

INVERNESS CAMPUS DEVELOPMENT STRATEGY

2018-2023



inverness | làrach
campus | inbhir nis



Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilean

WHAT IS THIS STRATEGY FOR?

The Highlands and Islands Enterprise (HIE) Development Strategy for the Inverness Campus project covering 2018-2023 builds on the original Development Strategy agreed in 2013. The strategy sets out, particularly for key stakeholders and influencers, HIE's priorities for action to continue to deliver the original vision.

Over the next five years, the focus is changing from delivery of infrastructure to benefits realisation, and the strong partnership approach that has served so well to date will become increasingly important. This is reflected in the priorities for action where success will only be delivered with the support of a wide range of players both within HIE and across the partnership. Increased engagement with organisations at a national level will also feature in the coming period, to capitalise on the opportunities they present, and to reflect the importance of Inverness Campus as a regional asset within Scotland's international offering.



INVERNESS CAMPUS

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INVERNESS CAMPUS

EXECUTIVE SUMMARY

INVERNESS CAMPUS – NOW AND IN THE FUTURE

Inverness Campus is coming to life, fulfilling the vision of a place where businesses, academia, the public sector and the community can all thrive. The Campus has the potential to be a major regional asset in transforming the economy of the Highlands and Islands by providing a state-of-the-art location for commercial businesses, research organisations, students and local residents.

Inverness Campus embodies the combination of uniquely strong links between academia, business, public agencies and the community. This intellectual and commercial integration is an attractive proposition to innovators worldwide and, with the right vision and ambition, we believe they can be attracted here to Inverness Campus – bringing significant benefits to the city of Inverness and the wider region. It is estimated that the Campus could support as many as 1300 jobs over the next five years, with a further 940 being created across the Highlands and Islands.

A CLEAR STRATEGY

To realise this vision, we need to have a clear, focused strategy that helps us to plan and deliver our key objectives. Following the initial infrastructure development and the realisation of the founding projects, the specialist consultancy firm ekosgen was invited to carry out an independent review of the Campus. Their insights and observations informed the following strategic priorities:

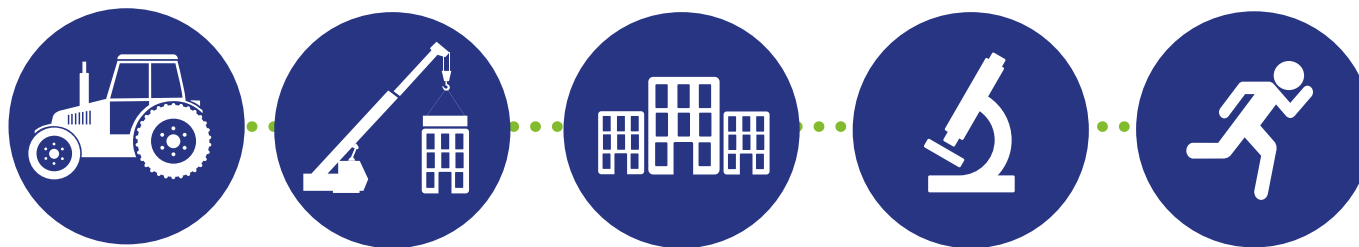
- **Attract knowledge industries** to the region and build on existing commercial activities in life sciences in particular, while also supporting other related sectors. In this respect ekosgen recognised that a key business benefit is the co-location of the Campus with education and health organisations.
- **Encourage better collaboration** between businesses, researchers, academic organisations and the wider community. The Campus has created the space for collaboration, but collaboration does not just happen, it needs to be supported and nurtured. And it then needs to be captured and articulated as a key selling point when promoting the Campus as an inward investment location.

- Define and implement a **consistent communications strategy** that captures the opportunities and benefits presented by the Campus. This will be important in terms of creating a unique selling point for the Campus in the international market.
- Provide a **high-quality educational environment** for the region, which offers long-term economic benefits by creating jobs and reducing youth out-migration. ekosgen noted that student numbers have been increasing since Inverness College UHI moved to the Campus in August 2015. They also recognised that the provision of student residences on Campus is seen as a 'game changer'.
- Create an **open and welcoming facility** that is accessible to the community – and be an **international exemplar** in design, whilst exerting a clear Highland identity and a positive environmental impact.

This short strategy summarises the journey so far and sets out HIE's strategy through until 2023.

It identifies the key enablers and priority actions that we need to focus on to ensure that we can deliver our objectives over the next five years. It is our road map for delivering continuing success.

PART 1 OUR JOURNEY



FROM FARM TO CAMPUS

Inverness Campus is taking shape – growing out of the ground in numerous exciting and forward-looking ways. Over the past five years, under the strategic guidance of Inverness Campus Partnership Forum, excellent progress has been made by HIE and its partners towards delivering the collective vision of the Campus as an innovative, collaborative space that provides a stimulating educational environment, attracts knowledge-based businesses and is enjoyed by the local community.

The environment and facilities are both welcoming and cutting-edge, built to the highest quality standards and attracting a mix of brilliant academics, innovative businesses, ambitious students and enquiring locals. It is fast becoming the integrated space that both we, and the City, had hoped for: a thriving, stimulating place where amazing things can happen.

And they are happening. Our vision supported by the Collaborative Campus workstream is delivering new and exciting projects in life sciences, digital healthcare and personal wellbeing. Collaborative projects such as Fit Homes and businesses such as CorporateHealth International are driving ahead with innovative developments and ground-breaking solutions.

Alongside the University of the Highlands and Islands (UHI), Inverness Campus has not only helped to provide a critical mass for research, it has also helped to foster stronger links between UHI and local businesses such as LifeScan and organisations such as NHS Highland Raigmore Hospital. It has also been the catalyst in the curriculum development at the University of the Highlands and Islands – with the creation of new courses and the School of Health.

Indeed, the 2016 Audit Scotland review recognised the Campus as “a regional asset that is expected to not only help reverse the out migration of young people from the Highlands and Islands, but will also enable the University of the Highlands and Islands to *compete internationally and achieve sustainability in terms of student numbers, research and funding, while increasing the opportunities for inward investment to Inverness and the wider Highlands and Islands.*”

Of course, there is still plenty to do, but we have made great strides towards realising the vision set out in the 2013 Development Strategy. The progress made in just five years is impressive, demonstrating the power of the commitment shared by all the partners. Key developments and activities have included:

ATTRACTING KNOWLEDGE INDUSTRIES

We have been successful at promoting a sectoral approach with a broad life sciences focus. There are now a growing number of life sciences and tech-related companies, organisations and academic groups with a presence on Inverness Campus. This has embraced not only traditional life sciences activity, but also knowledge-based businesses and research organisations working in areas as diverse as rural healthcare, fitness & wellbeing, digital healthcare, clinical technologies and bio-engineering. These are strong foundations on which to build as we look ahead.

CREATING A COLLABORATIVE ENVIRONMENT

Faster alone, but further together: This wisdom applies especially well to the collaboration that we have created for the Campus. The list of developments and initiatives is growing. This collaborative approach is already leading to commercial innovations in the delivery of health and wellbeing services.

DELIVERING IMPROVED INFRASTRUCTURE

Building on HIE’s initial £24m investment, several important infrastructure projects have been delivered in recent years to enhance the Campus and its connectivity. Many of these have been intended to ensure that the Campus is open, welcoming and accessible to all.

CLEAR AND CONSISTENT COMMUNICATIONS

Since 2011 Inverness Campus has been widely promoted, first as a development and now as a quality location for business, research and study. We have made a good start towards developing a strong marketing strategy, with a well-visited Campus website, a network of Campus “ambassadors”, a suite of marketing materials and distinctive branding which have led to high awareness levels and a steady stream of enquiries both nationally and internationally.

MAJOR MILESTONES

2013-2018

Flagship properties and facilities

We have developed a location that is proving to be attractive to ambitious businesses and as a high-quality educational environment. Inverness Campus was opened to the public in May 2015 by Campus Partnership Forum Chair, Deputy First Minister, John Swinney.

Key developments include:



The developments on Inverness Campus from 2013 to 2018 have been significant – and they really do demonstrate how much we can achieve in a short time. We now need to keep the momentum going with passion and enthusiasm, professionalism and imagination. By delivering our strategy through a clear and time-bound action plan, we will develop a modern and dynamic showcase for the talent, skills and environment we have here in the Highlands and Islands.

Inverness Campus will help to make the Highlands and Islands a better place to work, live, study and invest – both now and in the future. Working together - it is up to us to make that happen.

INVERNESS CAMPUS

Since opening to the public in May 2015, six building projects have already been completed, and seven businesses are benefiting from the excellent location. With over 800 people working on the Campus and strong links to the NHS, the vision of a collaborative Campus with a strong focus on business and research development in the wider life sciences, well being and digital health sectors is fast becoming a reality.

INVERNESS COLLEGE UHI

This striking 18,500m² building opened in August 2015 to very positive feedback from students, staff and visitors. There is strong demand for use of the impressive facilities by the wider community, and it is home to around 6,500 students.



UNIVERSITY OF THE HIGHLANDS AND ISLANDS STUDENT RESIDENCES

A total of 301 residential units have been developed by student accommodation specialist Cityheart over two phases, with 8,160m² of quality accommodation now available to students.

AURORA HOUSE

This award winning building supports collaborative working between Life Sciences companies. It is now host to: Aqua Pharma; Aseptium; 4c Engineering; Corporate Health International UK Ltd; OrganLike; and Dynamic Health. It also has an open innovation zone with a suite of hot desks available to ambitious new life sciences and technology start-ups.

AN LÒCHRAN

With around 250 staff, this spacious and contemporary building is designed to support the collaborative vision of the Campus, and is home to a variety of organisations, including:

- Several University of the Highlands and Islands and Inverness College UHI specialist teams
- Research and consultancy teams from Scotland's Rural College (SRUC)
- The Inverness office of Highlands and Islands Enterprise
- The #hellodigital demonstration suite
- The University of the Highlands and Islands STEM Hub

20:20 HOUSE

Scottish Vet Referrals is now located in this 250m² building – and offers specialist veterinary services to veterinary practices throughout the Highlands and North-East.

PART 2 OUR FUTURE: 2018 TO 2023



A WORLD-CLASS CAMPUS

Surrounded by an exceptional natural environment, with a wide range of modern buildings within a landscaped setting, Inverness Campus is a stunning location for ambitious companies to grow and work in partnership. The proximity to like-minded knowledge-based companies, and the ease of access to the nearby NHS Highland Raigmore Hospital, make Inverness Campus a vibrant place to be.

We have built strong foundations for something truly special; perhaps even unique. But to fulfil the promise of this ground-breaking project, we need to maintain momentum. With determination and drive, Inverness Campus will continue to advance – creating an exemplary development that will impact positively on the Highlands and Islands for many years to come.

We see a thriving commercial future for the Campus, international in its outlook, but one that is rooted in the community, and reflects the culture and heritage of the wider region. This is a multi-purpose space providing a state-of-the-art environment for businesses, academics, students and local residents.

The vision aligns with HIE's strategy to accelerate business growth, strengthen communities, support growth sectors, and develop regional attractiveness. On Inverness Campus, all of these objectives are underpinned by a commitment to attract new talent and promote greater collaboration. We will continue to lead and support projects, working to increase commercial and research activity across the Campus through an open innovation approach which encourages organisations to work in partnership.

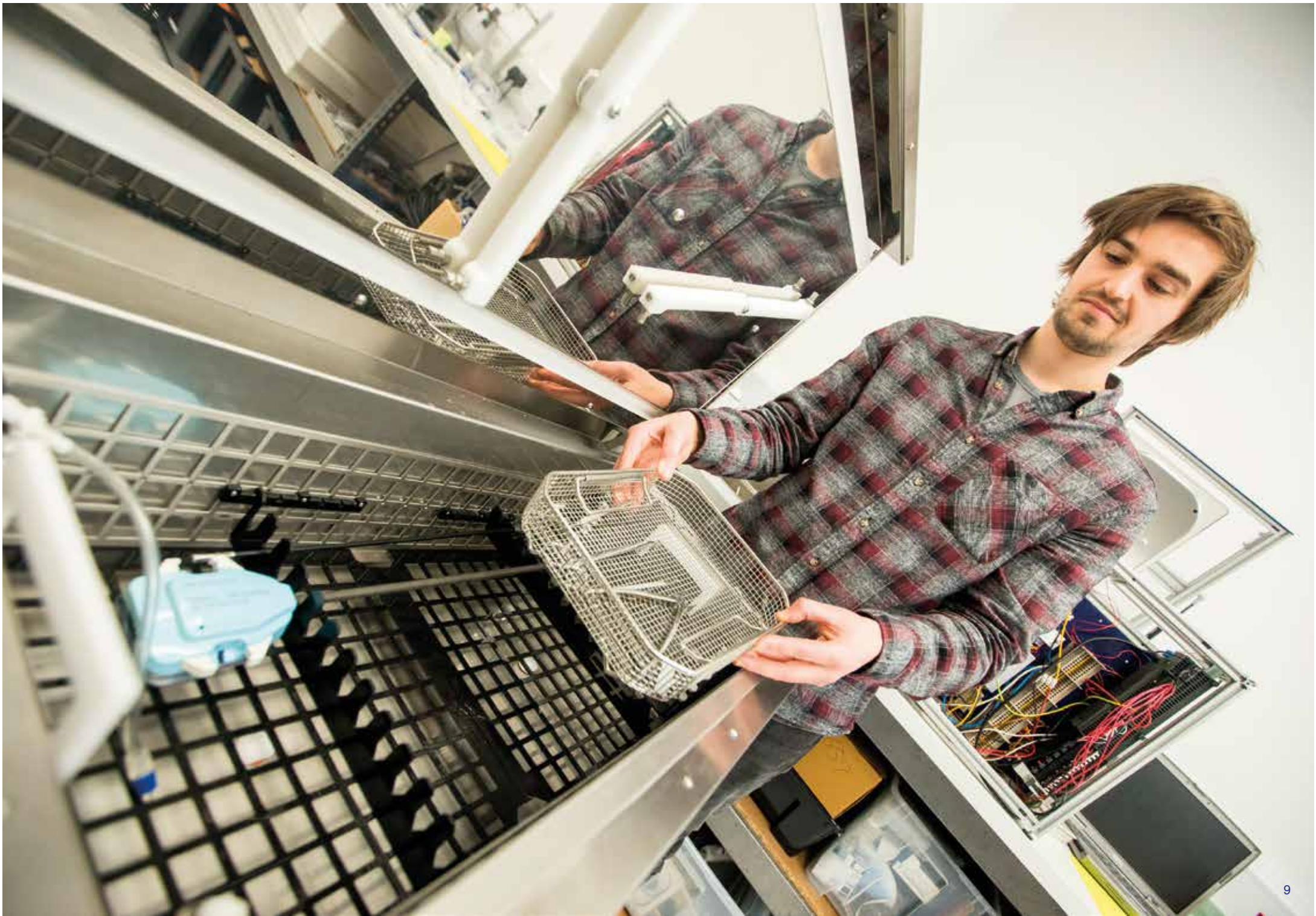
Future developments, investments and priorities

To realise the huge potential that Inverness Campus offers to the local economy, we need to fully define and then communicate the unique opportunities that it presents. In the minds of innovators, investors and developers, we need to differentiate Inverness Campus from a wide range of other potential national and international locations.

We must clearly and cleverly position the Campus as a world-class business and learning location with access to all the regional benefits that the Highlands and Islands are rightly known for worldwide. We will do this by identifying strengths in niche areas, for example, rural health, blood glucose monitoring, zoonosis and bio-engineering.

Research into best practice is also required to consider where future investment priorities might lie. It is important that this recognises the implications of the rapid convergence occurring between life sciences, digital technology and nanotechnology both in research and in wider market opportunities. At Inverness Campus we are well placed to explore these interfaces.

Pulling all this together, we have a valuable opportunity over the next five years to fully realise the development of the Campus – creating something that the whole region can share in, benefit from, and be proud of. Everything we do and say needs to reflect that vision and ambition.



CAMPUS DEVELOPMENT THEMES

1. DEVELOPING COLLABORATIVE OPPORTUNITIES

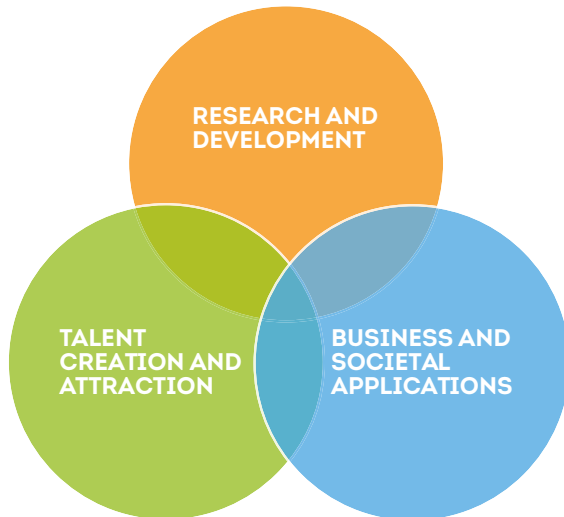
One of the main advantages of Inverness Campus is the strength of its **'triple helix'** foundations: the proven and professional links that exist here between academia, business and the public sector.

This is perhaps best seen in the strong links that have been formed between university researchers, the NHS, HIE, and local life sciences companies, either through collaboration, funding, graduate job opportunities, or support for the commercialisation of university-based research. The benefits of these collaborative ways of working are remarkable – providing invaluable opportunities for idea generation, knowledge sharing and business growth that simply cannot be achieved in isolation.

“THE INNOVATION CAMPUS”

- **proximity of learning, research and practical application.**

Where open innovation, synergy, knowledge transfer and new companies can thrive.



It is widely accepted that innovation flows from effective knowledge exchange between research, education and business. Although such collaboration is extremely important for successful innovation, there are no automatic mechanisms through which this is achieved. Only with public sector intervention to help fill this gap can we create the collaborative frameworks required.

Success will follow if collectively:

- We put pathways in place to ensure effective collaborative activity, (see case studies)
- Knowledge-based institutions develop new ideas that can find commercial application

Most impact can be made in the space where the three realms overlap in the diagram shown below. Such spaces, however, need to be managed and directed through effective collaborative structures, and connecting institutions. Appropriate sectoral, technological and business skills need to be applied to connect to other parts of the local economic system, and to connect nationally and internationally.



ACTIVITY

Advance smart specialisation themes through actively supporting increased collaboration among our knowledge exchange community. Smart specialisation is a place-based approach identifying content strengths and key areas for investment.

OPPORTUNITIES

The opportunities that spin out from the Campus knowledge cluster will be key to attracting further talent and increased businesses and academic activity to the site. There has been excellent progress made in collaboration between partners located at Inverness Campus. The co-location of HIE, UHI and SRUC, alongside the proximity of Raigmore Hospital and the Centre for Health Science, has seen a greater degree of joint working. The scope for increased collaboration and development of smart specialisation themes is significant.

CHALLENGES

Smart specialisation doesn't simply happen. It is critical that the right support is in place, both to help businesses and organisations engage, and stay engaged. An active role is required to coordinate 'actors' and encourage and support the collaborations.

IMPACT

More innovation, better ideas-generation, increased business competitiveness and an incentive for businesses and organisations to join the emerging cluster.

ACTIVITY

Enhanced engagement with external funders, innovation centres and technology transfer agencies to ensure a national and international approach.

OPPORTUNITY

Knowledge exchange, best practice, funding, alignment of strategies, promotion of existing activity on the Campus. Cluster development is generally recognised as a successful means of advancing economic growth. HIE is participating in EU Interreg CLUSTERS3 project, and the recommendations stemming from this project represent opportunities for Inverness Campus.

CHALLENGES

Balancing need for horizon scanning and external engagement with immediate priorities and the 'day job'.

IMPACT

Build profile and reputation, guide future direction and sustain growth in line with vision.

CASE STUDY: ASEPTIUM INVERNESS CAMPUS



Aseptium is developing cutting-edge medical decontamination equipment from its base on Inverness Campus. Design engineer Pawel de Sternberg Stojalowski founded Aseptium in 2014, and moved the company from Essex to Inverness in 2017 to be part of the growing cluster of life sciences companies, academics and organisations based in and around the Campus. Since moving, the team at Aseptium has worked closely with the University of the Highlands and Islands, HIE, and the NHS Research, Development and Innovation team.

"Aseptium shares HIE's collaborative spirit, which is realised here at the Campus," commented Pawel. "It's a unique set-up, with academics and the public and private sectors all working together and sharing knowledge and facilities on a daily basis. It's very much about creating connections with others – we help them, and they help us. It's been the ideal place to grow our company."

CASE STUDY: COLLABORATIVE CAMPUS CHALLENGE FUND, INVERNESS CAMPUS



The Challenge Fund is designed to encourage greater collaboration between academic institutions and business located in and around Inverness Campus. The concept was developed by a Campus Ambassadors group and is intended to address some of the early challenges involved in partnership working. The fund can provide up to £15k (or 50% of project costs if less) to initiate projects by helping participants to get together.



2. LIFE SCIENCES AND HEALTHCARE

The role of the Campus as a catalyst for growth in life sciences and digital healthcare is a key part of HIE's activity to secure these sectors as major employers across the region. This work follows on directly from the creation of the Centre for Health Science at Raigmore Hospital, which was HIE's first major collaborative development co-locating academia, business and research.

The Campus will build upon the Highlands and Islands' reputation as a hub of expertise in the life sciences and digital healthcare sectors. In part due to the opportunities afforded by our unique rural environment, the region is home to an incredible variety of activity already. Rapid growth in recent years in specialities including human and animal health, marine biotechnology, and digital health and wellbeing, the region is now at the forefront of innovation in key areas of the life sciences sector. Our strategy for the continuing development of the life sciences presence on Inverness Campus will not only provide a wealth of new opportunities for increased commercial development on the site, it will also serve as a catalyst for driving wider sector activity right across the Highlands and Islands.

ACTIVITY

Develop a customer-focused approach to attract more life sciences-related organisations and businesses to locate here.

OPPORTUNITY

Develop a holistic approach that builds on the life sciences expertise and relationships that we already have on the Campus. We need to attract ambitious companies, and facilitate the future growth of existing businesses and academia. We can attract investment by clearly articulating the specialisms, facilities and expertise that exist on the site, and differentiate our offer by promoting the support available from HIE and other sources e.g. Scotland's Innovation Centres.

CHALLENGES

This action must be incorporated into our marketing approach, with careful thought given to balancing our pitch from first enquiry with realism to the levels of support we can provide.

IMPACT

Increased jobs and economic growth. Improved talent attraction and skills development.

ACTIVITY

Develop the Centre for Health Science 2

OPPORTUNITY

As outlined below, NHS Highland, University of the Highlands and Islands and HIE are working together to develop a centre for excellence in clinical elective care, healthcare research, product and service development, and commercialisation. This is the most significant emerging project and is expected to deliver considerable benefits to the Campus and opportunities for collaboration between the NHS, University of the Highlands and Islands and business.

CHALLENGES

The project is at an early stage, and it will require extensive funding and close alignment between public and private sector organisations to deliver it successfully at all levels.

IMPACT

The Centre for Health Science 2 will encourage more innovation, attract inward investment and firmly cement Inverness Campus as a centre of excellence in health research. Closer links with the NHS will also benefit academia and businesses located on Campus, and help to create new high quality jobs, businesses and products.

CASE STUDY: THE CENTRE FOR HEALTH SCIENCE 2 INVERNESS CAMPUS



The Centre for Health Science 2 (CfHS2) is an exciting proposal to create a multidisciplinary healthcare and life sciences centre to serve the entire Highlands and Islands region. It is a collaborative project between NHS Highland, the University of the Highlands and Islands (UHI) and HIE.

The new centre will integrate the delivery of orthopaedic and ophthalmology clinical care, academic healthcare research, and the creation of new commercial opportunities, products and services in technology and life sciences. The centre will feature a 28 bed Elective Care Centre for the North of Scotland, incorporating four operating theatres; a life sciences business incubator, comprising labs and office space; and a Health and Life Science Innovation Centre.

HIE's Campus Director, Ruaraidh MacNeil, said: "This pioneering partnership approach will bring together research, clinical care and commercial activity in an environment tailor-made to increase benefits for patients and staff, whilst generating economic growth opportunities for our region. We expect the project to generate significant health and social benefits, support the retention and recruitment of NHS staff, and create around 189 high-quality jobs across the three partner organisations. Commercial outcomes between now and 2026 are expected to include 20 new products and services; 15 supported companies; ten new companies created from start-ups, spin-outs or inward investment; and 25 clinical service delivery improvements for the NHS."

3. TALENT ATTRACTION AND SKILLS

The Campus is helping realise Scotland's vision to have a strong labour market that drives inclusive, sustainable economic growth, characterised by growing, competitive businesses, high employment, and a skilled population that meets the needs of employers. It's important that knowledge-based businesses and organisations coming into the Highlands and Islands are able to recruit and retain suitably qualified people, while offering exciting careers to both young people entering work and those already working. By its very design, the Campus is a valuable asset in supporting both local and regional efforts to address the changing demographic, including the out-migration of young people.

While HIE helps provide infrastructure, facilitation and investment, talent attraction requires a multi-pronged, multi-agency approach. Business, academia and local government all need to play a part. The positive impact of recruiting and retaining students, for example, will be short-lived if housing and infrastructure are not developed in tandem. The Campus supports the delivery and evolution of the wider Regional Talent Attraction Strategy, while delivering its own set of talent attraction objectives and activities. Ultimately, the Campus is a vitally important asset in encouraging more people to live, work, study and invest in Inverness and the wider Highlands and Islands.

ACTIVITY

Build home-grown skills

OPPORTUNITY

The application of sector-focused education and skills development needs to grow across the region if we are to provide opportunities for our young people and meet the needs of employers. HIE needs to build upon its collaborative working with academic partners at every level, from vocational learning through Higher and Further Education to ongoing skills development, to ensure that growth is reflective of industry requirements.

Recent curriculum developments in health and wellbeing at UHI, coupled with UHI's STEM Hub and the Science Skills Academy, are good examples involving HIE and its partners, that also support the ambitions of the Campus.

CHALLENGES

Across all the partners, securing sufficient funding and finding an aligned partnership approach to take this forward will be critical.

IMPACT

Filling the skills gap is an issue for both existing and incoming businesses to the region. If we match the academic focus with business needs, then we will have a much more attractive offer to present to inward investors.

ACTIVITY

Attract outside talent

OPPORTUNITY

As Inverness Campus develops we will increasingly need skilled experts in a variety of fields, particularly the life sciences and digital healthcare sectors. In turn, while the ever-growing reputation and critical mass of the Campus will make it easier to attract skilled graduates and sector experts, this needs to be complemented by the promotion of Inverness and the wider area as a highly desirable place to study, work and live, in line with wider regional marketing strategies.

CHALLENGES

Attracting talented people – including their spouses, partners or families – to live and work in the area remains a challenge, and one that, if not successfully addressed, will impact on the development of the Campus, the implementation of our growth strategy, and the whole region.

IMPACT

It's vital that we can attract the specialist people that businesses and organisations need to support further growth. The attraction and retention of an indigenous and international student-base will support growth sectors, whilst also benefiting the region's wider economy and social make-up.



CASE STUDY:

ADAM GIANGRECO

UNIVERSITY OF THE HIGHLANDS AND ISLANDS

Dr Adam Giangreco completed a PhD in cell biology and molecular physiology at the University of Pittsburgh and was then awarded two fellowships to relocate to the UK with Cancer Research UK. After running a successful research lab at University College London, his interest in research commercialisation saw him appointed lead biologist within the medical devices group at TTP, a technology development company based in Cambridge. Within this role, Adam worked to identify new business opportunities, design innovative projects, and implement new technologies. In April 2018, he joined the team at the University of the Highlands and Islands.

Commenting on what attracted him to the role, Dr Giangreco said: "A key thing for me was the opportunity to influence the scale, scope, and direction of life sciences innovation not only here in Inverness but throughout the Highlands. I was particularly interested in the lack of internal barriers within the University and Inverness Campus, and the opportunity to help build an innovative healthcare technology ecosystem. In addition, my wife, Dr Beth Sage, was independently recruited to NHS Highland as a respiratory consultant, and both the University and NHS have worked hard to ensure that we have superb opportunities to further our careers here, while enjoying the exceptional quality of life that the Highlands has to offer."

4. PROJECTS AND INFRASTRUCTURE

Property development can be slow to respond to changes in demand, so we need to stay ahead of the curve to ensure we can react quickly to opportunity.

We now have a rolling programme of ideas and designs for flexible buildings with a range of potential end uses, such as offices, laboratories and light-industrial spaces. We need to look at what options are required now and what will be the priority in the future, as well as looking at solutions for short-term laboratory space to meet current demand. With access to funding likely to change following Brexit, we must also investigate all possible funding options.

Property and infrastructure can't be developed in isolation, as shown with the development of the Centre for Health Science 2. We will continue to work closely with all other HIE teams and Inverness Campus partners to ensure that our future plans for infrastructure meet the needs of our strategy.



ACTIVITY

Progress hotel development

OPPORTUNITY

Campus plots 11 and 12 have been earmarked for a high-quality hotel, which will provide training and career opportunities for young people in the area. We have identified a preferred bidder, and development is expected to begin in 2019.

CHALLENGES

Ensure the hotel meets the requirements of the Campus, whilst also adding to the city's offering. Furthermore, the delivery of hotel training opportunities needs to be followed through.

IMPACT

Having a hotel on the Campus will significantly enhance the service offering for businesses and organisations based here. It will provide training and placement opportunities for students. Also it will help to fill the accommodation gap in Inverness, particularly during the summer months, and provide extra facilities for students and locals.

ACTIVITY

Complete Solasta House

OPPORTUNITY

Opening in 2019, Solasta House is a flexible space designed to accommodate a wide range of commercial uses, including offices, laboratories and manufacturing workshops. Its target users are SMEs in knowledge-based sectors that have growth potential. The aim is to provide a springboard for SMEs, as well as providing more permanent business accommodation on the Campus.

CHALLENGES

Attracting businesses and organisations, and ensuring they understand the benefits and opportunities presented by the Campus.

IMPACT

This development offers a useful facility for SMEs, with excellent access to the support on offer at Inverness Campus. An increased number of businesses on the Campus will lead to more jobs, and more opportunities for collaboration, benefiting all occupiers. Solasta House also represents an important asset for inward investment offering tailor-made accommodation solutions for ambitious companies wishing to move quickly to a dynamic, supportive, environment.

ACTIVITY

Develop sports facilities

OPPORTUNITY

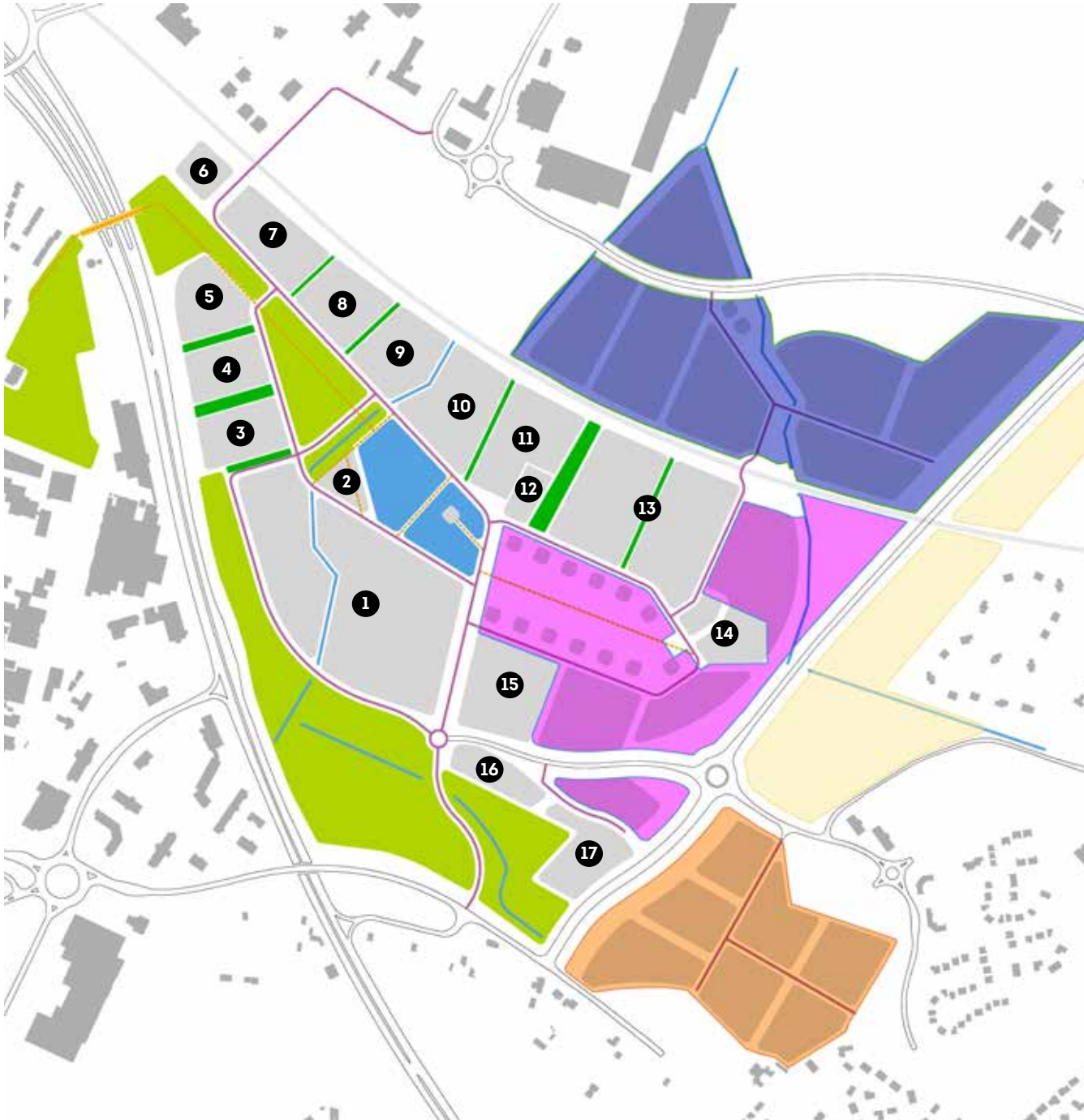
The Inverness Campus Sports Development Steering Group has identified a number of relatively low cost options to develop sports facilities, if funding becomes available. The aim is to deliver a Phase I sports project on Campus Plot 13 by the end of 2020.

CHALLENGES

The main challenges fall around capital funding and the need to find a sustainable operating model for any development, with the aim of growing the range of facilities in the future.

IMPACT

Sports facilities will provide a better experience for everyone using the Campus – students, staff and the local community. Strategically, it links well with academic ambitions of the University of the Highlands and Islands, in terms of both curriculum and research, while helping deliver on the “active health” theme and the wellbeing ambitions of the NHS.



ACTIVITY

Plan future phases of the Campus

OPPORTUNITY

As we progress towards the limits of development capacity within the Phase 1 planning consent, work will start on master-planning further phases of the Campus project to ensure the full economic potential of this strategic location is realised over the coming years.

CHALLENGES

Working closely with partners, especially The Highland Council, to ensure that both the emerging Inverness East Development Brief and Transport Scotland's plans for the A9/A96 Inshes to Smithton project allow HIE to fully realise the economic benefits of the Campus estate over time.

IMPACT

Longer term delivery of the Campus vision and maximising the economic impact of HIE's investment in the Campus for the region.

FUTURE DEVELOPMENT CAPACITIES

Total Plot Area
31.9 Hectares

Development Capacity
77,890 sqm GIA

	Area A: 10.05 Hectares Development Capacity: 13,560 sqm
	Area B: 14.37 Hectares Development Capacity: 42,090 sqm
	Area C: 7.46 Hectares Development Capacity: 22,240 sqm

Plot areas subject to final alignment
Development Capacity indicative - subject to further masterplan development and statutory approvals

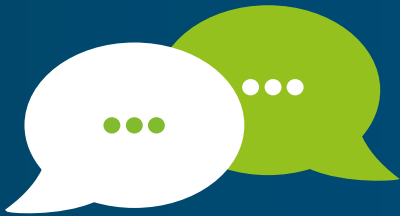
HOW WE GET THERE

Six key enablers – collaboration, commerce, connectivity, communications, customer experience and community – will underpin all our work and help to deliver our vision for Inverness Campus.



COLLABORATION

Collaboration drives growth and innovation, leading to smarter working, sharing of knowledge and facilities, and better generation of ideas. Inverness Campus has created the perfect environment for collaboration, and this is a key attraction for businesses and academics. Our co-location and shared workspaces can act as a catalyst, creating excellent opportunities for the development of clusters of specialist activity, particularly in the life sciences sphere.



COMMUNICATIONS

Inverness Campus needs a strong, consistent marketing approach, targeting the right audiences in the right way. We must fully define the unique selling point(s) of the Campus and communicate its unique opportunities and benefits across multiple channels. With HIE as the lead partner we need improved benchmarking and research to help create consistent selling messages and campaigns.



COMMERCE

Commercial developments are essential to a sustainable future for Inverness Campus. One of the key drivers for the Campus development has been the desire to grow and accelerate economic development. We need to promote the opportunities on offer, highlighting the specialisms and unique facilities on the Campus to potential occupiers. The Campus offers businesses something special, and we need to focus on promoting this to encourage more inward investment, attracting businesses to the Campus that will both benefit from and contribute to its development.



CUSTOMER EXPERIENCE

The customer experience needs to be seamless, from the very first enquiry right through to bringing a new business or organisation on board. With fixed resources, this can be challenging, but an agile approach across all partners is essential to ensure a high quality customer experience.



CONNECTIVITY

Connectivity – both digital and physical – is vital to the success of the Campus. The growth of digital technologies, both as a standalone sector and as a driver for enhanced productivity and innovation, is a huge opportunity that the Campus will embrace. Likewise, physical connectivity is also important, and the close proximity of Inverness Airport, along with the various completed and planned transport developments, all help to further enhance the location's excellent connections for business.



COMMUNITY

An open, welcoming Campus has always been a key part of our vision. The Campus is already seen to be an attractive and accessible destination for the local community and is well used in the evenings and weekends. As well as being a leisure destination for walking and cycling, it has been used for events such as art exhibitions, fundraising events and sports activities. It is likely that community access will increase naturally with future developments, but this needs to be balanced with our property and business focus. We need to ensure that community access is sustainable now, and in the future.



INVERNESS CAMPUS

PART 3 MAKING IT HAPPEN

The potential impact of Inverness Campus is considerable – for the city and for the region. Our vision fully realised will help to transform the Highlands and Islands for generations to come. With our partners, HIE is proud to be driving this opportunity forward on behalf of the local community. Together we will deliver our vision for Inverness Campus and ensure that it fulfils its tremendous promise over the next five years and beyond.



Following on from the 2017 ekosgen review, we have accelerated progress on the following key objectives:

- Attracting knowledge industries
- Creating a collaborative environment
- Delivering improved infrastructure
- Clear and consistent communications

Some of the recent activities we have seen progressed under these objectives have included:

ESTABLISHING THE CAMPUS 'AMBASSADORS' GROUP

Membership of the group spans the wider Campus stakeholders and predominantly involves individuals with an interest in the broader Life Sciences sector. Each Ambassador has committed to spreading the word about the opportunities the Campus offers across their own professional networks. Word of mouth promotion has proved a very effective way of attracting new enquiries. Ambassadors' events highlight specific projects, activities or businesses offering excellent promotion and networking opportunities amongst Campus occupiers.

SETTING UP THE COLLABORATIVE CAMPUS CHALLENGE FUND

An idea that emerged from the Campus Ambassadors, the Challenge Fund has now developed into an important first step in funding collaborative projects which impact positively on Inverness Campus. 'Seedcorn' funding is provided to projects that are led by education organisations and involve joint working with partners with a view to supporting the concept of open innovation leading to commercial, academic and clinical outcomes.

PLANNING FOR THE CAMPUS NORTH BRIDGE

With financial support from cycle charity Sustrans and the Highland Council, it is anticipated that a new pedestrian, cycle and bus bridge – 'the North Bridge' – linking the Campus to Inverness Retail and Business Park will be in place by summer 2019.

INTRODUCING NEW LIFE SCIENCES BUSINESS SUPPORT

Focused support aimed at developing the wider Life Sciences sector in the Highlands and Islands has included:

- **Pathfinder Accelerator** – a fast-track programme for rigorously testing new business ideas to build a company or launch a new product
- **Nexus** – collaborative and flexible accommodation for new companies, including hot desk and soft landing space
- **NHS Market Ready** – a programme of activity and advice encouraging and preparing companies to work successfully with the NHS

OUR PROJECT PARTNERS



FOR MORE INFORMATION

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