skills, workforce development, entrepreneurial support and talent attraction.



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