

2025/26

OPERATING PLAN



Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilean

English

Gàidhlig



Lerwick Harbour, Lerwick Port Authority, Shetland

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Cnoc Soilleir, South Uist, Outer Hebrides

CONTEXT

The HIE Strategy 2023-2028 sets out our long-term vision and ambitions for the Highlands and Islands and the outcomes we will strive to achieve.

The economic opportunity facing the Highlands and Islands over the next decade is unprecedented, with over 250 transformational projects identified bringing potential investment of over £100 billion to the region. The pipeline of major projects is of larger scale than anything before witnessed in the region or in much of the UK (beyond the South East of England). There is a need to move quickly to ensure the right conditions for these developments are in place to make sure that the potential opportunity is not missed or diminished.

The backdrop for this is however a challenging global macroeconomic environment, with the United States, the world's largest economy, having introduced tariffs on most countries, some at such a rate that there will be dramatic changes to global trade flows. The full impact of this will be felt in the coming months and many have suggested that this will lead to a global recession.

The economic outlook for Scotland is similar to that of the UK, with growth rates predicted by the Scottish Fiscal Commission of around 1.5% until the end of the decade^[2]. The environment for businesses is predicted to remain difficult for the medium-term given the continued uncertainty surrounding global trade policy and wider financial market volatility. This will be compounded with the challenges faced with increases in the cost of energy and national insurance contributions, alongside the expected increase in inflation over the coming months (the Office for Budget Responsibility forecasting it to peak at 3.8% in July).

HIE's latest Business Panel survey, undertaken in Nov/Dec 2024 found that almost half (46%) of businesses in the Highlands and Islands^[3] cited economic uncertainty as the biggest challenge facing them, however, there was optimism about the future with almost half striving for growth and around three quarters of businesses reporting that they had performed well or had been fairly steady. Over three in five businesses are currently investing or planning to invest in the future, with workforce development and wellbeing the greatest immediate priority.

[1] <https://www.gov.uk/government/statistics/trade-and-investment-core-statistics-book/trade-and-investment-core-statistics-book#top-and-emerging-partner-countries>

[2] Scotland's Economic and Fiscal Forecasts (SEFF) - December 2024 (revised version 22 January 2025).

[3] HIE Business Panel Nov/Dec 2024



Kishorn Port and Dry Dock, Kishorn

INTRODUCTION

This Operating Plan 2025/26 sets out our focus for the year ahead and highlights key workstreams that underpin the delivery of our five-year strategy.

We approach the significant milestone of our 60th Anniversary with unprecedented optimism for the future of our region. Our newly published research identifies transformational opportunities of an exceptional scale which have the potential to deliver significant benefits across our region, for Scotland and the UK. Realising these opportunities will require substantial additional investment into the region along with effective partnership and collaboration.

Continuing our collaborative and place-based approach, especially in our Inclusive Growth Focus Areas, making best use of all available resources, including our dedicated staff in all parts of the region, remains key.



15th Anniversary of Launch of John O'Groats Masterplan

WE WILL:

- Work with partners to capitalise on identified once-in-a-generation opportunities, seeking to ensure that all parts of our region benefit from these prospects, many of which arise from our natural and built assets.
- Intensify strategic engagement and advocacy to lever regional investment, particularly through the Highlands and Islands Regional Economic Partnership (HIREP), the Convention of the Highlands and Islands (COHI), and local area partnerships.
- Seek to enhance our budget by leveraging additional funding from external sources, either directly to HIE or into projects, such as the Offshore Wind Investment Programme, Scottish National Investment Bank (SNIB), and the UK Infrastructure Bank – National Wealth Fund.
- Build on the significant work already undertaken to put us at the vanguard of climate action nationally, whilst embracing the huge opportunities the transition to net zero offers our region over coming decades.
- Play a key role in delivery of the Green Industrial Strategy, enabling critical infrastructure and developing the supply chain in sectors such as offshore wind, marine energy and green hydrogen.
- Support the emerging opportunities in life sciences and space whilst continuing to strengthen the food and drink, tourism and creative industries sectors that have underpinned our regional economy for decades.
- Balance both need and opportunity through a continued focus on place-based development remaining focused on places that face disadvantage. We will work with communities across the region to support their resilience and wealth building; lever unique regional advantages to attract population, talent and investment; and improve regional equity through enabling infrastructure and targeted interventions.
- Focus on enhancing regional prosperity through innovation, supporting the transition to net zero, increasing productivity and entrepreneurship, fair work and wages, and wellbeing.



Winners of the Regional EDGE

HIE VISION:

The Highlands and Islands is a leading net zero region with a dynamic wellbeing economy, which benefits its growing population and makes a valued contribution to Scotland.

OUR PURPOSE:

Build and sustain a greener, fairer and more resilient region that benefits everyone.

DELIVERED THROUGH INVESTMENT IN:



PEOPLE



PLACE



PLANET



PROSPERITY



PEOPLE

- Deliver youth and female entrepreneurship support to final IMPACT30 cohorts as part of the Northern Innovation Hub (NIH) and continue to support a new Highlands and Islands cohort through the Scottish Rural Leadership Programme.
- Develop new agile and responsive entrepreneurial leadership and management support with a particular focus on female and youth entrepreneurs and enterprises with growth and scale potential.
- Support the upskilling of young digital service providers, develop mentorship pathways and expand digital apprenticeships.
- Retention of young people in the region through supporting Graduate Placements particularly targeted at Inclusive Growth Focus Areas.
- Work with partners to develop a talent attraction and retention campaign to raise awareness of the career opportunities arising from the Regional Transformational Opportunities (RTOs).
- Through the Science Skills Academy, increase the pipeline of students in STEM subjects.
- Support local and regional skills planning with a focus on places identified through the RTOs.





PLACE

- Finalise the Delivery Plan for the HIREP Strategy with a particular focus on skills, labour, grid and digital connectivity, housing, transport and childcare as key areas for regional collaboration.
- Place-based partnership planning in target locations including the implementation of growth deal projects. The Manufacturing Innovation Centre Moray (MICM) will start operating and the full business case, planning approval and procurement for Orkney Research and Innovation Campus (ORIC) Phase 2 will conclude. Projects in Argyll Rural growth Deal will progress to Full Business Case (FBC), including the HIE led Rural Skills Accelerator project.
- Delivery of business infrastructure across the region including facilities to support growth in the marine sector at the European Marine Science Park in Argyll, and small business units in Upper Achintore, Golspie and Forres.
- Focus on infrastructure development, skills planning/delivery and attracting inward investors to Inverness and Cromarty Firth Green Freeport and other strategic port assets across the region.
- Provide targeted support to community organisations and social enterprises to enhance capacity through our Support for Communities Framework and Delivery Resource funding. Using new research evidence, develop a new strategic approach to supporting community wealth building (CWB).
- Deliver the Scottish Land Fund with the National Lottery Community Fund on behalf of the Scottish Government.
- Publish and embed HIE's Community Wealth Building Action Plan.
- Provide targeted support for community and employer-led housing initiatives, including temporary housing solutions, to alleviate employment and population constraints, prioritising within Inclusive Growth Focus Areas (IGFAs).
- Develop opportunities to enable entrepreneurial development in our Gaelic communities, and in organisations engaged or seeking to engage with Gaelic, such as through our pilot Programme Cruthachadh Cothroman/Shaping Opportunities.
- Work with Scottish Government and UK Government to maximise rollout of national connectivity infrastructure in the region. Develop and deliver projects in poorly served communities, particularly focused on repopulation zones and island communities.
- Focus on attracting new inward investment to the region to support the development of regional transformational opportunities with a particular focus on offshore wind.



PLANET

- Understand and respond to the emerging policy environment and engage in effective planning, investment and delivery of net zero and climate resilience opportunities.
- Deliver nationally important strategic commitments as set out in the Green Industrial Strategy.
- Increase the awareness, adoption and embedding of net zero by enabling and encouraging organisations to understand their emissions baseline and to use this to proactively develop an action plan, and access appropriate delivery support.
- Implement a collaborative approach to investment with Scottish Government on the Offshore Wind Investment Programme (OWIP) for strategically important port infrastructure and supply chain proposals in our region.
- Enable and support inward investment propositions in our ports and land-based assets to secure high-value domestic manufacturing opportunities within the region for the strategic build out of offshore wind.
- Through HIE's participation on the Scottish Government's Hydrogen Programme Board, work with the sector to support Scotland's ambition to increase low-carbon or renewable hydrogen production by 2030.
- Identify key interventions necessary to support tidal projects and develop the focus of commercial activity for 2026-2027 including the potential expansion of EMEC's tidal site at Eday and continuation of support for Wave Energy Scotland, including securing external investment.
- Work with all tidal project developers working towards deployment of their Contract for Difference (CfD) projects in the Highlands and Islands.
- Continue to deliver the Green Grant Fund to support businesses and social enterprises to reduce carbon emissions and make progress towards achieving net zero.
- In partnership with NatureScot, pilot a Peatland Restoration Fund to support businesses to invest in the necessary equipment to access opportunities in this emerging opportunity.



PROSPERITY

- Progress identified actions relating to skills, infrastructure and supply chain development arising from the RTO research for renewable energy and life sciences sectors.
- Drive up levels of innovation and productivity in food and drink, tourism and creative industries through investment and specialist advice to support more resilient and greener business models and inclusive growth.
- Provide specialist advice, R&D grants and a knowledge exchange programme to increase innovation, productivity and reduce emissions.
- Continue to deliver the Green Grant Fund to businesses and social enterprises to ensure they understand the cost and emissions impact of their activities and proactively plan to reduce these.
- Raise awareness and use of digital tools, AI, automation, advanced manufacturing and innovative business models through a tech showcase on modular building techniques, supporting construction innovation, and developing a new five-year programme to support businesses and social enterprises with digital and technology adoption.
- Develop and stimulate entrepreneurship and scale enterprises through advice, access to finance, networking and business model development and collaboration with our partner Business Gateway to support new business starts.
- Provide specialist advice to support businesses critical to delivering RTOs to become investor ready and to adapt their business models to rapidly changing economic conditions.
- Raise awareness and support adoption of inclusive democratic business models, including plural ownership, to support community wealth building.
- Enable growth of new and early-stage exporters through specialist advice and funding for new market entry.
- Support experienced exporters to lever maximum support from organisations including Scottish Development International (SDI) and Department for Business and Trade (DBT) to expand their sales.
- Work with the region's existing inward investors to develop opportunities for further regional investment and collaboration.
- Using the RTO research to showcase regional potential, work with partners to strengthen the regional case and secure external investment particularly to strengthen essential supply chains and enabling infrastructure.
- Develop further local, regional, national and international network and collaboration opportunities to advance the objectives set out in the HIE 2023-2028 Strategy.



Shearwater Marine Services, Sandbank Business Park, Dunoon

CROSS-CUTTING THEMES

NET ZERO

- Evolve HIE's approach to net zero conditionality for financial support.
- Continue to support clients to undertake baselining and develop and implement action plans.
- Utilise client data to monitor net zero planning and adoption.
- Develop a net zero action plan for the period 2025-28 for HIE's operations to include the decarbonisation of core buildings, increasing biodiversity value and ability to sequester carbon from our own land and demonstrating best practice where possible.

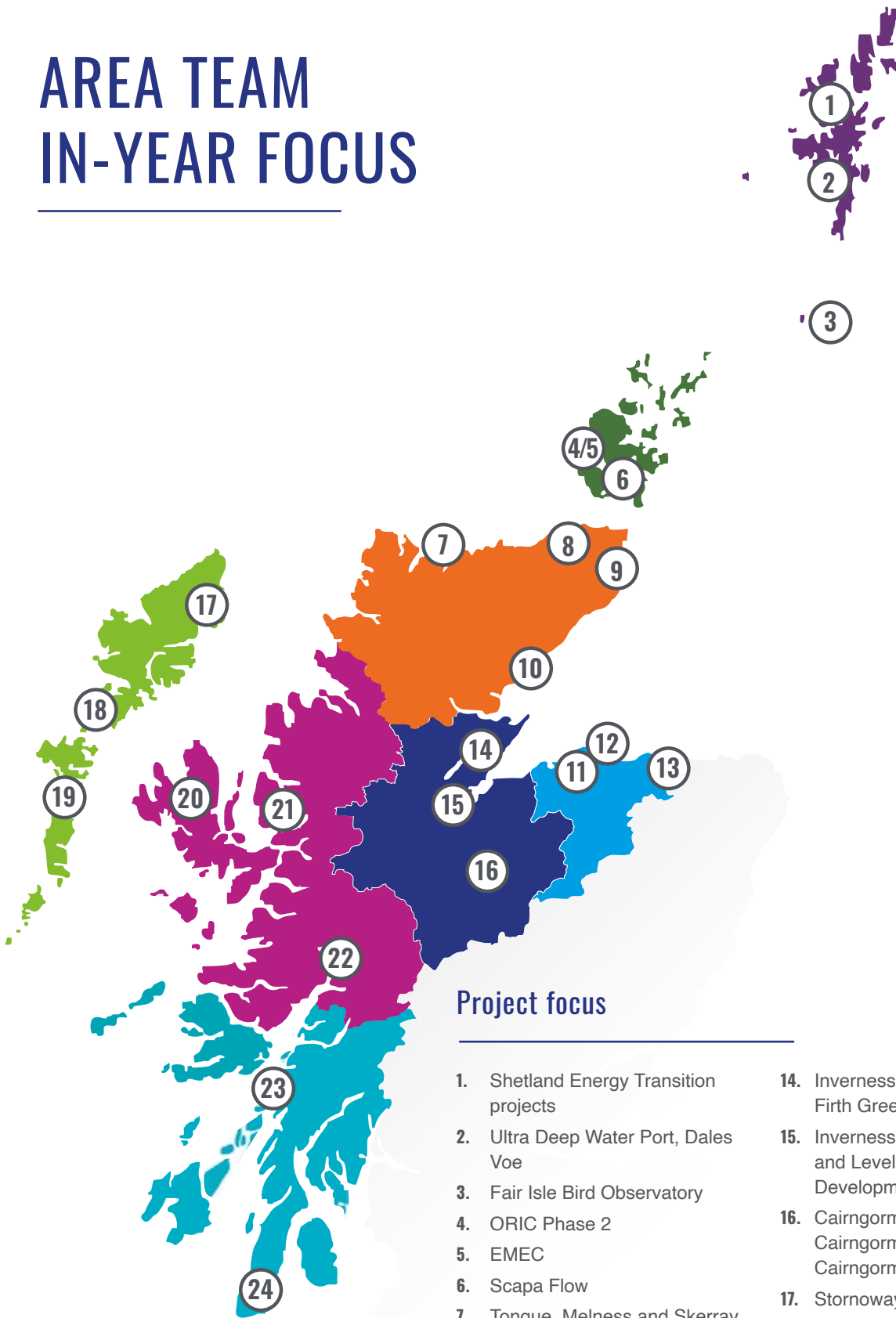
FAIR AND INCLUSIVE GROWTH

- Increase regional equity by targeting interventions through our Inclusive Growth Focus Areas approach.
- Continue to apply Fair Work conditionality to financial assistance and further support adoption of fair work practices.
- Publish and embed Community Wealth Building action plan.
- Using the principles agreed through HIREP, work with our strategic partners to support the development of the Scottish Government Good Practice Guidance for community benefits from net zero energy developments, and, through Community Planning Partnerships, support the establishment of local and regional funds.
- Develop the new 2025-2029 Equalities Mainstreaming Action Plan.

REGIONAL TRANSFORMATIONAL OPPORTUNITIES (RTOS)

- Utilise RTO research to inform resource planning including the development of a communication and engagement plan to raise awareness and showcase the region.
- Commence development of route maps to ensure cohesive and effective approach to delivery.
- Continue to build evidence to support labour, skills and infrastructure planning and investment.

AREA TEAM IN-YEAR FOCUS



Project focus

1. Shetland Energy Transition projects
2. Ultra Deep Water Port, Dales Voe
3. Fair Isle Bird Observatory
4. ORIC Phase 2
5. EMEC
6. Scapa Flow
7. Tongue, Melness and Skerry Area Plan
8. Denchi House
9. Wick Business Park/Wick John O'Groats Airport
10. Golspie Business Park
11. Enterprise Park Forres
12. Manufacturing Innovation Centre Moray
13. Buckie Harbour
14. Inverness and Cromarty Firth Green Freeport
15. Inverness Castle Experience and Levelling Up Developments
16. Cairngorm Mountain, Cairngorms 2030 and Cairngorms NPA
17. Stornoway Deep Water Port
18. Islands Growth Deal Projects
19. Uist Repopulation Pilot Area
20. Skye and Raasay Future
21. Kishorn Port
22. Fort William 2040
23. European Marine Science Park
24. Machrihanish

AREA TEAM PRIORITIES

ORKNEY AND SHETLAND

- Work collaboratively to support the delivery of the Islands Growth Deal and key enabling infrastructure projects including ORIC Phase 2, Lerwick's Ultra Deep Water Port, EMEC, Scapa Deep Water Quay, Pier Arts Centre, Islands Centre for Net Zero, and Fair Isle Bird Observatory.
- Work with partners to deliver and realise the benefits of large-scale investments and initiatives within the energy transition cluster across Orkney and Shetland to maximise local, national and global impact with a focus on innovation, R&D, supply chain and community wealth building.
- Diversify the portfolio of clients taking a place-based approach and support them to increase resilience, innovate, increase productivity, and transition to net zero.
- Build capacity and capability within communities to deliver housing, tourism, local food, and transport initiatives, and support those with plans to re-energise to secure and retain future revenue streams.
- Build capacity and capability within communities to address workforce, skills, housing, transport and climate challenges through partnership working with academia, industry and public sector partners, including the Cairngorm National Park Authority, and through capacity building of community anchor organisations/ social enterprises.

OUTER HEBRIDES

- Work with partners to deliver and realise the benefits of large-scale investments including those in the energy and space sectors. Focus on addressing constraints and the opportunities for infrastructure investment, especially at Arnish, local supply chain development and community wealth building.
- Work with partners to deliver a range of projects in the Uist repopulation zone and in Barra to improve population demographics by retaining younger people and attracting new skilled and economically active people into the area. In particular, realise the benefits of investments in distilleries, business premises and Cnoc Soilleir.
- Support communities in the delivery of capital projects and work with community clients to innovate focusing on new business models and new products and services.
- Seek opportunities to diversify the economy and spread the benefits of new economic activity throughout the islands.

CAITHNESS AND SUTHERLAND

- Work collaboratively with partners in Focus North, with Melness Crofters' Estate and the wider communities of Caithness and Sutherland to ensure economic and socio-economic benefits from the development of Sutherland Spaceport can still be met.
- Work with partners in the NorthWest 2045 catchment area to address key depopulation issues such as housing, childcare and transport, and to ensure that these are fully articulated in the emerging Caithness and Sutherland Area Place Plans.
- Lead on the development of industrial/business space in Golspie, and work with partners to develop new or enhanced business spaces in west Caithness and North West Sutherland.
- Work with our partners and energy infrastructure developers to address growth constraints and identify emerging solutions.

MORAY

- Increase productivity to drive higher wages, contribute to closing the gender pay gap and the creation of more high-level full-time jobs in existing sectors.
- Support delivery of the Moray Growth Deal with a particular focus on the development of the HIE-led Manufacturing Innovation Centre Moray (MICM).
- Support the diversification of the Moray economy into new high value areas including engineering and technology.

INNER MORAY FIRTH

- Work collaboratively with Inverness and Cromarty Firth Green Freeport partners to secure new, high value manufacturing opportunities in offshore wind and green hydrogen, and build a broader, more resilient and highly productive economy.
- Enable the wider IMF area to cement its position as a renowned, innovative, city region, building on the Inverness Campus development, Inverness Castle Experience, rich company base (food and drink, life-sciences, timber processing, and advanced manufacturing) and unique city and rural tourism offering.

LOCHABER, SKYE AND WESTER ROSS

- Work with communities, businesses and partner agencies to create the conditions to attract and retain a skilled workforce in and around the main settlements of Fort William and Portree and, address rural depopulation with a particular focus on Wester Ross and north Skye.
- Foster collaboration to ensure we maximise community and supply chain benefits from major renewable energy investments in the area, including the proposed pump storage hydro scheme at Coire Glas and evolving developments at Kishorn Port.
- Work with our client portfolio to adapt to current labour market conditions and improve productivity – in collaboration with major manufacturing operators in sectors such as food and drink.

ARGYLL AND THE ISLANDS

- Place-based focus on the marine economy through the completion of Camas House at the European Marine Science Park and collaborative working with the Scottish Association for Marine Science.
- Continued focus on working with island communities particularly Mull, Bute, Islay and Tiree to deliver impactful projects and support resilience.
- Expand our business portfolio to deliver increased productivity, innovation, job creation and retention alongside supporting progress to net zero.

MEASURES AND TARGETS

PRIMARY MEASURES	2025/26 TARGET RANGES
No. of organisations supported to increase productivity	60-70
Average increase in productivity	15%
No. of organisations supported to innovate	200-230
No. of organisations increasing innovation maturity	55
No. of new products, processes or services developed	80-100
Innovation investment in supported organisations	£30-40m
No. of organisations supported to engage in the just transition to net zero	50-60
No. of organisations baselining their CO ₂ e emissions	25-30
No. of organisations supported to develop or implement a Net Zero Action Plan	50-60
No. of community-led projects supported	120-140
No. of new/improved income-generating community assets	30-35
No. of jobs supported (FTEs)	600-700
Green jobs supported (FTEs)	70-90
Jobs supported in Inclusive Growth Focus Areas (FTEs)	200-250
Average wage of jobs supported (£/FTE)	£34,000
Average wage of jobs supported in Inclusive Growth Focus Areas (£/FTE)	£32,000
External Investment secured	£55-70m
External Green Investment secured	£25-28m
External Investment secured in Inclusive Growth Focus Areas	£20-25m
External Investment secured in supported community orgs/social enterprises	£12-14m
Capital Asset Investment	£80-100m
Green Capital Asset Investment	£40-50m
Capital Asset Investment in Inclusive Growth Focus Areas	£40-50m
Capital Asset Investment in supported community orgs/social enterprises	£20-25m

TRACKING MEASURES

- Increase in turnover (£m)
- Increase in turnover in the social economy (£m)
- Increase in international sales (£m)
- CO₂ savings in supported organisations
- Organisations progressing on the HIE Innovation Ladder

OUR DELIVERY



James Turner (HIE), Brian Robson (HIE), Sarah Mackenzie and Richard Jones both from Farmer Jones Academy.

The HIE Strategy 2023-2028 sets out our delivery approach and the variety of roles we will adopt, including Leader, Co-owner and Broker/Facilitator. Collaborating with our partners to deliver our strategic vision and objectives is critical, especially in the current fiscal environment. Our key outcomes can only be achieved through recognising dependences, combining actions across the four pillars of our strategic framework and embedding our cross-cutting themes.

Our capital budget provides significant funding opportunities, although revenue budget pressures will impact on our approach with more reliance on maximising the expertise, knowledge and experience of our staff to support service delivery. HIE continually seeks a best value approach to delivery, ensuring that we optimise our resources and identify opportunities to increase efficiency and effectiveness. Our Best Value Plan provides a framework to monitor and measure performance and drive improvements through a set of key indicators across themes such as customer experience and service quality, financial and project management, and use of data.

It is essential that we continue to pursue appropriate sources of external funding to enhance our core resources. This will include seeking additional funding to ensure delivery of our strategic objectives, supporting clients to access alternative funding sources, and working with partners to engage with Scottish and UK Governments to bring vital investment to the region. We will endeavour to strengthen and extend our existing collaborations to increase our influence and advocacy to raise awareness of our region's significant potential and challenges, particularly in this period of unprecedented opportunities. The HIREP Strategy is a critical milestone for regional partnership and will provide a more focused approach for regional collaboration.

HIE's People Strategy will be regularly reviewed to ensure effective workforce planning to underpin our Operating Plan commitments. We will continue to evolve how we assess our impact, working closely with our partner enterprise agencies on new approaches, and use new tools to target support and measure inclusive growth as part of our vision to build a wellbeing economy.

2025/26 OPENING BUDGET

HIE BUDGET	FORECAST 25/26 £'000s
Capital - Baseline	25,245
Capital - Offshore Wind Investment Programme	17,305
Capital – Wave Energy Scotland	2,310
Capital – Other Receipts	1,835
Total Capital	46,695
Revenue – Baseline	28,010
Revenue – Community Delivery Resource TBC	568
Revenue – Other Receipts	2,590
Total Revenue	31,168



Westray Development Trust, Orkney



Malakoff, Lerwick Shetland.



John O'Groats



Gael Force, Kishorn



Benbecula Distillery



Auchrannie Resort, Isle of Arran



Aurora Energy Services, Inverness



Cooper Park, Elgin



Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilean

2025/26

PLANA OBRACHAIDH



Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilean

English

Gàidhlig



Cala Lerwick, Ùghdarras Port Lerwick, Sealtainn

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Cnoc Soilleir, Uibhist a Deas, na h-Eileanan an Iar

CO-THEACSA

Tha Ro-innleachd HIE 2023-2028, a' toirt cunntas air ar lèirsinn agus ar n-àrd-amasan fad-ùine airson na Gàidhealtachd agus nan Eilean agus air na builean a bhios sinn ag obair gus coileanadh.

Bidh cothrom eaconomach gun samhail aig a' Ghàidhealtachd is na h-Eileanan thairis air an ath dheich bliadhna, le còrr is 250 pròiseactan cruth-atharrachail air an comharrachadh, a dh'fhoadadh tasgadh de chòrr is £100 billean a thoirt dhan sgìre. Tha na pròiseactan mòra a tha sa bheairt aig an àm seo air sgèile nas motha na rud sam bith a chunnacas san sgìre riamh roimhe no ann am mòran cheàrnaidhean eile den RA (taobh a-muigh Ear-dheas Shasainn). Feumar gluasad gu sgiobalta gus dèanamh cinnteach gu bheil na suidheachaidhean ceart ann airson nan leasachaidhean seo gus dèanamh cinnteach nach tèid an cothrom a chall no a lùghdachadh.

Ach, tha seo a' tachairt ann an àrainneachd macro-eaconomach dùbhlach air feadh an t-saoghail, leis na Stàitean Aonaichte, an eaconamaidh as motha san t-saoghal, air taraifean a thoirt a-steach air a' mhòr-chuid de dhùthchannan, cuid dhiubh aig ìre cho mòr is gum bi atharrachaidhean mòra ann an sruthan malairt cruinneil. Chithear an làn bhuaidh aig seo anns na mìosan a tha romhainn agus tha mòran air a ràdh gum bi seacadh eaconomach cruinneil ann mar thoradh air seo.

Tha ro-shealladh eaconomach na h-Alba coltach ri ro-shealladh eaconomach na RA, le Coimisean Fiosgail na h-Alba am dùil gum bi ìre fais de mu 1.5% ann gu deireadh na deichead^[2]. Thathar an dùil gum bi an àrainneachd do ghnìomhachasan doirbh san fhad-ùine, leis a' mhì-chinnt leantainneach ann a thaobh poileasaidh

malairt chruinneil agus caochlaideachd nas fharsainge sa mhargaidh ionmhais. Thèid seo a dhèanamh nas miosa leis na dùbhlain mar thoradh air àrdachadh ann an cosgais lùths agus ann an àrachas nàiseanta, a bharrachd air an àrdachadh ris a bheil dùil ann an atmhorachd anns na mìosan ri teachd (tha Oifis Uallach a' Bhuidseit a' ro-innse gun ruig e an ìre as àirde de 3.8% san luchar).

A rèir na suirbhidh Pannal Gnìomhachais as ùire aig HIE, a rinneadh san t-Samhain/Dùbhlachd 2024, bha cha mhòr an dàrna leth (46%) de ghnìomhachasan air a' Ghàidhealtachd agus sna h-Eileanan^[3] den bheachd gur e mì-chinnt eaconomach an dùbhlain as motha romhpa, ach gun robh dòchas ann mun àm ri teachd le faisg air an dàrna leth a' sireadh fàs agus timcheall air trì cairteal de ghnìomhachasan ag aithris gun robh iad air coileanadh gu math no gun robh iad cùisean air a bhith gu math seasmhach. Tha còrr is trì às gach còig gnìomhachasan a' tasgadh no an dùil tasgadh san àm ri teachd, le easachadh agus sunnd an luchd-obrach mar a' phrìomhachas san ùine ghoirid.

[1] <https://www.gov.uk/government/statistics/trade-and-investment-core-statistics-book/trade-and-investment-core-statistics-book#top-and-emerging-partner-countries>

[2] Scotland's Economic and Fiscal Forecasts (SEFF) - an Dùbhlachd 2024 (tionndadh ùraichte 22 Faoilleach 2025).

[3] HIE Business Panel Nov/Dec 2024



Port is Doca Tioram Chiseorn, Ciseorn

RO-RÀDH

Tha Plana Obrachaidh 2025/26 a' mìneachadh ar fòcais airson na bliadhna a tha romhainn agus a' soilleireachadh prìomh shruthan-obrach a tha mar bhunait airson lìbhrigeadh ar ro-innleachd còig bliadhna.

Tha sinn a' teannadh air clach-mhìle chudromach - ar 60mh Ceann-bliadhna - le dòchas gun samhail airson na sgìre againn san àm ri teachd. Tha an rannsachadh ùr-fhoillsichte againn, a' comharrachadh chothroman cruth-atharrachail air sgèile air leth aig a bheil comas buannachdan mòra a thoirt gu buil air feadh na sgìre againn, do dh'Alba agus dhan RA. Gus na cothroman seo a thoirt gu buil, bidh tasgadh mòr a bharrachd a dhìth, còmhla ri com-pàirteachasan agus co-obrachadh.

Tha e fhathast deatamach leantainn air adhart leis an dòigh-obrach cho-obrachail againn, a tha stèidhichte air àite, gu h-àraidh anns na Sgìrean Fòcais Fàs In-ghabhalach againn, a' dèanamh an fheum as fheàrr de na goireasan uile a tha rim faighinn, a' gabhail a-steach ar luchd-obrach dìcheallach anns a h-uile pàirt den sgìre.



15mh Ceann-bliadhna bho chaidh Àrd-phlana Taigh Iain Ghròt a chur air bhog

NI SINN NA LEANAS:

- Obraichidh sinn le com-pàirtichean gus feum a dhèanamh den chothrom air leth seo, nach èirich ach turas gach ginealach, a' dèanamh ar dìcheall gus dèanamh cinnteach gum faigh a h-uile pàirt den sgìre againn buannachd às na cothroman sin, mòran dhiubh a tha ag èirigh bho ar stòrasan nàdarra agus togte.
- Neartaichidh sinn conaltradh agus tagradh ro-innleachdail gus tasgadh sgìreil fhaighinn, gu sònraichte tro Chom-pàirteachas Eaconamach na Gàidhealtachd agus nan Eilean (HIREP), Co-chruinneachadh na Gàidhealtachd is nan Eilean (CoHI) agus na com-pàirteachasan sgìrean ionadail.
- Feuchaidh sinn ri ar buidseat a leudachadh le bhith a' tàladh maoineachaidh a bharrachd bho thùsan air an taobh a-muigh, an dàrna cuid gu dìreach do HIE no do phròiseactan, leithid Prògram Tasgaidh Cumhachd na Gaoithe aig Muir, Banca Tasgaidh Nàiseanta na h-Alba (SNIB), agus Banca Bun-structair na RA - Maoin Beairteas Nàiseanta.
- Togaidh sinn air an obair nach beag a rinneadh mar-thà gus ar cur aig fìor thoiseach chùisean na gnàth-shìde gu nàiseanta, agus aig an aon àm gabhaidh sinn ris na cothroman mòra a tha eadar-ghluasad gu cothromachadh-carboin a' tabhann dhan sgìre againn thairis air na deicheadan ri teachd.
- Bidh prìomh phàirt againn ann an lìbhrigeadh na Ro-innleachd Gnìomhachais Uaine, a' cur an comas bun-structair ro-chudromach agus a' leasachadh an t-sèine-sholair ann an roinnean leithid cumhachd na gaoithe air muir, cumhachd nan tonn agus haidridean uaine.
- Cumaidh sinn taic ris na cothroman a tha a' tighinn am bàrr ann an roinnean leithid saidheansan beatha agus fànas agus aig an aon àm bheir sinn taic do dh'fhàs agus neartachadh nan roinnean bìdh is dighe, turasachd agus gnìomhachasan cruthachail a tha air a bhith mar bhunait dhan eaconamaidh roinneil againn airson deicheadan.
- Nì sinn cothromachadh eadar feum agus cothrom tro fhòcas leantainneach air leasachadh stèidhichte air àite a tha a' cuimseachadh air àiteachan a tha fo ana-cothrom. Obraichidh sinn le coimhearsnachdan air feadh na roinne gus taic a chumail ri an ath-leumachd agus air togail beartas; cleachdaidh sinn na buannachdan roinneil air leth gus sluagh, tàlant agus tasgadh a thàladh; agus leasaichidh sinn cothromachd roinneil tro bhith a' cur an comas bun-structair agus eadar-theachdan cuimsichte.
- Cuiridh sinn fòcas air a bhith ag àrdachadh beairteas na roinne tro ùr-ghnàthachadh, a' toirt taic dhan ghluasad gu cothromachadh carboin, ag àrdachadh tarbhachd agus tionnsgalachd, obair agus tuarastal cothromach, agus sunnd.



Buannaichean EDGE Roinneil

Lèirsinn HIE:

Tha a' Ghàidhealtachd is na h-Eileanan na phrìomh roinn cothromachadh-carboin le eaconamaidh sunnd bheothail, a tha buannachdail airson a sluagh a tha a' fàs, agus a tha a' cur gu luachmhor ri Alba

AR N-ADHBHAR:

Tog agus cùm suas sgìre nas uaine, nas cothromaiche agus nas seasmhaiche a bhios buannachdail dhan h-uile duine.

AIR A LÌBHRIGEADH TRO THASGADH ANN AN:



DAOINE



ÀITE



PLANAID



SOIRBHEACHAS



DAOINE

- Thoir seachad taic tionnsgalachd do dh'òigridh is do bhoireannaich sna buidhnean IMPACT30 mu dheireadh. Mar phàirt de Cho-ionad Ùr-ghnàthachadh a' Chinn a Tuath (NIH) agus cumar air adhart a' toirt taic do chohort ùr air a' Ghàidhealtachd agus sna h-Eileanan tro Phrògram Ceannardais Dùthchail na h-Alba.
- Cruthaich taic shùbailte, freagairteach ùr a thaobh ceannardas is riaghladh tionnsgalach le fòcas sònraichte air luchd-tionnsgain boireann is òga agus iomairtean le comas fàis is sgèilidh.
- Cuir taic ri àrdachadh-sgilean solaraichean seirbheisean didseatach òga, cruthaich slighean meantorachd agus leudaich preantasachdan didseatach.
- Glèidh daoine òga san sgìre tro bhith a' cumail taic ri Greis-gnìomhachasan do Cheumnaichean, le fòcas gu sònraichte air Sgìrean Fàs in-ghabhaltach.
- Obraich le com-pàirtichean gus iomairt tàlaidh is gleidhidh tàlaint a chruthachadh gus mothachadh a thogail air na cothroman dreuchdail a tha ag èirigh bho na Cothroman Cruth-atharrachail Roinneil.
- Cuir ris an t-solar de dh'oileanaich ann an cuspairean STEM tro Acadamaidh nan Sgilean Saidheans.
- Cùm taic ri planadh sgilean ionadail is roinneil le fòcas air àiteachan a chaidh a chomharrachadh tro na Cothroman Cruth-atharrachail Roinneil.



ÀITE

- Crìochnaich am Plana Lìbhrigidh airson Ro-innleachd HIREP le fòcas sònraichte air sgilean, saothair, ceangal ris a' ghriod agus ceangailteachd dhidseatach, taigheadas, còmhail agus cùram-chloinne mar phrìomh raointean airson co-obrachadh sgìreil.
- Planadh com-pàirteachais stèidhichte air àite ann an àiteachan targaid a' gabhail a-steach buileachadh phròiseactan aonta fais. Tòisichidh obair Ionad Ùr-ghnàthachaidh Sathrachaidh Mhoireibh (MICM) agus thèid a' chùis-ghnìomhachais slàn, cead dealbhadh agus solarachadh airson Ìre 2 de dh'Àrainn Rannsachaidh is Ùr-ghnàthachaidh Arcaibh (ORIC) a chrìochnachadh. Thèid pròiseactan ann an Aonta Fàs Dùthchail Earra-Ghàidheal air adhart gu Làn Cùis Ghnìomhachais a' gabhail a-steach pròiseact Rural Skills Accelerator air a stiùireadh le HIE.
- Lìbhrig bun-structair gnìomhachais air feadh na sgìre, a' gabhail a-steach goireasan gus taic a thoirt do dh'fhàs ann an roinn na mara aig Pàirc Saidheans Mara na h-Eòrpa ann an Earra-Ghàidheal, agus ann an aonadan gnìomhachais beaga ann an Achadh an Todhair, Goillspidh agus Farrais.
- Fòcas air leasachadh bun-structair, planadh/lìbhrigeadh sgilean agus tàladh luchd-tasgaidh a-steach gu Saor-phort Uaine Inbhir Nis agus Linne Chrombaigh agus so-mhaoinean puirt ro-innleachdail eile air feadh na sgìre.
- Thoir taic chuimsichte do bhuidhnean coimhearsnachd agus iomairtean sòisealta gus comas-lìbhrigidh a chruthachadh tro ar maoineachadh Frèam-obrach Taic do Choimhearsnachdan agus Ghoireasan Lìbhrigidh. A' cleachdadh fianais rannsachaidh ùr, cruthaich dòigh-obrach ro-innleachdail ùr airson taic a thoirt do thogail beairteas coimhearsnachd (CWB).
- Lìbhrig Maoin Fearainn na h-Alba le Maoin Coimhearsnachd a' Chrannchuir Nàiseanta às leth Riaghaltas na h-Alba.
- Foillsich agus leabaich plana gnìomh HIE airson Togail Beairteas Coimhearsnachd.
- Thoir seachad taic chuimsichte airson iomairtean taigheadais air an stiùireadh leis a' choimhearsnachd agus le luchd-fastaidh, a' gabhail a-steach fuasglaidhean taigheadais sealach, gus bacaidhean air fastadh is àireamh-sluaigh a thoirt air falbh, a' cur prìomhachas air Sgìrean Fòcais Fàs In-ghabhalach.
- Cruthaich cothroman gus leasachadh tionnsgalach a chur an comas anns na coimhearsnachdan Gàidhlig againn, agus ann am buidhnean a tha a' cleachdadh na Gàidhlig, no a tha ag iarraidh Gàidhlig a chleachdadh, leithid tron phrògram pileit againn Cruthachadh Chothroman/Shaping Opportunities.
- Obraich còmhla ri Riaghaltas na h-Alba agus Riaghaltas na RA gus dèanamh cinnteach gun tèid bun-structair co-cheangailteachd nàiseanta a chur an sàs dhan ìre as motha 's a ghabhas san sgìre. Cruthaich agus lìbhrig pròiseactan ann an coimhearsnachdan nach eil air am frithealadh gu math aig an àm seo, le fòcas gu sònraichte air sònaichean Fàs-shluaigh agus coimhearsnachdan eileanach.
- Cuiridh sinn fòcas air in-thasgadh ùr a thàladh dhan sgìre gus taic a chumail ri leasachadh cothroman cruth-atharrachail roinneil le fòcas sònraichte air cumhachd na gaoithe aig muir.



PLANAID

- Tuig agus freagair air an àrainneachd poileasaidh a tha a' tighinn am bàrr agus gabh pàirt ann am planadh, tasgadh agus libhrigeadh èifeachdach airson cothroman cothromachadh-carboin agus airson seasmhachd na gnàth-shìde.
- Libhrig gealltanasan ro-innleachdail a tha cudromach gu nàiseanta mar a tha air a' mhìneachadh san Ro-innleachd Gnìomhachais Uaine.
- Cuir ri mothachadh air, gabhail ri agus leabachadh cothromachadh-carbon le bhith a' comasachadh agus a' brosnachadh bhuidhnean gus tuigse fhaighinn air a' bhun-loidhne aca airson eimiseanan agus gus seo a chleachdadh gus plana gnìomh a chruthachadh gu for-ghnìomhach, agus gus taic libhrigidh iomchaidh fhaighinn.
- Cuir dòigh-obrach cho-obrachail an gnìomh a thaobh tasgadh le Riaghaltas na h-Alba air Prògram Tasgaidh Cumhachd na Gaoithe aig Muir (OWIP) airson bun-structair puirt agus molaidhean sèine-sholair a tha cudromach gu ro-innleachdail san roinn againn.
- Cuir an comas agus thoir taic do mholaidhean airson in-thasgadh anns na puirt agus anns na so-mhaoinean air tìr againn gus cothroman saothrachaidh dachaigheil àrd-luach fhaighinn dhan sgìre airson togail air ro-innleachdail airson cumhachd na gaoithe aig muir.
- Tro chom-pàirteachadh HIE air Bòrd Prògram Haidridein Riaghaltas na h-Alba, obraich leis an roinn gus taic a thoirt do dh'amas na h-Alba a bhith a' cur ri cruthachadh haidridein beag-carboin no ath-nuadhachail ro 2030.
- Comharraich na prìomh eadar-theachdan a tha riatanach gus taic a thoirt do phròiseactan làn-mara agus cruthaich fòcas airson gnìomhachd choimeirsealta airson 2026-2027 a' gabhail a-steach leudachadh air làrach làn-mara EMEC ann an Eday agus lean air adhart a' toirt taic do Wave Energy Scotland, a' gabhail a-steach a bhith a' faighinn tasgadh bhon taobh a-muigh.
- Obraich còmhla ri luchd-leasachaidh cumhachd nan tonn uile a tha ag obair a dh'ionnsaigh pròiseactan Cùmhnant airson Eadar-dhealachaidh (CfD) a chur an sàs air a' Ghàidhealtachd agus sna h-Eileanan.
- Lean air adhart a' libhrigeadh Maoin nan Tabhartasan Uaine gus taic a thoirt do ghnìomhachasan agus iomairtean sòisealta gus eimiseanan carboin a lùghdachadh agus gus adhartas a dhèanamh a dh'ionnsaigh cothromachadh-carboin.
- Ann an com-pàirteachas le NàdarAlba, dèan deuchainn air Maoin Ath-nuadhachadh Talamh Mònach gus taic a thoirt do ghnìomhachasan gus tasgadh a dhèanamh anns an uidheamachd riatanach gus cothroman fhaighinn san raon seo a tha a' tighinn am bàrr.



SOIRBHEACHAS

- Thoir air adhart gnìomhan comharraichte a thaobh sgilean, bun-structair agus leasachadh sèine-solair a tha ag èirigh bhon rannsachadh Cothroman Cruth-atharrachail Roinneil airson roinnean lùths ath-nuadhachail agus saidheansan beatha.
- Àrdaich ìrean de thionnsgalachd agus tarbhachd ann am biadh is deoch, turasachd agus gnìomhachasan cruthachail tro thasgadh agus comhairle speisealach gus taic a thoirt do mhodailean gnìomhachais nas seasmaiche agus nas uaine agus do dh'fhàs in-ghabhalach.
- Thoir seachad comhairle speisealta, tabhartasan R&L agus prògram iomlaid eòlais gus cur ri ùr-ghnàthachadh, àrdachadh tarbhachd agus gus eimiseanan a lùghdachadh.
- Lean air adhart a' libhrigeadh Maoin nan Tabhartasan Uaine do ghnìomhachasan agus iomairtean sòisealta gus dèanamh cinnteach gu bheil iad a' tuigsinn buaidh ionmhasail is eimiseanan nan gnìomhan aca agus a' planadh gu for-ghnìomhach gus an lùghdachadh.
- Tog mothachadh air innealan didseatach, AI, fèin-obrachas, saothrachadh adhartach agus modailean gnìomhachais tionngalach tro thaisbeanadh teicneòlais air dòighean togail modalach, a' toirt taic do dh'ùr-ghnàthachadh togail, agus a' cruthachadh prògram còig bliadhna ùr gus taic a thoirt do ghnìomhachasan agus iomairtean sòisealta le bhith a' gabhail ri teicneòlas didseatach.
- Leasaich agus brosaich tionnsgalachd agus leudaich iomairtean tro chomhairle, cothrom air ionmhas, lionrachadh agus cruthaich modail gnìomhachais agus tro cho-obrachadh leis a' chom-pàirtiche againn Business Gateway gus taic a chumail ri gnìomhachasan ùra.
- Thoir seachad comhairle speisealach gus taic a thoirt do ghnìomhachasan a tha ro-chudromach do libhrigeadh Chothroman Cruth-atharrachail Roinneil gus am bi iad deiseil airson luchd-tasgaidh agus gus na modailean gnìomhachais aca atharrachadh a rèir suidheachaidhean eaconamach a tha ag atharrachadh gu luath.
- Tog mothachadh agus cùm taic ri modailean gnìomhachais deamocratach a tha a' gabhail a-steach iomadachd seilbh, gus taic a thoirt do thogail beairteas coimhearsnachd.
- Cuir an comas fàs do luchd-às-mhalairt ùra agus aig tràth-ìre tro chomhairle speisealach agus maoinachadh airson a bhith a' tighinn a-steach dhan mhargaidh.
- Thoir taic do luchd-às-mhalairt sgileil gus an taic as motha fhaighinn bho bhuidhnean a' gabhail a-steach Leasachadh Eadar-nàiseanta na h-Alba (SDI) agus Roinn a' Gnìomhachais is na Malairt (DBT) gus na reicean a leudachadh.
- Obraich còmhla ri luchd-tasgaidh taobh a-staigh na sgìre gus cothroman a chruthachadh airson barrachd tasgadh agus co-obrachadh roinneil.
- A' cleachdadh rannsachadh Cothroman Cruth-atharrachail Roinneil gus comas-libhrigidh na sgìre a thaisbeanadh, obraich le com-pàirtichean gus an argamaid airson na sgìre a neartachadh agus gus tasgadh bhon taobh a-muigh fhaighinn, gu sònraichte gus sèinichean-solair ro-chudromach a neartachadh agus gus bun-structair a chur an comas.
- Cruthaichidh sinn barrachd chothroman lionraidh agus co-obrachaidh ionadail, roinneil, nàiseanta is eadar-nàiseanta gus na h-amasan a tha air am mineachadh ann an Ro-innleachd HIE airson 2023-2028 a chur air adhart.



Seirbheisean Mara Shearwater, Pàirc Ghnìomhachais na h-Oitir, Dùn Omhain

TÈAMAN A GHEARRAS TARSAINN AIR CUSPAIREAN

COTHROMACHADH-CARBOIN

- Leasaich dòigh-obrach HIE a thaobh cumhaichean cothromachadh-carboin airson taic ionmhais.
- Lean air adhart a' toirt taic do chliantan gus bun-loidhnichean a stèidheachadh agus gus planaichean gnìomh ullachadh agus a chur an gnìomh.
- Cleachd dàta nan cliantan gus planadh agus gabhail ri cothromachadh-carboin a dhearcnachadh
- Cruthaich plana cothromachadh-carboin airson 2025-28 airson obair HIE, a' gabhail a-steach dì-charbonachadh prìomh thogalaichean, a bhith a' cur ri luach bith-iomadachd ris a' chomas carbon a ghlacadh san fhearann againn fhèin agus tro bhith nar n-eisimpleir de dheagh chleachdadh far a bheil sin comasach.

FÀS COTHROMACH AGUS IN-GHABHALACH

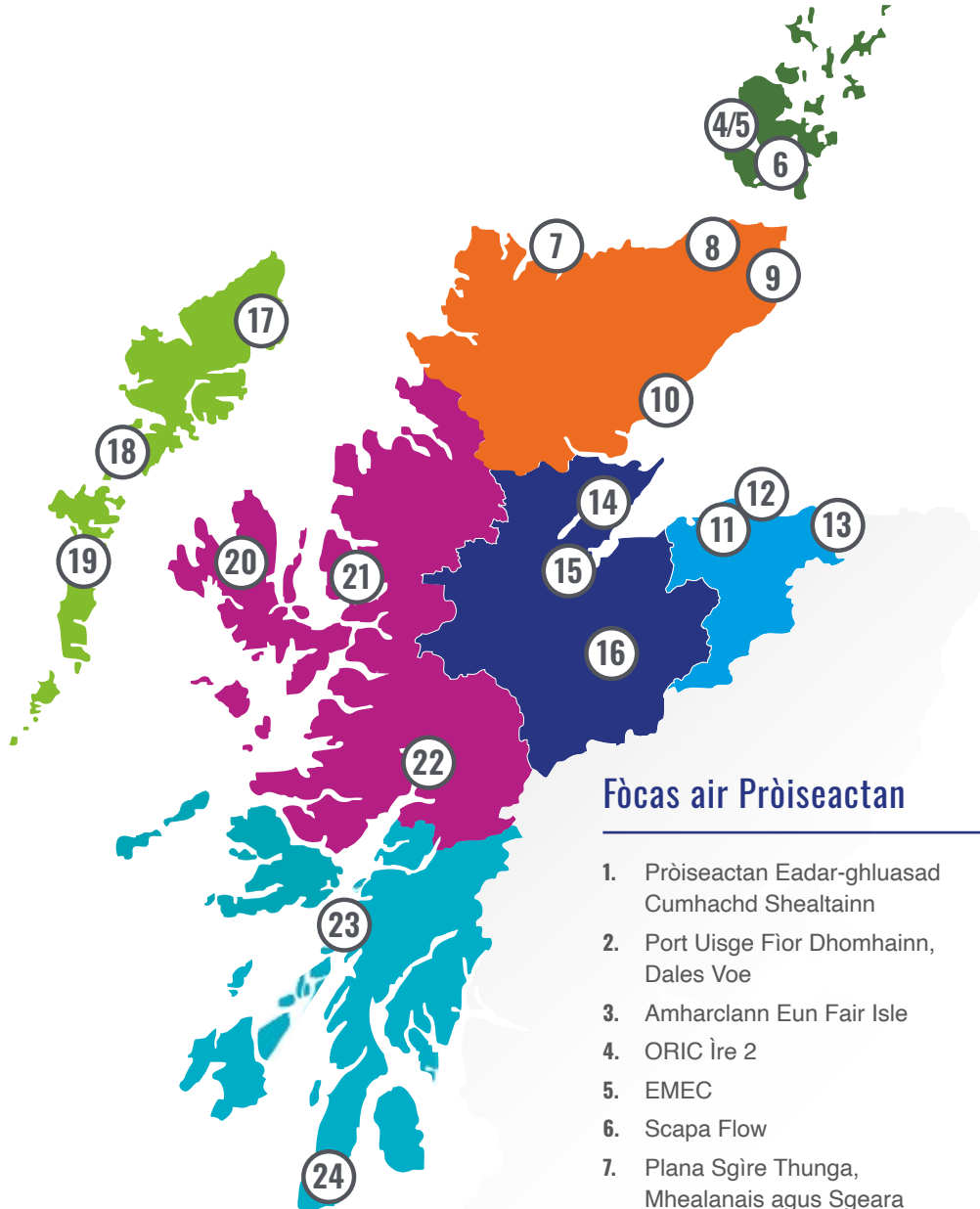
- Cuir ri cothromas roinneil le bhith a' cuimseachadh eadar-theachdan tron dòigh-obrach againn airson Sgìrean Fòcais Fàs in-ghabhalach.
- Lean air adhart a' cur cumhaichean Obair Chothromach an sàs ann an taic ionmhais agus a' toirt taic a bharrachd do chleachdaidhean obrach chothromach.
- Foillsich agus leabaich plana gnìomh airson Togail Bearteas Coimhearsnachd.

- A' cleachdadh nam prionnsabalan a chaidh aontachadh tro HIREP, obraich còmhla ri ar com-pàirtichean ro-innleachdail gus taic a chumail ri bhith a' cruthachadh Stiùireadh Deagh Chleachdaidh do Riaghaltas na h-Alba airson buannachdan coimhearsnachd bho leasachaidhean lùths cothromachadh-carboin, agus, tro Chom-pàirteachasan Planaidh Coimhearsnachd, gus taic a thoirt do stèidheachadh mhaoinean ionadail is roinneil.
- Plana Gnìomha ùr airson Àbhaisteachadh Co-ionannachd ann an 2025-2029.

COTHROMAN CRUTH-ATHARRACHAIL ROINNEIL

- Cleachd rannsachadh Cothroman Cruth-atharrachail Roinneil gus goireasan fhiosrachadh, a' gabhail a-steach a bhith a' cruthachadh plana conaltraidh is com-pàirteachaidh gus mothachadh a thogail agus gus an roinn a thaisbeanadh.
- Tòisich air mapaichean slighe ullachadh gus dèanamh cinnteach gum bi dòigh-obrach aonaichte agus èifeachdach ann a thaobh libhrigeadh.
- Lean air adhart a' togail fianais gus taic a thoirt do phlanadh is tasgadh ann an luchd-obrach, sgilean agus bun-structair.

FÒCAS NAN SGIOBAIDHEAN SGÈIREIL TRON BHLIADHNA



Fòcas air Pròiseactan

1. Pròiseactan Eadar-ghluasad Cumhachd Shealtainn
2. Port Uisge Fìor Dhomhainn, Dales Voe
3. Amharclann Eun Fair Isle
4. ORIC Ìre 2
5. EMEC
6. Scapa Flow
7. Plana Sgìre Thunga, Mhealanais agus Sgeara
8. Taigh Denchi
9. Pàirc Gnìomhachais Inbhir Ùige/Port-adhair Inbhir Ùige Taigh Iain Ghròt
10. Pàirc Gnìomhachais Ghoillspidh
11. Pàirc Iomairt Fharrais
12. Ionad Ùr-ghnàthachaidh Saothrachaidh Mhoireibh
13. Cala Bhucaidh
14. Saor-phort Uaine Inbhir Nis is Linne Chrombaidh.
15. Turas tro Chaisteal Inbhir Nis agus Leasachaidhean Levelling Up
16. Cairngorm Mountain, Am Monadh Ruaidh 2030 agus Ùghdarras Pàirc Nàiseanta a' Mhonaidh Ruaidh
17. Port Uisge Domhainn Steòrnabhaigh
18. Pròiseactan Aonta Fàs nan Eilean
19. Sgìre Pileat Àrdachadh-sluaigh Uibhist
20. Àm ri Teachd an Eilein Sgitheanaich is Ratharsair
21. Port Chiseorn
22. An Gearasdan 2040
23. Pàirc Saidheans Mara na h-Eòrpa
24. Machaire Shanais

PRÌOMHACHASAN NAN SGIOBAIDHEAN SGÌREIL

ARCAIBH AGUS SEALTAINN

- Co-obrach gus taic a thoirt do libhrigeadh Aonta Fàs nan Eilean agus pròiseactan bun-structair comasachaidh cudromach a' gabhail a-steach Ìre 2 de ORIC, Port Uisge Fìor-dhomhainn Lerwick, EMEC, Cidhe Uisge Domhainn Scapa, Ionad Ealain a' Chidhe, Ionad nan Eilean airson Cothromachadh-carboin, agus Amharclann Eun a' Fair Isle.
- Obraich le com-pàirtichean gus tasgaidhean is iomairtean mòra a libhrigeadh taobh a-staigh nam buidhnean tar-ghluasad lùths air feadh Arcaibh agus Sealtainn gus buaidh ionadail, nàiseanta agus cruinneil a mheudachadh le fòcas air ùr-ghnàthachadh, rannsachadh is leasachadh, sèine-solair agus togail beairteas coimhearsnachd.
- Iomadaich porfolio nan cliantan a bhios a' cleachdadh dòigh-obrach stèidhichte air àite agus thoir dhaibh gus cur ri ath-leumachd, tionnsgalachd, tarbhadh agus eadar-ghluasad gu cothromachadh-carboin.
- Tog comas agus comas-libhrigidh taobh a-staigh choimhearsnachdan gus iomairtean taigheadais, turasachd, biadh ionadail agus còmh-dhail a libhrigeadh, agus gus taic a thoirt dhaibhsan aig a bheil planaichean gus sruthan teachd a-steach ath-bheothachadh agus gus sruthan teachd a-steach ùra fhaighinn agus a chumail san àm ri teachd.

GALLAIBH AGUS CATAIBH

- Obraich còmhla ri com-pàirtichean ann am Focus North, le Oighreachd Chroitearan Mhealanais agus coimhearsnachd Ghallaibh agus Chataibh san fharsaingeachd gus dèanamh cinnteach gum faighear buannachdan eaconamach is sòisio-eaconamach bho thogail Port-fàna is Chataibh fhathast.
- Obraich le com-pàirtichean ann an sgìre Iar-thuath 2045 gus dèiligeadh ri prìomh cheistean co-cheangailte ri crìonadh-sluaigh leithid taigheadas, cùram-chloinne agus còmh-dhail, agus gus dèanamh cinnteach gu bheil iad sin air an cur an cèill gu h-iomlan anns na Planaichean Àite Sgìreil airson Gallaibh agus Cataibh a tha gan sgrìobhadh.
- Bi mar phrìomh bhuidheann ann an cruthachadh àite gnìomhachais/ gnòthachais ann an Goillsaidh, agus obraich le com-pàirtichean gus àiteachan gnìomhachais ùra no leasaichte a chruthachadh ann an iar thuath Chataibh.
- Obraich còmhla ri ar com-pàirtichean agus luchd-leasachaidh bun-structair lùths gus dèiligeadh ri bacaidhean fais agus gus fuasglaidhean a tha a' tighinn am bàrr a chomharrachadh.

MOIREIBH

- Cuir ri tarbhadh gus tuarastalan nas àirde a thoirt air adhart, cuir ri dùnadh na beàrn pàighidh gnè agus cruthaich barrachd obraichean làn-ùine aig ìre àrd anns na roinnean a th' ann mar-thà.
- Cùm taic ri libhrigeadh Aonta Fàs Mhoireibh le fòcas sònraichte air leasachadh Ionad Ùr-ghnàthachaidh Saothrachaidh Mhoireibh (MICM) fo stiùir HIE.
- Cuir taic ri iomadachadh eaconamaidh Mhoireibh gus am bi e a' gabhail a-steach raointean àrd-luach ùra leithid innleadaireachd is teicneòlais.

LINNE MHOIREIBH A-STAIGH

- Obraich còmhla ri com-pàirtichean Saor-phort Uaine Inbhir Nis is Linne Chrombaigh gus cothroman saothrachaidh ùra, àrd-luach fhaighinn ann an cumhachd na gaoithe aig muir agus haidridean uaine, agus gus eaconamaidh nas fharsainge, nas seasmhaiche agus nas tarbhaiche a thogail.
- Thoir comas do sgìre Linne Mhoireibh a-staigh san fharsaingeachd gus a h-àite a dhaingneachadh mar sgìre cathair-bhaile ùr-ghnàthach chliùiteach, a' togail air leasachadh Àrainn Inbhir Nis, Turas tro Chaisteal Inbhir Nis, le a pailteas de chompanaidhean (biadh is deoch, saidheansan beatha, fiodh, agus saothrachadh adhartach) agus tairgse turasachd bhaileil is dhùthchail gun samhail.

- Tog comas agus comas-libhrigidh taobh a-staigh choimhearsnachdan gus dèiligeadh ri dùbhlain luchd-obrach, sgilean, taigheadas, còmh-dhail agus gnàth-shìde tro bhith ag obair ann an com-pàirteachas le acadaimigich, gnìomhachas agus an roinn phoblach, a' gabhail a-steach Ughdarras Pàirc Nàiseanta a' Mhonaidh Ruaidh, agus tro bhith a' togail comas bhuidhnean acair/ iomairt sòisealta.

INNSE GALL

- Obraich còmhla ri com-pàirtichean gus buannachdan bho thasgaidhean mòra a libhrigeadh agus a thoirt gu buil a' gabhail a-steach tasgaidhean ann an roinnean lùths is fàna is. Cuir fòcas air dèiligeadh ri cuingealachaidhean agus ris na cothroman airson tasgadh ann am bun-structair, gu h-àraidh ann an Àirnis, ann an leasachadh sèine-solair ionadail agus ann an togail beairteas coimhearsnachd.
- Obraich le com-pàirtichean gus raon de phròiseactan a libhrigeadh ann an Sòn Fàs-shluaigh Uibhist agus ann am Barraigh gus piseach a thoirt air deamografaigs an t-sluaigh le bhith a' gleidheadh dhaoine òga agus a' tàladh dhaoine ùra sgileil is gnìomhach gu h-eaconamach dhan sgìre. Gu sònraichte, faigh na buannachdan as motha bho thasgaidhean ann an taighean-staile, togalaichean gnìomhachais agus Cnoc Soilleir.
- Thoir taic do choimhearsnachdan ann a bhith a' libhrigeadh phròiseactan calpa agus obraich le cliantan coimhearsnachd gus a bhith tionnsgalach le fòcas air modailean gnìomhachais ùra agus bathar is seirbheisean ùra.
- Sir cothroman gus an eaconamaidh iomadachadh agus buannachdan bho gnìomhachd eaconamach ùr a sgaoileadh air feadh nan eilean.

LOCH ABAR, AN T-EILEAN SGITHEANACH AGUS ROS AN IAR

- Obraich còmhla ri coimhearsnachdan, gnìomhachasan agus buidhnean com-pàirteachais gus suidheachaidhean a chruthachadh gus luchd-obrach sgileil a thàladh agus a chumail ann am prìomh bhailtean a' Ghearasdain is Phort Rìgh, agus gus dèiligeadh ri crìonadh-sluaigh dùthchail le fòcas sònraichte air taobh siar Rois agus ceann a tuath an Eilein Sgitheanaich.
- Brosnaich co-obrachadh gus dèanamh cinnteach gum faigh sinn na buannachdan coimhearsnachd agus sèine-solair as motha bho thasgaidhean mòra ann an cumhachd ath-nuadhachail san sgìre, a' gabhail a-steach an sgeama uisge-dealain stòraichte air a phumpadh a tha san amharc aig Coire Glas agus leasachaidhean a tha a' tighinn air adhart aig Port Chiseorn.
- Obraich còmhla ris na cliantan againn gus freagairt ri suidheachaidhean làithreach a' mhargaidh obrach agus gus cur ri tarbhadh - ann an co-obrachadh le prìomh chompanaidhean saothrachaidh ann an roinnean leithid biadh is deoch

EARRA-GHÀIDHEAL IS NA H-EILEANAN

- Fòcas stèidhichte air àite airson eaconamaidh na mara tro bhith a' crìochnachadh Taigh Camas aig Pàirc Saidheans Mara na h-Eòrpa agus co-obrach le Comann Saidheans Mara na h-Alba.
- Fòcas leantainneach air a bhith ag obair le coimhearsnachdan eileanach gu sònraichte ann am Muile, Bòd, Ìle agus Tìrìodh gus pròiseactan buadhmhor a libhrigeadh agus taic a chumail ri ath-leumachd.
- Leudaich am porfolio gus tarbhadh, cruthachadh obraichean agus gleidheadh obraichean a libhrigeadh agus gus taic a thoirt do dh'adhartas gu cothromachadh-carboin.

SLATAN-TOMHAIS IS TARGAIDEAN

PRÌOMH CHEUMAN	RAOINTEAN TARGAID 2025-26
Àireamh de bhuidhnean a fhuair taic gus cur ri tarbhachd	60-70
Meudachadh cuibheasach ann an tarbhachd	15%
Àireamh de bhuidhnean a fhuair taic airson ùr-ghnàthachadh	200-230
Àireamh nam buidhean a tha a' cur ri inbheachd ùr-ghnàthachais	55
Àireamh nam bathar, pròiseasan no seirbheisean ùra air an cruthachadh	80-100
Tasgadh ùr-ghnàthachaidh ann am buidhnean le taic	£30-40m
Àireamh nam buidhnean a fhuair taic gus pàirt a ghabhail san eadar-ghluasad cothromach gu cothromachadh-carboin	50-60
Àireamh nam buidhnean a tha a' dèanamh bun-loidhne de na h-eimiseanan CO2e aca.	25-30
Àireamh nam buidhnean a fhuair taic gus planaichean gnìomh Cothromachadh-carboin a chruthachadh no a bhuileachadh	50-60
Àireamh de phròiseactan air an stiùireadh leis a' choimhearsnachd a fhuair taic	120-140
Àireamh de stòrasan coimhearsnachd ùr/leasaichte a tha a' togail teachd a-steach	30-35
Àireamh de dh'obraichean a fhuair taic (FTE)	600-700
Obraichean uaine a fhuair taic (FTE)	70-90
Obair a fhuair taic ann an Sgìrean le Fòcas air Fàs In-ghabhalach	200-250
Tuarastal cuibheasach aig obraichean le taic (£/FTE)	£34,000
Tuarastal cuibheasach obraichean le taic ann an sgìrean cuimsichte (£/FTE)	£32,000
Tasgadh a fhuaradh bhon taobh a-muigh	£55-70m
Tasgadh uaine a fhuaradh bhon taobh a-muigh	£25-28m
Tasgadh a fhuaradh bhon taobh a-muigh ann an Sgìrean le Fòcas air Fàs In-ghabhalach	£20-25m
Tasgadh bhon taobh a-muigh a fhuaradh le buidhnean coimhearsnachd/iomairtean sòisealta le taic	£12-14m
Tasgadh ann an so-mhaoinean calpa	£80-100m
Tasgadh ann an stòrasan calpa uaine	£40-50m
Tasgadh ann an so-mhaoinean calpa ann an Sgìrean Fòcas air Fàs in-ghabhalach	£40-50m
Tasgadh Stòrasan Calpa a fhuaradh le buidhnean coimhearsnachd/iomairtean sòisealta le taic	£20-25m

CEUMANNAN TRACAIDH

- Àrdachadh ann an tionndadh-airgid (£m)
- Àrdachadh ann an tionndadh-airgid san eaconamaidh shòisealta (£m)
- Àrdachadh ann an reic eadar-nàiseanta (£m)
- Sàbhalaidhean CO2 ann am buidhnean a fhuair taic
- Buidhnean a tha a' dèanamh adhartas air Fàradh Ùr-ghnàthachaidh HIE

AR LÌBHRIGEADH



James Turner (HIE), Brian Robson (HIE), Sarah Mackenzie agus Richard Jones – an dithis aca aig Farmer Jones Academy.

Tha Ro-innleachd HIE 2023-2028 a' mìneachadh ar dòigh libhrigidh agus nan diofar dhleastanasan a bhios againn, a' gabhail a-steach Ceannard, Co-shealbhadair agus Bròcair / Comasaiche. Tha e deatamach gun co-obrach sinn le ar com-pàirtichean gus ar lèirsinn agus ar cinn-uidhe ro-innleachdail a libhrigeadh, gu sònraichte san àrainneachd fhiosgail a th' ann an-dràsta. Chan urrainnear na prìomh bhuilean againn a choileanadh ach tro bhith ag aithneachadh eisimeileachdan, a' cur ghnìomhan còmhla thar nan ceithir colbhan den fhrèama againn agus a' stèidheachadh nan cuspairean tar-ghearrach.

Tha cothroman maoineachaidh mòra an lùib a' bhuidseit calpa againn, ged a bheir cuideaman air a' bhuidseat teachd a-steach buaidh air an dòigh-obrach againn le barrachd cuideam air a chur air a bhith a' meudachadh tionnsgalachd, sgilean agus eòlas ar luchd-obrach gus taic a thoirt do libhrigeadh seirbheis. Bidh HIE daonnan a' leantainn dòigh-obrach luach as fheàrr a thaobh libhrigeadh, a' dèanamh cinnteach gu bheil sinn a' cleachdadh nan stòrasan againn gu h-èifeachdach agus a' comharrachadh chothroman gus cur ri èifeachdas agus buaidh. Tha am Plana Luach as Fheàrr againn na fhrèam-obrach airson coileanadh a sgrùdadh agus a thomhas agus gus leasachaidhean a bhrosnachadh tro sheata de phrìomh chomharran thar chuspairean leithid eòlas luchd-cleachdaidh agus càileachd seirbheis, riaghladh ionmhais is phròiseactan, agus cleachdadh dàta.

Tha e ro-chudromach gun cùm sinn oirnn a' sireadh thùsan iomchaidh de mhaoineachadh bhon taobh a-muigh gus cur ris na prìomh stòrasan againn. Bidh seo a' gabhail a-steach a bhith a' sireadh maoineachadh a bharrachd gus dèanamh cinnteach gun tèid ar n-amasan ro-innleachdail a libhrigeadh, a' toirt taic do chliantan gus tobraichean maoineachaidh eile a lorg, agus ag obair le com-pàirtichean gus conaltradh a dhèanamh le Riaghaltasan na h-Alba agus na RA gus tasgadh deatamach a thoirt dhan roinn. Nì sinn ar dicheall na co-obrachaidhean a th' againn mar-thà a neartachadh agus a leudachadh gus ar buaidh agus ar n-obair tagraidh àrdachadh gus mothachadh a thogail mu na comasan agus dùbhlain nach beag aig an

sgìre againn, gu sònraichte aig an àm seo nuair a tha cothroman ann de sheòrsa nach fhacas riamh roimhe. Tha Ro-innleachd HIREP na clach-mhìle chudromach airson com-pàirteachas sgìreil agus bheir i seachad dòigh-obrach nas fhòcusaichte airson co-obrachadh san sgìre.

Thèid Ro-innleachd Dhaoine HIE ath-sgrùdadh gu cunbhalach gus dèanamh cinnteach gum bi planadh luchd-obrach èifeachdach mar bhunait aig geallaidhean ar Plana Gnìomh. Leanaidh sinn oirnn ag atharrachadh mar a bhios sinn a' measadh ar buaidh, ag obair gu dlùth leis na buidhnean leasachaidh com-pàirteach againn air dòighean-obrach ùra, agus cleachdaidh sinn innealan ùra gus taic a chuimseachadh agus gus fàs in-ghabhalach a thomhas mar phàirt den lèirsinn againn gus eaconamaidh sunnd a thogail.

BUIDSEAT FOSGLAIDH 2025-26

BUIDSEAT HIE	RO-AITHRIS 25/26 £'000an
Calpa - Bun-loidhne	25,245
Calpa - Prògram Leasachadh Cumhachd na Gaoithe air Muir	17,305
Calpa- Wave Energy Scotland	2,310
Calpa – Cuidhteasan Eile	1,835
Calpa Iomlan	46,695
Teachd a-steach - Bun-loidhne	28,010
Teachd a-steach – Goireas Libhrigidh Coimhearsnachd TBC	568
Teachd-a-steach – Cuidhteasan Eile	2,590
Teachd a-steach iomlan	31,168



Urras Leasachaidh Westray, Arcaibh



Malakoff, Lerwick, Sealtainn



Taigh Iain Ghròt



Gael Force, Ciseorn



Taigh-staile Bheinn na Faoghla



Auchrannie Resort, Arainn



Aurora Energy Services, Inbhir Nis



Pàirc Cooper, Eilginn



Highlands and Islands Enterprise
Iomairt na Gàidhealtachd's nan Eilean