

Global Business Services

# Homeworking in the Highlands & Islands of Scotland



# Highlands and Islands of Scotland... an ideal location for **homeworking**.



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### Return on Investment without a reduction in Quality

- The Highlands & Islands has become a centre of innovation for the industry, pioneering models of home working
- Internationally recognised customer service and outsourcing location

Research has identified multiple benefits to be derived from homeworking including:

- Flexible resourcing
- Enhanced employee engagement
- Reduced costs
- Reduced absence
- Opportunity to attract a different skill set
- Inclusive employment opportunities
- Productivity gains
- Increased customer satisfaction

***We have built up a great working relationship with HIE who understand our work processes and what we are looking for. As a result we have sourced employees from that area. Due to their background and experience we find them to be both professional and efficient. A great match for our homeworking role”*** existing homeworking employer



# Profile of the Highlands & Islands of Scotland

The Highlands and Islands covers some 15,000 square miles – more than half of Scotland. Famed worldwide for its outstanding natural beauty, fine food and drink, enviable quality of life, and unique history and culture.

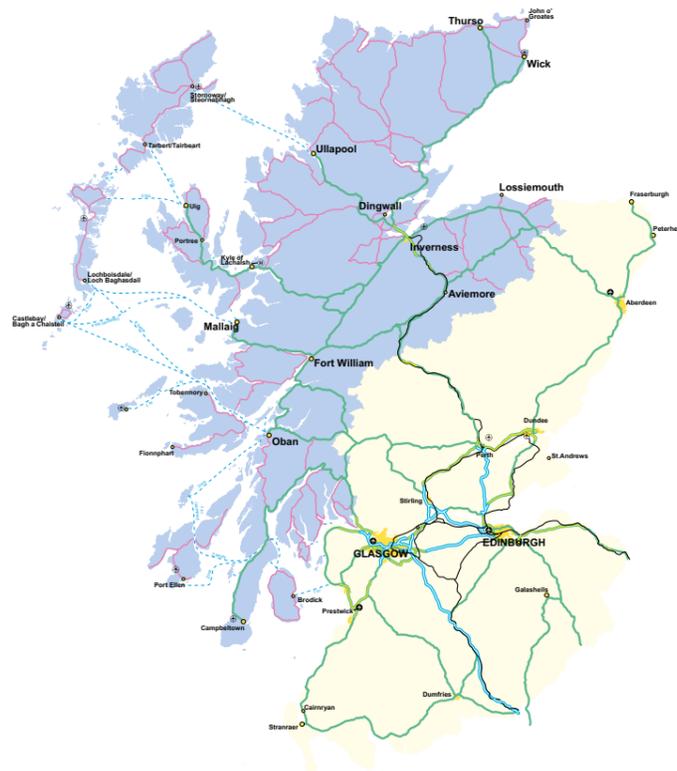
Of course this is all true, and something we're very proud of – but there is so much more to celebrate about this dynamic region. Spanning an area the size of the US state of Maryland or the country of Belgium and attracting higher than the Scottish average population growth (7.5% vs. 4.6% since 2001), the Highlands and Islands have flourished over recent decades into a thriving modern economy.

**Population has increased by 7.5% since 2001, well above the Scotland increase of 4.6%**

The Highland capital, Inverness, is considered one of the fastest growing cities in the UK and frequently placed in the top five most desirable places to live. Right Move recently voted Inverness the 2nd happiest place to live in the UK.

### Highlands & Islands of Scotland the Key Facts:

Population	467,328
Population aged 16-64	293,824
Population – economically active	81.7%
Unemployment Rate (ONS claimant count)	1.4%
Youth Unemployment	14.1% of 16-24 year olds
Service Sector Employment	138,900
Area	15000 square miles
GVA	£8,469 million
Total GVA growth on year	3.1%
GVA per capita	£18,123
Educational Attainment: NVQ Level 4 equivalent and above (HND, Degree, Higher Degree)	35%
Average House Prices	£152,900



# Global Business Services in the Highlands and Islands

Over the past two decades, the business services sector has built up a successful track record in the Highlands and Islands.

One of the most striking aspects of the business services industry in the Highlands and Islands is the importance of business process outsourcing, which accounts for 63.2% of employment in the sector within the region, which compares to 27% of the overall Scottish workforce.

- Within the Highlands and Islands Telecoms and IT/Computing Services are the key sectors
  - Telecoms - 26.3% of employment (vs 8.8% for Scotland as a whole)
  - IT/Computing Services - (23.3% of employment vs 4.5% for Scotland as a whole)

Source: Taylor and Anderson, Report

**The region excels in critical business performance areas including customer satisfaction and call resolution, staff retention, low absenteeism and competitive running costs.**

The customer services sector is of key importance to the region's economy. Customer contact activity is well established and continues to deliver solid results. Amongst a total working population of over 280,000, the sector employs around 3,000 people, and has enjoyed steady growth and the continued presence of key players since the early 1990s. Business services companies already located in the area are Fujitsu, BT, Serco, Talk Talk, Capita, Atos and Capgemini.

Industry leaders report that levels of customer satisfaction and loyalty are generally higher in UK centres than those in other countries. The Highlands and Islands, which consistently hits levels of performance that outstrip other UK sites, is well placed to take advantage of the opportunities this presents.

***“Employee catchment is firmly customer centric with high customer engagement (NPI) scores of +45. Individuals bring a genuine willingness to learn and proactively drive for continuous improvement across both our service and product offering, with over £1m cost savings and £2m of revenue generation per annum”.*** Andrew Bailey, BT Group

The last 5-6 years in particular has seen the emergence and beginnings of an IT outsourcing cluster develop in the Highlands, ranging from first and second line call handler support to software innovation and development.

Examples of this step change in the Global Business Services sector around ITO in the Highlands include:

- Capgemini UK centre of Excellence for Advanced IT based in Highlands
- Atos Software Innovation and Development centre based in the Highlands.

Many global site based operators include homeworking as part of their delivery model including BT and Capgemini. Virtual outsourcers like Arise UK and Sensee have homeworking agents in the region.



# Homeworking in the Highlands & Islands of Scotland

An ever changing business environment and the need to find innovative ways of working have been key drivers of the increase in homeworking over the last 5-10 years. In addition, advances in technology, in particular, availability of fast reliable connectivity, coupled with the drive to reduce costs and increase value add to clients have combined to create significant potential for growth of homeworking in the GBS sector.

Homeworking has a number of proven benefits for employers in the GBS sector including:

- Widening the recruitment pool, attracting individuals and skills that may not otherwise be available to them
- Higher levels of morale, motivation and productivity – with staff valuing the fact that employers are taking account of their needs. As well as being valuable in its own right, this can also lead to a better customer experience
- Reductions in infrastructure costs such as office space, as well as reduced running costs (e.g. electricity usage).
- Reduced risks with staff spread across locations with issues such as extreme weather or power failure are unlikely to affect all staff simultaneously

(Source: opportunities for homeworking in Scotland, 2015: Glasgow University, TERU)

The Highlands and Islands area has been at the forefront of homeworking and developing cost effective, sustainable ways of remote working for over 15 years.

This has included the support and development of a number of employer led homeworking pilot projects across the region. Operators like BT and Serco have been supported to trial homeworking models to evidence the benefits for both employers and employees, whilst also making a contribution to the low carbon agenda.

There is a understanding in the region of a range of business models adopted over this time with self employed, intermediates, full and part time employee status operational models offering wide flexibility to meet requirements of individuals and companies.

From these pilot projects one of the most notable outcomes has been the productivity gains achieved for employers.

This is not uncommon in homeworking studies, for example a two year study of a global airline's experience of homeworking, involving 50% of its US workforce, identified the following benefits:

- A 10% increase in calls per hour
- A 12% increase in revenue per hour
- 15-20% reduction in contact centre budget

(source: cca 2013 – Homeward Bound Report)

Serco's Westminster City Council homeworking pilot was independently evaluated with impressive results in terms of productivity and reduced absence levels compared to site based staff.

HIE has also facilitated the growth of self employed homeworkers in our area with excellent results. Many homeworkers in the HIE area are familiar with the concept of working for a number of clients greatly adding to the flexibility of delivery.

Homeworking creates opportunities for low cost business growth as well as creating a wider jobs base and building stronger, sustainable communities in some of Scotland's more rural areas.

*"There is a long established teleworking experience in the Highlands and Islands which lends itself well to our model. We have been impressed with the rich range of skills and abilities of people in the region, and this lends itself perfectly to establishing this flexible alternative to the traditional contact centre model."* **Arise UK**

*"A home-worker costs £2,700 per head (to set up) compared to the cost of building a new contact centre which costs £10,000 per head and the carbon footprint is smaller too"*  
Robert Tail, HR Manager, **Tesco Stores**

(source: Customer Contact Association, Homeward Bound Report, 2013)



# Employment Law Considerations for Companies Implementing Homeworking



The employment status of a homeworker will be important. Certain legal rights will depend on the worker being an employee. The engagement of home workers on a self-employed basis will meet the requirements of some companies and individuals. Generally a self-employed worker will have a high degree of control over working hours and methods, will supply their own equipment, will not work exclusively for one company, may share some of the financial risk in the business venture and can supply a substitute worker.

For companies who wish to employ staff, the contract of employment should clearly set out the parties expectations: will work be exclusively home based or will some work or training at a business centre be required? Before a worker commences work, a health and safety risk assessment should be carried out to identify any risks associated with lone or home working. Specialist companies can do this for employers in a cost effective way. Arrangements for insurance, management and supervision need to be put in place, as do arrangements for protecting confidential information and personal data.

The legal rights for homeworkers who are employees will in many respects be the same as those who are office based. They will be entitled to 5.6 weeks holidays per year (pro rata for those not working full time hours), statutory sick pay, maternity and other family friendly related pay, a statutory redundancy payment and unfair dismissal rights after two years service and minimum periods of notice.

Almost all homeworkers whether employed or self-employed will be protected from unlawful discrimination. Some self-employed workers will also be entitled to paid holidays.

Advice should also be taken on the differing tax treatment of self-employed and directly employed homeworkers.

# Select Company Profiles

Select Profiles of companies actively using home working models in the Highlands are as follows:

## Sensee

Sensee was founded in 2004 and currently supplies HomeAgents to leading UK-brands like Argos plc, Aviva plc, Rank Group and PhotoBox whilst being FCA, CIFAS, ISO and PCI-DSS compliant.



Sensee is a market leader in the UK for the provision of homeworking outsourced services. They have built a tried and tested next-generation resourcing delivery model which enables customer service operations to benefit from the best talent for their customers regardless of where they live.

The overall solution is cost effective for clients as it is underpinned by the use of home-based employed workers, employed directly by Sensee but specially recruited and trained to each client. Critically, they are also co-managed with the client and compliant with existing processes. This means HomeAgents are flexible and able to work hours that suit their life styles and as an extension of the clients' in-house capability. The service is ideally poised for environments where customer demand requires resource agility whilst needing the peace-of-mind that they are supervised to perform regulated work.

Sensee's technology gives clients ultimate visibility, control and security. It also breaks down the perceived shortfalls of homeworking by equipping all stakeholders with tools to collaborate and communicate so they work as one and able to benefit from a real community spirit whilst having the flexibility, resilience and full control of delivery.

Sensee were award winners in the professional planning forum in 2013 and finalists at the European Contact Centre Awards for 2013 and 2014 for Outsourced partner of the year.

## IA Seminars Ltd

IA Seminars is an independent global financial training company specialising in international accounting seminars (IFRS & US GAAP & IPSAS) and other financial training events. They are considered a market leader in field and have an excellent reputation for quality as evidenced by the feedback from their clients.



Originally founded in the UK in 2002 to offer training to European companies planning for their 2005 transition to International Financial Reporting Standards (IFRS), IA Seminars has since expanded to become a successful worldwide operation with a comprehensive range of courses being offered in 4 different languages on 5 continents as well as online.

Employed status homeworkers operate across the Lochaber region of the Highlands & Islands delivering a full range of group support services.

*"All of our H&I staff operate in a highly professional and global B2B environment. They have daily first line communications with our clients, instructors, partners and professional peers. In addition to this all staff require to maintain excellent communications with their co-workers as they all work from home".* **Deborah Fyfe, Director of Operations, IA Seminars**

## Arise UK

Arise UK are a world leader in homeworking which have in excess of 1,500 client support progressionals (CSPs are agents) in the UK servicing clients including Sky and RAC.



Arise home-workers are self-employed and either set up their own company to handle payment or operate via a limited company run by someone else. Arise home-workers have varied professional backgrounds.

Across Scotland as a whole organisations known to operate a home-working model of delivery include:



# Skills Availability and Recruitment

Established in the early 1990s the GBS sector in the Highlands is a very mature sector with highly skilled and qualified staff. The region draws on a quality workforce characterised by high levels of skills and motivation.

There are significant opportunities for growth throughout the region across both homeworking and site based operations, servicing the full range of shared service functions (IT, HR, Customer Service, Legal, Finance and Accounting). Key players such as ATOS, BT, Capgemini, Capita and Fujitsu are all based in the area servicing a range of blue chip companies and key public sector organisations.

Given the mature nature of the sector, typical staff will have competent literacy, numerical, verbal and written skills. The area's workforce is both adaptable and resourceful, responding to changing economic demands thanks to the strong education structure, which produces high numbers of top achievers. The region's adult education provision is also developed to high standards, giving employment opportunities to people requiring re-training or skills development. In this climate, both young and mature workers have the confidence and knowledge to enter the workforce and participate in the development of growth industries such as customer service, IT and new technologies.

Along with the above skill sets, homeworking positions tend to attract a different kind of person who may never have worked in a contact centre/outsourcer environment before. Commonly they possess the kind of skills needed to handle increasingly complex customer enquiries, namely:

- Empathy
- Independent mindset
- Motivated self-starters
- Problem solving abilities

## Recruitment

We would be delighted to make introductions for you to local recruitment agents, as well as the local contacts of the national recruitment agents who operate across the Highlands of Scotland. These recruitment agents could support you in providing advice in relation to availability of specialist skills and salary levels, and equally provide guidance on the most effective recruitment strategy to deploy to ensure you attract top quality candidates.

Utilising our extensive network of local and national partners, SDI and HIE would be delighted to support you in the development of an innovative recruitment campaign to support your move into the Highlands & Islands.

**Case Study example:** HIE helped a business publicise their homeworking opportunities through producing digital content of an existing agent's experiences. This was useful to help potential recruits understand how they could work from home. HIE have also previously set up open days where potential recruits could come along to speak to the business, made links with local press to help advertise the opportunities etc.

***"Recruitment has been a very easy process and using non-conventional methods such as social media has allowed us to attract digitally-aware candidates"*** existing GBS Investor

There is evidence that the profile of home-workers differs from the profile of the average contact centre workers in the following ways:

In-house agent	Home worker
Average age 23	Average age 38
30% college educated	80% college educated

(Source: CCA 2013 – Homeward Bound Report)

## Global Business Services Sector - Indicative Salary Costs

Role	Basic Salary Range Highlands & Islands
Contact Centre Director	£70,000
Call Centre Manager	£50,000
Team Manager	£25,000
Team Leader	£20,000
Trainer	£22,000
Resource Planner	£23,000
Telesales & Telemarketing (Inbound)	£14,500
Telesales & Telemarketing (Outbound)	£15,000
Call Handler	£14,000
Back Office	£14,000
Team Manager (Multilingual)	£25,000
Team Leader (Multilingual)	£22,000
Telesales & Telemarketing Inbound (Multilingual)	£18,000
Telesales & Telemarketing Outbound (Multilingual)	£19,500
Call Handler Multilingual	£16,000
Upselling & Sales (Multilingual)	£17,500

Source: Search Recruitment, Feb 2015

# Broadband Connectivity in the Highlands and Islands

The Scottish Government has an ambition for the whole country to have access to world class, next generation broadband by 2020. We're making sure the Highlands and Islands meet this target.

We want to make our region, from Argyll to Shetland and the Outer Hebrides to Moray, a place that attracts new business, helps enterprise flourish and gives everyone the opportunity to make the most of the latest technology.

With the kinds of technological advances being made across the world, including teleworking and access to online health services, it's clear to see that we should aim to be at the forefront. Core connectivity will support the development of other sectors including energy and tourism, as well as business services and homeworking.

This is why Highlands & Islands Enterprise have teamed up with the Scottish Government, Broadband Delivery UK and BT to bring about one of the most ambitious digital projects ever attempted in the UK.

Without public sector intervention, the commercial rollout would only reach one in four of the region's premises.

We are committed to ensuring that the economic and social benefits which modern digital communications will help deliver are accessible to all of our people - to those in the remote, rural communities as well as the major urban centres. To fulfil this goal we are building a massive network across the region which will deliver high speed fibre broadband services to around 84% of Highlands and Islands homes and businesses by the end of 2016. Thousands are already enjoying the benefits that access to next generation broadband brings.

**84% of Highlands & Islands homes and businesses will have access to high speed fibre broadband services by the end of 2016.**

*"Highlands and Islands Enterprise is leading one of the most ambitious high-speed fibre broadband projects the UK has ever seen. It will roll out a network across Scotland's dramatic landscapes to transform our region's digital future.*

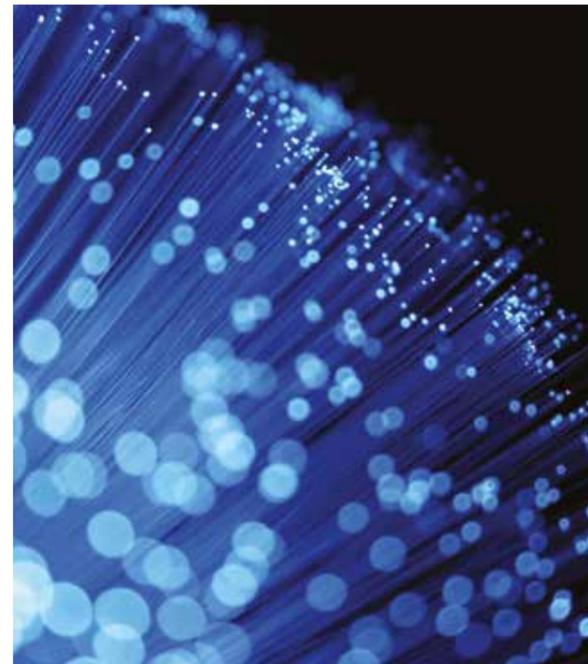
*Modern, fast and reliable broadband will make a game changing contribution to our communities' prosperity, offering new ways of living and working."*

**Alex Paterson**  
**Chief Executive**  
**Highlands and Islands Enterprise**

Visit the Digital Highlands and Islands pages on our website – [www.hie.co.uk/digital](http://www.hie.co.uk/digital) – for more information.

Despite worries on connection speed and reliability, businesses currently operating with homeworkers on broadband have found it to be a reliable option.

(source: CCA 2013 – Homeward Bound Report)



# Transport Infrastructure in the Highlands and Islands

## Transport Infrastructure

The Highlands & Islands are served by a comprehensive transport infrastructure, which links major towns and rural communities, islands and mainland, with connections to the rest of Scotland, the UK and overseas destinations.

### Road

- The Highlands & Islands offer a modern and comprehensive road network with considerably less traffic densities than the rest of the UK.
- Major trunk roads connect the Highlands & Islands to the rest of Scotland as well as the UK.
- A comprehensive bus service network operates throughout the Highlands & Islands region.

### Rail

- The rail network provides regular services throughout the Highlands & Islands with connections to the rest of Scotland and the UK.
- The Caledonian overnight sleeper service between London Euston and Inverness/Fort William runs 6 evenings per week.

### Sea

- Ferry services linking the mainland to the islands, ensures easy access within the Highlands and Islands.

### Air

- The Highlands & Islands have impressive air links to the rest of Scotland, the UK and European destinations.

Some examples are listed below:

### Internal Flights

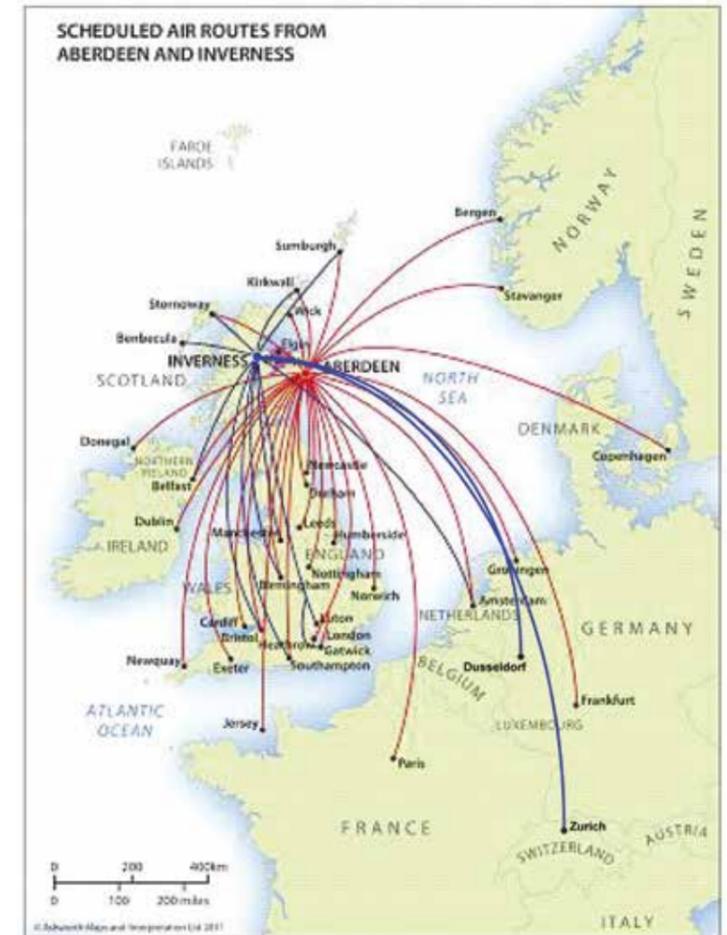
From:	To:
Inverness	Benbecula, Kirkwall, Shetland Islands and Stornoway,
Aberdeen	Kirkwall, Shetlands, Stornoway, Wick
Stornoway	Aberdeen, Benbecula, Edinburgh, Glasgow and Inverness.
Benbecula	Barra, Glasgow, Inverness and Stornoway.
Wick	Aberdeen, Edinburgh

### UK Destinations

From:	To:
Inverness	Belfast, Birmingham, Bristol, Jersey, London Gatwick, London Heathrow, London Luton, Manchester and Southampton.
Aberdeen	Birmingham, Bristol, Durham, London Heathrow, Cardiff, Leeds, Manchester, Newcastle, Norwich, Nottingham and Southampton.

### European Destinations

From:	To:
Inverness	Amsterdam, Zurich, Dusseldorf, Dublin and Bergen
Aberdeen	Amsterdam, Bergen, Copenhagen, Dublin, Esbjerg, Frankfurt, Jersey, Gronigen, Paris and Stravanger.



For more information on the transport infrastructure in the Highlands & Islands please visit: [www.hial.co.uk](http://www.hial.co.uk)

# How Can We Help You?

We are committed to supporting businesses as they establish, develop and grow their presence in the Highlands and Islands:



We can help you find the most competitive location and minimise the risks associated with launching or expanding a business operation. In many cases we can provide direct financial support to help offset the company's investment.

### Scottish Development International

Scottish Development International (SDI) works with both Scottish-based and overseas companies. Its objective is to benefit the Scottish economy by encouraging inward investment into Scotland as well as helping Scottish-based companies to develop international business opportunities.

SDI & Highlands and Islands Enterprise provide a wide range of support services to help you make your investment decision easy. This includes: access to specialist expertise, labour market information, assistance in preparing an application for financial assistance and an extensive range of investor aftercare support.

### Visiting the Highlands and Islands

SDI and HIE would be delighted to arrange a visit to help you assess the Highlands and Islands potential in more detail. We can work with you to create an itinerary which could include – property visits, advice on financial assistance, meetings with existing Business Services investors in the region as well as introductions to key partners such as recruitment agents and universities.

### Regional Selective Assistance in the Highlands and Islands

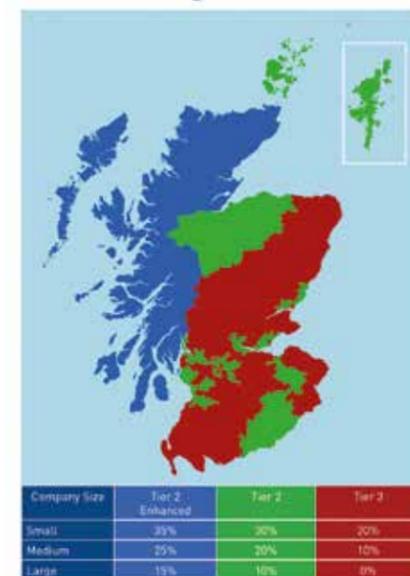
Regional Selective Assistance (RSA) is a discretionary national grants scheme, aimed at encouraging investment and job creation in the areas of Scotland designated for regional aid under EC law (the Assisted Areas).

The amount of grant available depends on assessment of a number of factors, including location, size of your business, number of jobs created or safeguarded as well as the quality and type of job. The level offered, within EC limits, also depends on assessment of how much is needed to make the project proceed.

The Highlands & Islands of Scotland benefits from assisted area status with financial assistance levels on par with and often exceeding those in wider Scotland. See map:-

**Additional information is available at:** <http://www.scottish-enterprise.com/services/attractinvestment/regionalselective-assistance/overview>

### Scotland's Assisted Area Coverage



Sizes are defined as:

**SMALL** – less than 50 FTE employees (including parent group where ownership > 25%) and EITHER turnover < €10m OR current + fixed assets < €10m

**MEDIUM** – between 50 and 250 FTE employees (including parent group where ownership > 25%) and EITHER turnover < €50m OR current + fixed assets < €43m

**LARGE** – more than 250 FTE employees (including parent where ownership > 25%)

[www.sdi.co.uk](http://www.sdi.co.uk)

[www.hie.co.uk](http://www.hie.co.uk)

### Financial Support

“With support from Highlands and Islands Enterprise, Atos established the Moray Development and Innovation Centre in 2011, with a commitment to create at least 50 High Value IT jobs in Moray, a target that was surpassed in 2013.”

Gavin Thomson, Senior Vice President  
- Scotland & Wales, Atos

# Growing Your Business With Us

Once a business has located in the Highlands and Islands our support does not end there. Highlands and Islands Enterprise appoint a dedicated account manager to support your company, not only in the early stages of initial investment in the region, but also in helping you grow your business once here. The account manager's role is to support you on an on-going basis, providing advice and assistance including facilitating access to the range of business development services including:

- **Training Grants:** Highlands & Islands Enterprise also offers incentives to inward investors to help fund workforce development, including the training of new staff, upskilling and retraining of existing employees. Assistance is negotiated on a case by case basis and is dependent on the type and nature of the training required.  
  
RSA and Training support are two examples of the innovative approach taken by SDI & HIE in delivering bespoke investment packages. Examples of this collaborative approach include Atos investment into Moray establishing their Moray Innovation & Development Centre. A comprehensive support package was constructed including RSA, workforce development and property assistance. In addition to leveraging investment from wider public sector partners such as Skills Development Scotland and the Ministry of Defence.
- **Research & Development:** R&D grants to develop new products, processes and services aimed at improving company competitiveness.
- **Knowledge Transfer programmes:** many in partnership with universities.
- **Leadership, Management and Entrepreneurship programmes:**
  - Entrepreneurship Masterclasses: delivered in partnership with the Massachusetts Institute of Technology (MIT), Boston and aimed at developing the skills of high impact entrepreneurs to accelerate business growth.
  - Entrepreneurship Development Programme: a week long, high level, intensive executive education course delivered onsite at MIT in Boston.
  - Leadership for Growth: high level leadership training for senior directors and business owners.
- **Graduate placement programmes** ([www.scotgrad.co.uk](http://www.scotgrad.co.uk)) and ([www.e-placementscotland.com](http://www.e-placementscotland.com))
- **Specialist innovation advice**
- **Innovation funding:** the Innovate your business programme provides signposting, advice and financial support to help companies develop, exploit and commercialise their innovations.



## Additional help

SDI and HIE would be delighted to help you access the following:

### Skills Development Scotland

Skills Development Scotland (SDS) is the national skills body supporting the people and businesses of Scotland to develop and apply their skills. SDS can provide employers with a range of services to help with your recruitment and skills development needs, from helping you attract new talent to the workplace, to Modern Apprenticeships, to skills development funding. [www.skillsdevelopmentscotland.co.uk](http://www.skillsdevelopmentscotland.co.uk) or [www.ourskillsforce.co.uk](http://www.ourskillsforce.co.uk)

### TalentScotland

TalentScotland is a programme designed to showcase Scotland as an attractive destination and an outstanding place to live and work for globally mobile professionals. It also works with employers to help overcome barriers to international recruitment, providing fast and easy access to skilled job seekers who are already considering Scotland as a career destination. [www.talentscotland.com](http://www.talentscotland.com)

### Links to Recruitment Agencies

– including advice on skills availability, average salary levels and expertise on effective recruitment strategies.

### Property

– advice on available property options, including Highlands and Islands Enterprise's own extensive portfolio of high quality premises and serviced land. We will work with you to develop a solution that best fits your needs, whether it's an existing build, a refurbishment or a bespoke build option.

### Profile & Industry Bodies

– advice on public relations and media opportunities upon investment. In addition we can introduce you to appropriate Scottish industry bodies such as the Customer Contact Association, Scottish Financial Enterprise and ScotlandIS.



“We have long found Scotland to be a purposeful, dynamic and productive environment for business, so that by significantly expanding our activities here, we are building upon a strong record of proven success. The new jobs we are creating in the Highlands will be at the heart of today's knowledge-based economy and will help prove Scotland's ability to compete and win in global markets”.

Cappgemini, speaking at the launch of their UK Centre of Excellence in Advanced IT, Inverness, 2013.

For further information please contact;

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