

AQUACULTURE SUPPLY CHAIN IN THE HIGHLANDS AND ISLANDS



Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilean

FOREWORD

Welcome to the Highlands and Islands, a beautiful and vibrant region which enjoys a rich history, a healthy economy and a strong foundation to grow your business.

Highlands and Islands Enterprise (HIE) is delighted to provide you with one-stop access to the complete range of services, information and advice you may require when choosing to locate and expand your business here.

We are the Scottish Government's economic and community development agency for the north and west of Scotland. Our efforts and resources are focused on making the Highlands and Islands a more successful and competitive region where increasing numbers of people choose to live, work, study and invest.

With a track record in supporting global companies to deliver large projects, our experienced HIE team will work with you at each stage of your investment and expansion in to the region. The HIE team has experience of delivering large scale projects with multinational companies such as LifeScan, Mowi ASA, GFG Alliance/Liberty House Group and Norbord.

In addition, the Highlands and Islands region continues to see HIE lead delivery on several significant infrastructure investments, many of which are ground breaking for Scotland. Examples include the £110m Inverness Campus, the £146m high speed broadband roll out and the European Marine Science Park, Oban.

HIE has long recognised the positive contribution the aquaculture industry makes to the Highlands and Islands, and increasingly to Scotland. We have invested both strategically and at company level through the early years of the industry's development and key periods since. We lead on aquaculture for Scotland's enterprise agencies and have supported the establishment and early operation of Scotland's Aquaculture Industry Leadership Group.

We can call on a wide range of partners to support you with every aspect of the decision-making process, whether it's finance or IT, staff recruitment, property, product development, or marketing.

Early engagement throughout your location decision making process will ensure the HIE team can provide you with a comprehensive package of support.

We look forward to supporting your growth in the Highlands and Islands, a successful and competitive region.



CHARLOTTE WRIGHT

Chief Executive
Highlands and Islands Enterprise

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SECURING A COMPETITIVE ADVANTAGE IN THE HIGHLANDS AND ISLANDS

Building on research in the west Highlands, farmed Atlantic salmon has grown into Scotland's most valuable food export. In 2017, 10,370 jobs across Scotland were dependent on salmon farming, generating £540 million in gross value added and providing wages worth some £271 million ('Value of Aquaculture to Scotland' published June 2017).

As the industry continues to invest and grow we see new opportunities emerging for supply chain businesses – providing goods and services to the industry in Scotland but also aquaculture businesses overseas.

The salmon industry in Scotland is highly ambitious and has adopted a stretch target of doubling output by 2030. To help realise that ambition, industry and public sector interests have established the Aquaculture Industry Leadership Group (AILG). HIE has supported the establishment of the AILG and attends meetings representing Scotland's enterprise agencies.

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REASONS THE HIGHLANDS AND ISLANDS IS THE RIGHT CHOICE FOR YOUR AQUACULTURE SUPPLY CHAIN BUSINESS. WE OFFER:

1. Access to the largest aquaculture market in Europe after Norway.
2. An embedded talent pool and local education institutions offering remote learning.
3. Innovative industry landscape supported by world-class researchers, an innovation centre and industry leadership groups.
4. The Scottish aquaculture industry has clearly stated its growth ambitions which are supported by the Scottish Government and its agencies.
5. Scotland's salmon farming industry includes the world's largest salmon farmer, Canadian and Faroese based corporate groups as well as SMEs.

"The Highlands and Islands is home to many of the aquaculture industry's key players.

With its strong transport links, Inverness sits right at the heart of the region's thriving sector and is the ideal location for Fish Vet Group's head office."

CHRIS MATTHEWS
FISH VET GROUP OPERATIONS DIRECTOR

HIGHLANDS AND ISLANDS AREA OVERVIEW

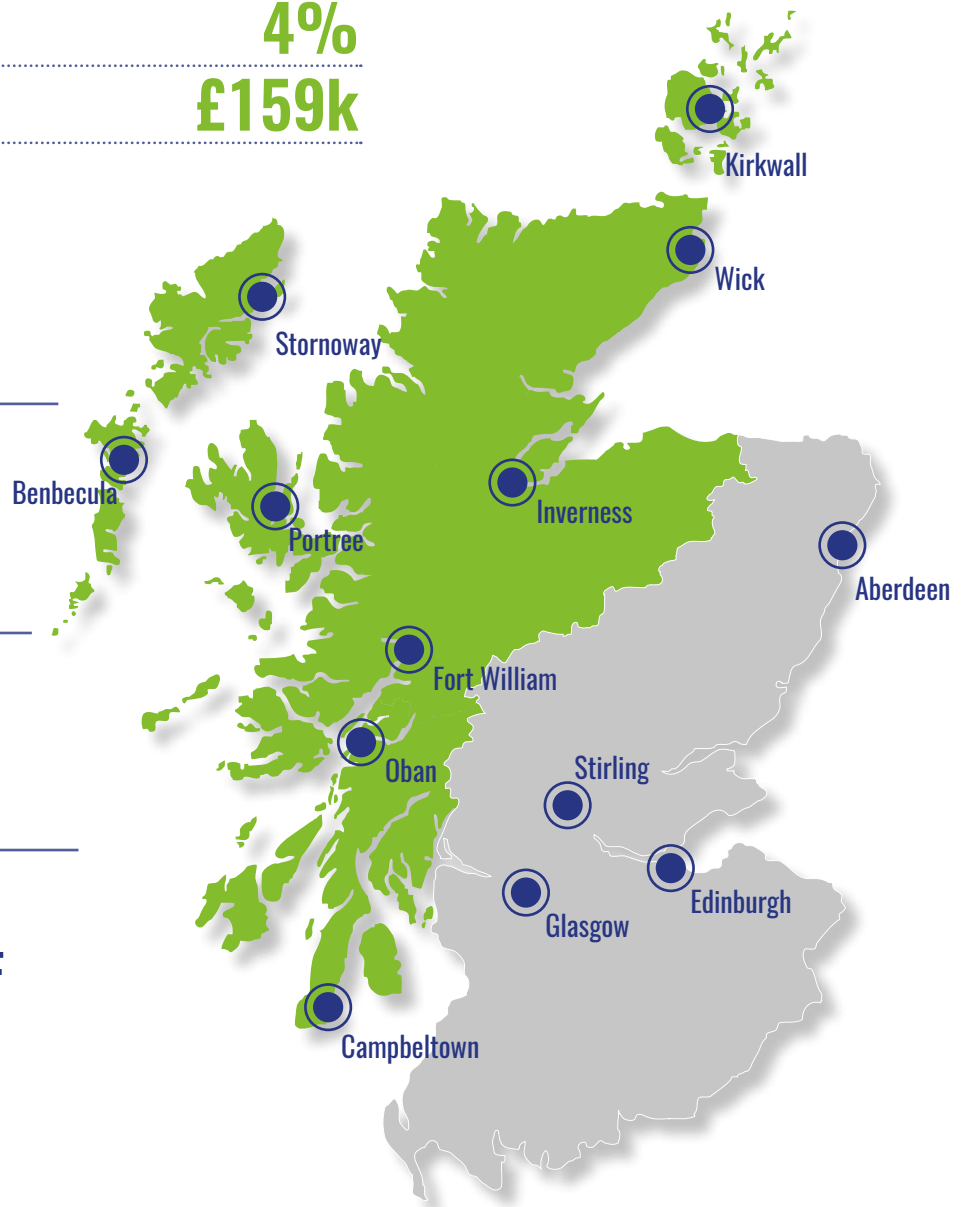
POPULATION	470k
EMPLOYMENT RATE	78%
SCHOOL LEAVERS	5,000 P.A
MEAN GROSS WEEKLY PAY	£525
UNEMPLOYMENT RATE	4%
AVERAGE HOUSE PRICE	£159k



INVERNESS: ONE OF EUROPE'S
**FASTEST
GROWING
CITIES**

2018: INVERNESS AIRPORT VOTED
**BEST SCOTTISH
AIRPORT**
BY PASSENGERS

BANK OF SCOTLAND
**HIGHLANDS AND
ISLANDS, ONE OF
THE HAPPIEST
PLACES TO LIVE
IN SCOTLAND**



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AQUACULTURE SECTOR

In little more than 40 years aquaculture has developed from a handful of research projects into an industry that provides Scotland's highest value food product – farmed salmon. Though other fin fish and shellfish species are farmed here it is Atlantic salmon which dominates the industry with five businesses responsible for some 90% of the 156k tonnes produced in 2018.

The industry has never been more important to Scotland and to the Highlands and Islands in particular. Supporting a direct workforce of over 1,700, it provides jobs in small communities along the coastline of HIE's area where employment opportunities are often very limited.

Innovation is vital to industry's ambitions to deliver sustainable growth and the establishment in 2014 of the Sustainable Aquaculture Innovation Centre (SAIC) has enabled a step-change in the relationship between industry and researchers across the Scottish universities.

Based in Stirling alongside the world-renowned Institute of Aquaculture, SAIC has recently been awarded public sector funding for a further five-year period, the culmination of an appraisal process led by HIE. One of eight Innovation Centres operating in Scotland SAIC, has established a consortium of over 100 businesses, spanning all aspects of aquaculture production and its associated supply chain businesses.

We see development of the aquaculture supply chain in Scotland as a significant opportunity, both for domestic and overseas markets and HIE led delivery of the first Scottish Pavilion at Aqua Nor in 2017. In 2019 we led organisation of an Aquaculture Supply Chain Summit in Edinburgh, hosted by Cabinet Secretary Fergus Ewing and attended by over 80 supply chain businesses. HIE is working alongside these businesses to help deliver the priorities agreed by the summit, including the establishment of a grouping of Scottish based supply chain businesses.



10,340

JOB ACROSS SCOTLAND
ARE DEPENDENT ON SALMON FARMING

GENERATING
£540
MILLION IN GVA

VALUED IN EXCESS OF
£1 BILLION

*Sources: 'Value of Aquaculture to Scotland' (June 2017),

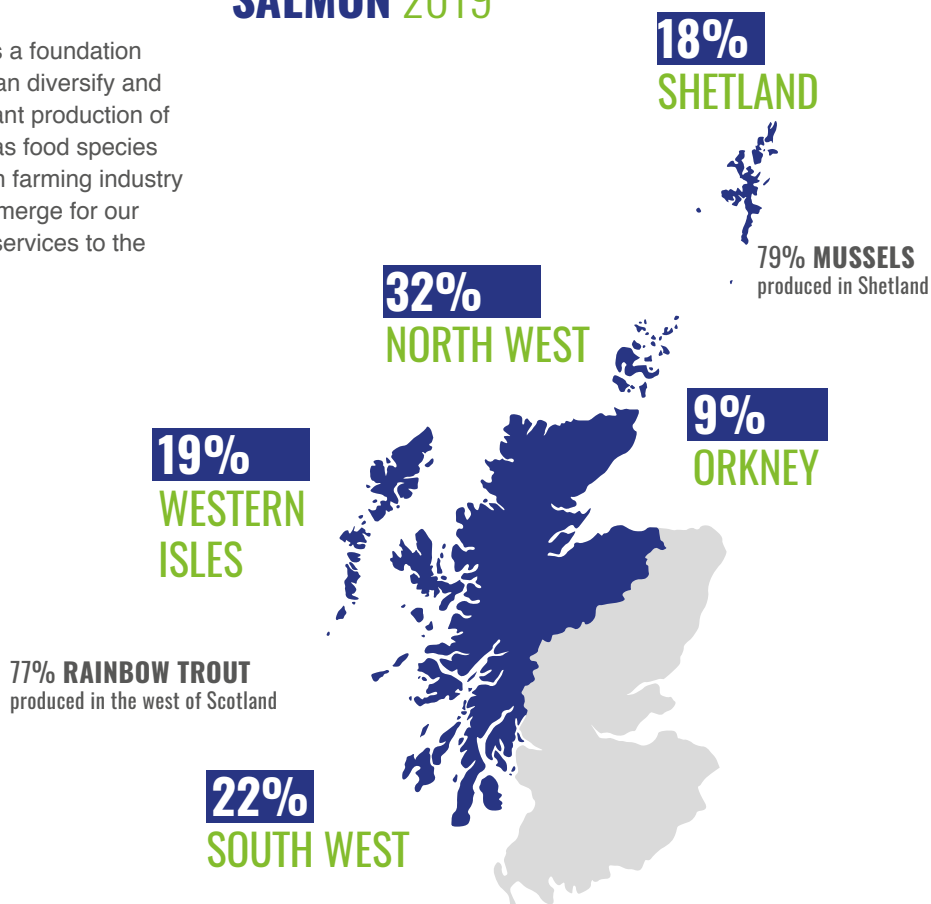
The aquaculture industry has a long-term future in the Highlands and Islands. Sustainable growth will benefit from the support of HIE and the Scottish Government. It is a young industry and will continue to innovate, adapt and evolve to overcome challenges and realise opportunities.

While salmon farming is dominant, this provides a foundation on and around which aquaculture in Scotland can diversify and thrive. For the longer term we envisage significant production of farmed shellfish and of marine fin fish whether as food species (e.g. halibut) or as an integral part of the salmon farming industry (e.g. cleaner-fish). Also new opportunities will emerge for our supply chain businesses, providing goods and services to the industry in Scotland and overseas.

ACCELERATING AQUACULTURE INNOVATION

- In May 2017 HIE launched the Accelerating Aquaculture Innovation programme. Running for two years the programme attracted considerable interest among current and prospective aquaculture supply chain businesses. We allocated £1m to the programme which levered nearly £2.5m of private investment in supply chain innovation creating 60 jobs and generating £21m in turnover.
- HIE is a lead funder of the Sustainable Aquaculture Innovation Centre (SAIC) in its second operational phase up to 2024 with a budget of some £10m. SAIC's purpose is to transform Scottish aquaculture by unlocking sustainable growth through innovation excellence by connecting businesses and academics, supporting commercially relevant, collaborative research.

ANNUAL PERCENTAGE OF SCOTTISH FARMED SALMON 2019



Source: Marine Scotland 2019
Scottish Fish Farm Production Surveys.

RELATED SECTOR ACTIVITY

LIFE SCIENCES

The Highlands and Islands is home to over 80 organisations active within the life sciences sector, including global companies such as Benchmark Holdings, internationally recognised academia and pioneering healthcare providers. There is a breadth of work in animal health across the region – from academia, public sector and industry, with expertise ranging from aquaculture (marine and freshwater species) to farm and domestic animals.

Activities are equally diverse from specialised research, teaching, training, consultancy and commercialisation. Across this spread of organisations there is also a range of state of the art facilities.

Key clusters of activity include the European Marine Science Park (EMSP) near Oban and Inverness Campus.

The Scottish Government and the Life Sciences Industry Leadership Group (ILG) regard animal health, aquaculture and agri-tech as key growth sectors with life sciences, reflected by a dedicated ILG working group that provides support to the sector.

DIGITAL TECHNOLOGY

HIE have established a Data Lab Innovation Centre in the North of Scotland, covering the Highlands and Islands. Through national collaboration with the Scottish Funding Council, Scottish Enterprise and the Scottish Government, HIE will invest in the Data Lab Innovation Centre for 5 years (until 2024). The Data Lab can provide you with access to:

- Skills and talent through a Data Lab MSc, industrial doctorates, online learning and executive education;
- Support to innovate that will provide specialist expertise, support transformational projects and access to external funding, resources and collaboration opportunities;
- Community and events through a national data festival called DataFest, launched in the Highlands and Islands each year and delivering events covering DataTech, DataTalent and Data Summit which attracts a global audience of technology businesses and entrepreneurs. The Data Lab also works with SDI on international learning journeys.

The Data Lab is facilitating the development of Scotland's Artificial Intelligence (AI) strategy on behalf of The Scottish Government and the Highlands and Islands was the first location consulted on how Artificial Intelligence and ethical use of data applies to rural businesses and communities.

In addition to investment in The Data Lab, HIE also supports CENSIS – the Scottish Innovation Centre for Sensors and Imaging Systems. CENSIS will introduce an Internet of Things demonstrator project to support companies with IoT technology adoption.

Both The Data Lab and CENSIS have business development executives located in the Highlands and Islands, co-located with HIE and their support and programmes are available to businesses located in the region.



ACCESS TO TALENT, INNOVATION EXPERTISE AND A COLLABORATIVE ENVIRONMENT

The Highlands and Islands provides an ideal environment for companies to expand their presence in a location with a strong and well established sector and supply chain.

The key academic institution in the region is the University of the Highlands and Islands (UHI) - an integrated university encompassing both further and higher education.

UHI AQUACULTURE RESEARCH NETWORK

UHI's expertise in aquaculture extends across a number of its academic partners including the Scottish Association of Marine Science (SAMS) near Oban, the NAFC Marine Centre in Shetland and the Rivers and Lochs Institute (RLI) in Inverness. The Aquaculture Hub brings together a unique collection of expertise and facilities located within the Highlands and Islands.

The Hub offers the Aquaculture Industry Engagement Fund, designed to support short term collaborative projects and to assist the aquaculture industry to access the University's expertise and facilities. The Fund enables businesses to innovate, progress new technology or techniques, develop bespoke training, and to support a sustainable aquaculture industry in Scotland.

THE SCOTTISH ASSOCIATION OF MARINE SCIENCE (SAMS)

SAMS is Scotland's largest and oldest independent marine science organisation, and one of the world's longest established oceanographic institutions. It is an academic partner of the University of the Highlands and Islands, employing over 150 staff.

Co-located at the European Marine Science Park (EMSP) alongside Malin House, their marine research and teaching portfolio ranges from Arctic to coastal waters, global in outlook, project locations and relevance. The SAMS team work in partnership with academia, business, government, regulatory and voluntary colleagues.

NORTH ATLANTIC FISHERIES COLLEGE (NAFC) MARINE CENTRE, SHETLAND

The NAFC Marine Centre is an educational and scientific institute, located in Shetland. The Centre delivers training and education, carries out industry-focused research and development, and provides consultancy, advisory and other services for the maritime industries.

NAFC's Marine Science & Technology Department continued to undertake a range of research and consultancy work. The Centre's research activities tend to be applied in nature, rather than purely academic, with the focus remaining on work that is locally relevant and that can provide economic benefits.

RIVERS AND LOCHS INSTITUTE (RLI), INVERNESS CAMPUS

The RLI at the University of the Highlands and Islands specialises in molecular genetics research to aid in the conservation and management of all biodiversity in rivers and lochs, including fish stocks.

Research at the Rivers and Lochs Institute includes fish and fisheries genetics, biodiversity monitoring (eDNA), catchment management, aquaculture-environment interactions, biodiversity management and socioecology.

RLI develops and delivers bespoke research, education and training and works collaboratively with both industry and fellow researchers such as those at SRUC.

SCOTTISH AQUACULTURE INNOVATION CENTRE (SAIC), STIRLING INNOVATION PARK

The Scottish aquaculture industry has ambitions for sustainable growth – in terms of productivity, capacity, exports, revenue and job creation.

Working alongside the industry, SAIC's purpose is to transform Scottish Aquaculture by unlocking sustainable growth through innovation excellence. Connecting businesses and academics, they fund and support commercially relevant, collaborative research.

SAIC's priority innovation areas are developed through dialogue with industry and the research community. They are subject to ongoing review and currently comprise four priorities:

Health and welfare – addressing environmental and health challenges, particularly in the areas of sea lice and gill disease;

Fish nutrition - developing feeds that optimise fish health and nutrition, and ingredients that promote a circular economy;

Industry capacity - unlocking additional capacity for aquaculture development through innovative, evidence-based approaches;

Shellfish production - helping the Scottish shellfish industry establish a greater market-share and secure profitability through reliable production methods.

MARINE ENVIRONMENTAL RESEARCH LAB (MERL) – MACHRIHANISH, CAMPBELTOWN

The Institute of Aquaculture at the University of Stirling is an international centre and the largest of its kind in the world. Leading the way their vision is to tackle global problems of food security, hunger and sustainability through aquaculture. They have an international reputation for teaching, world-class research, technological innovation and consultancy.

One of the Institute's four research facilities, MERL, runs a range of studies including fish nutrition and performance, selective breeding, triploidy and environmental control technologies. Most commercial work on site takes advantage of their challenge models of sea lice and amoebic gill disease.

SCOTLAND'S RURAL COLLEGE (SRUC)

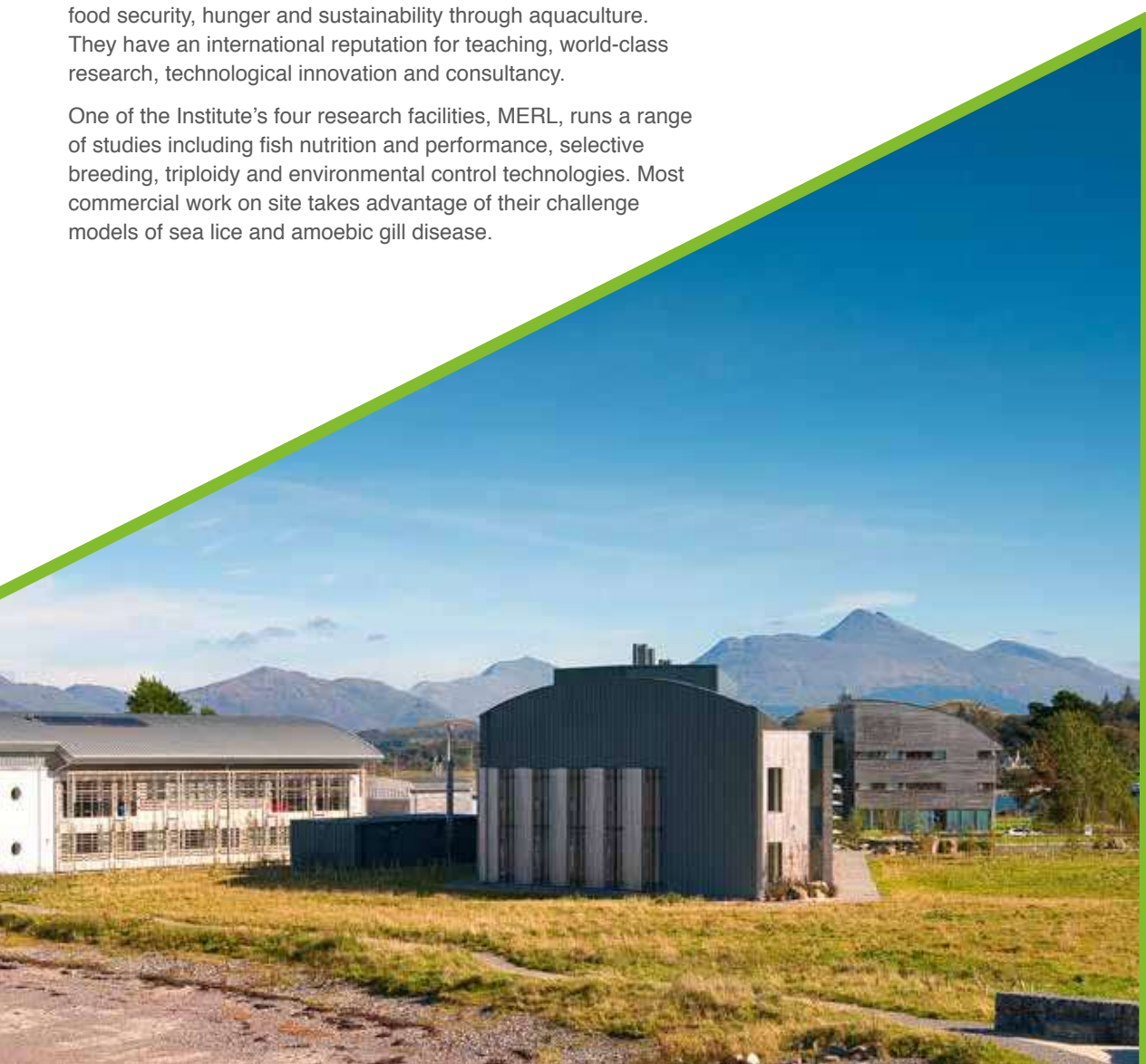
SRUC delivers skills, education and business support and addresses health and productivity in animals. SRUC also has aquaculture capability in genetics, nutrition and environment in addition to its expertise in animal welfare.

SAC Consulting, their associated advisory service for businesses has a presence in Oban, Campbeltown and Inverness.

The Inverness-based Epidemiology Research Unit at SRUC is focused on improving and maintaining animal population health by integrating a range of sciences to develop the understanding of animal disease control.

The team is recognised for its expertise in animal disease surveillance; the conduct of extensive field studies investigating the epidemiology of infectious diseases; and addressing large-scale, intensely data-driven problems in population health of terrestrial and aquatic species.

As an example, the team assesses the prevalence of and risk factors for complex gill disease on Scottish salmon and evaluates interventions to reduce its impact.



IN THE HIGHLANDS AND ISLANDS WE KEEP GOOD COMPANY



FishVet Group

FISH VET GROUP

The Fish Vet Group (FVG), part of Zoetis, is the world's largest provider of dedicated evidence-based veterinary services, diagnostic technologies and environmental monitoring to the aquaculture sectors.

Veterinary surgeon Chris Matthews, Operations Director has full responsibility for all of FVG UK's activities including veterinary, diagnostic and technical service offerings from the company's base in Inverness.

Established in 1995 to provide veterinary health services for fish farming operations around the coast of Scotland, they now have a footprint on three continents, with operations in Scotland, Ireland, the US, Norway and Thailand.



PATOGEN

This well-established Norwegian company focuses on the provision of fish health services to the aquaculture industry.

With so much attention on the health of the oceans and farmed fish as a sustainable source of food, PatoGen has found Oban an ideal location close to many other activities in Scotland's growing aquaculture sector.



GAEL FORCE GROUP

With the company's origins in servicing the fishing industry since the 1980s, aquaculture has come to be at the heart of The Gael Force Group. With over 250 employees the Group's HQ is in Inverness, while several of its subsidiary businesses operate from Forres, Fort William and Oban.

The Group provides fish pens, mooring systems, feed barges, feed systems, cameras and predator deterrents to fin fish farmers in Scotland and overseas with a newly established base in Newfoundland, Canada. Led by MD and founder Stewart Graham, GFG invests heavily in R&D and staff development and is an ambitious business looking for further development of its international markets.



PRECISION SUBSEA

Based in the town of Oban in the west coast of Scotland, Precision Subsea offers custom engineering and manufacture of subsea remote control equipment used in subsea survey, oceanography, aquaculture, oil & gas, fisheries and renewables.

Specialist products can be manufactured in house to component level, allowing a high level of flexibility in customising products to exact customer needs.

AQUA PHARMA

AQUA PHARMA

Aqua Pharma Ltd, part of the Aquatig Group based in Norway, supplies the Scottish aquaculture industry with innovative treatments for the control of parasites. This grouping benefits from co-location with the growing academic and research expertise on Inverness Campus. Their key product is Paramove, a licenced therapeutant for treating sea lice.

"We have five new high calibre PhD students and when we've been looking for new employees, we've been happy with the quality of applicants."

PROFESSOR ERIC VERSPOOR
DIRECTOR, RIVERS AND LOCHS INSTITUTE



QUALITY OF LIFE

The Highlands and Islands area offers an exceptional environment in which to live and work; spectacular mountains, world famous coastlines; a national park and the vibrant cosmopolitan city of Inverness. Regularly identified as one of the most desirable places to live, Inverness has an eclectic cultural life, a diversity of retail outlets, a rich history and a multiplicity of leisure opportunities.

With beautiful coastlines, golden sandy beaches and picturesque rolling hills, residents live in an environment that is the envy of anyone who visits the region. Activity opportunities are limitless, and include mountain biking, skiing, climbing, walking, canoeing, golf, fishing and shooting.

Bringing together just over 500 miles of stunning coastal scenery, the spectacular North Coast 500 route naturally follows the main coastal edges of the North Highlands of Scotland, taking in the regions of Wester Ross, Sutherland, Caithness, Easter Ross, the Black Isle and Inverness-Shire.

The region is also home to some of the world's biggest brand names in food and drink e.g. Walkers Shortbread, Baxters Food Group and many globally renowned whisky distilleries such as Macallan and Glenmorangie.

It's the perfect location to enjoy the best of both worlds – city life an outdoor/country living.

Housing

The average price to purchase a house in the Highlands and Islands is £159,000. However, if buying is not your preferred option the area is well catered for buy to let, social and rental stock. Typical monthly rental levels for a two bedroom apartment or flat would range from £450 - £650pcm.

The undernoted information gives a brief overview of different housing options in the Highlands and Islands:

Mid-Market Rent

This is available from housing associations to help people on low or modest incomes to access good quality affordable rented homes.

Mid-Market Rent (with the option to buy)

This is for working households who want to buy but can't afford to.

Rent to Buy Scheme

This helps people in rural and small communities. It allows them to rent a new home for five years whilst saving up for a deposit.

Open Market Shared Equity Scheme

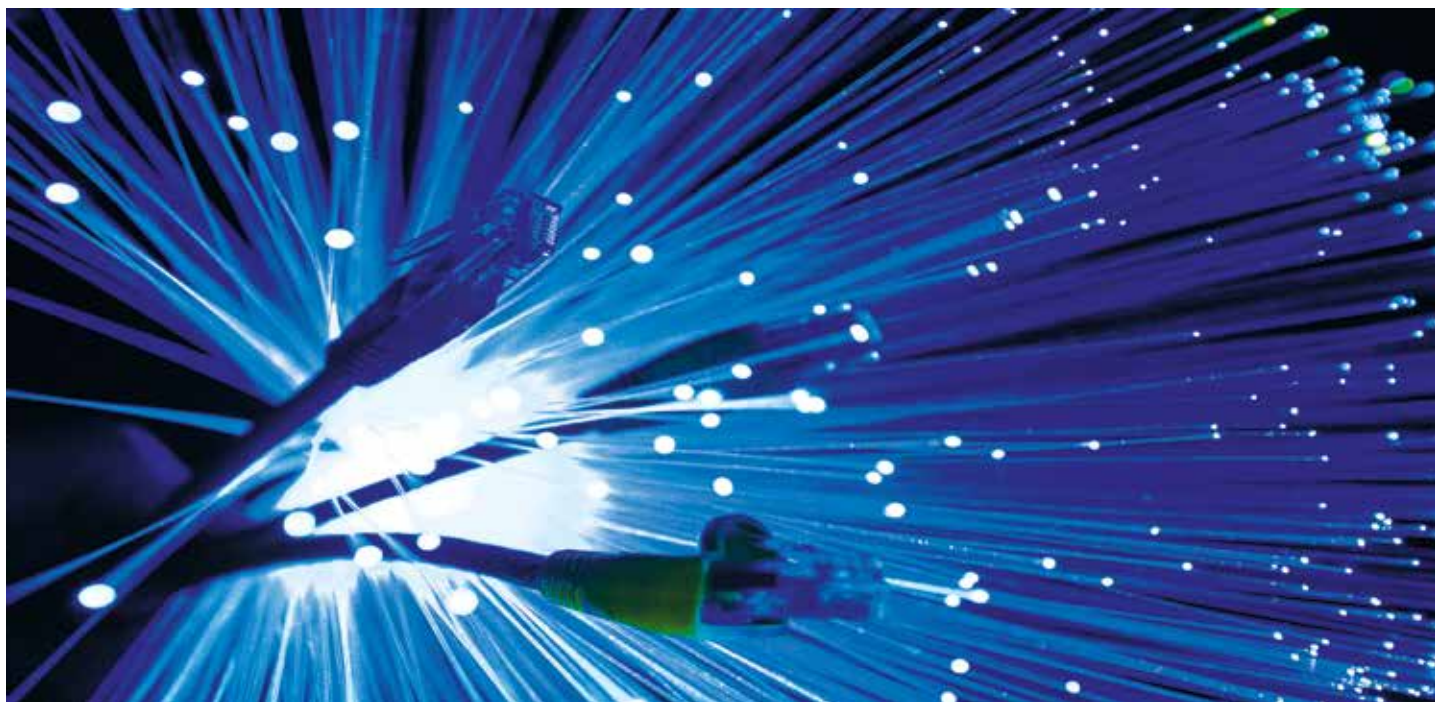
The scheme provides eligible applicants with funding towards the purchase price of a property that has been advertised on the open market.

Specialist housing

Some housing associations have specialist housing provision.

Home to the
WORLD'S
most famous loch:
LOCH NESS

**NORTH
COAST
500**



A GLOBALLY CONNECTED REGION



“A £146m investment in fibre has delivered a new age of communications across the region. High-speed broadband brings with it the potential to transform communities – we’re changing how we do business, educate our children and deliver services.”

Stuart Robertson
Director of Digital, HIE.

Digital Connectivity

The multi-million pound Digital Scotland investment in broadband means the region has a superfast fibre core network. This stretches from Argyll to Shetland and the Outer Hebrides to Moray, delivering domestic and business-level superfast broadband services to more than 8 out of 10 homes and businesses.

The Scottish Government’s commitment to a minimum of 30Mbps for all in Scotland will see connectivity continue to extend over the next few years.

“I do software development, creating applications for a wide range of training courses across many industries. If you live somewhere like the Isle of Lewis, when you’ve got good broadband, that opens up all kinds of different jobs you can do.”

Claire Gerrard lives on the Isle of Lewis and works as senior software developer for Polaris Learning Ltd based just outside of Aberdeen.

TRANSPORT INFRASTRUCTURE



The Highlands and Islands is served by a comprehensive transport infrastructure, linking major towns with rural communities, islands with the mainland, and the region with the rest of the UK and beyond.

Road

- The Highlands and Islands offers a modern and comprehensive road network with considerably lower traffic density than the rest of the UK.
- Major trunk roads connect the Highlands and Islands with the rest of Scotland as well as the UK.
- £6bn investment in major road links with upgrades to A9 Inverness to Scottish Central Belt route and A96 Inverness to Aberdeen.
- A comprehensive bus service network operates throughout the Highlands and Islands region, serving even the most rural communities.

Air

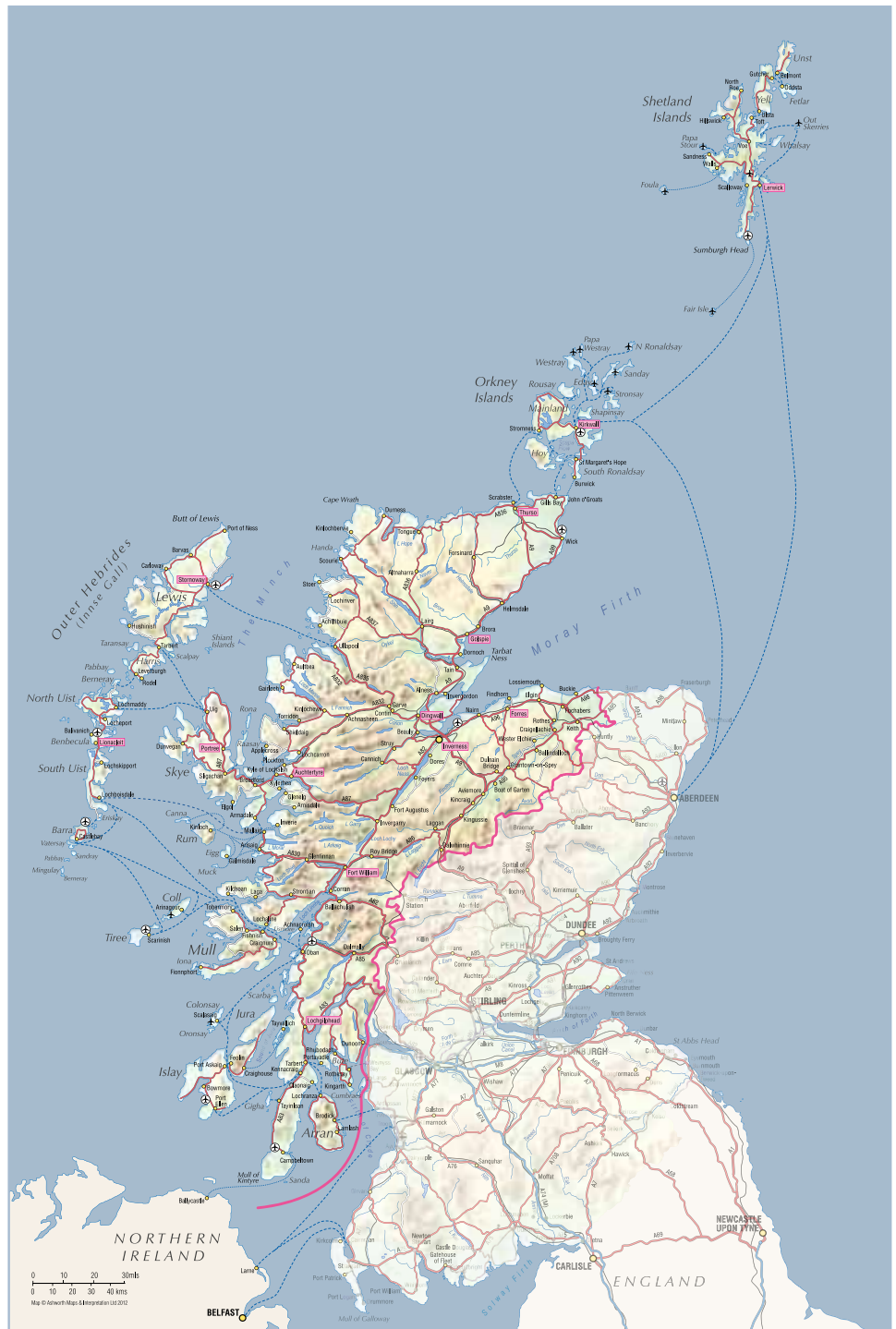
- The Highlands and Islands has impressive air links to the rest of Scotland, the UK and a range of European destinations.
- Inverness Airport offers a range of daily flights to a number of key destinations, including London, Amsterdam, Manchester, Birmingham, Dublin and Bristol.
- Inverness airport enjoys daily scheduled links throughout the Highlands and Islands to Lerwick; Kirkwall; Wick; Stornoway; Benbecula and Barra.
- Hebridean Air Services operating from Oban airport offer regular scheduled flights to many of the nearby islands including Tiree on Wednesdays; Islay and Colonsay on Thursdays and during school term time there are also flights to Colonsay on Fridays and Sundays during the summer timetable and Saturdays and Sundays in the winter months.
- Campbeltown on the Mull of Kintyre enjoys daily flights from Glasgow, Monday to Friday.

Rail

- The rail network provides regular services throughout the Highlands and Islands with connections to the rest of Scotland and the UK.
- Upgrades to rail services will see improved journey times from Inverness to Edinburgh, Glasgow and Aberdeen.
- The Caledonian Sleeper service operates between London Euston and Inverness/ Fort William and runs six evenings each week.

Sea

- Regular and reliable ferry services link the mainland to the islands.



COMPANY SUPPORT

REGIONAL SELECTIVE ASSISTANCE

A national grant scheme, aimed at encouraging investment and job creation in the areas of Scotland designated for regional aid under European Union law. Grants are awarded on a contribution of capital expenditure for the project and/or, the number of new jobs created by the project.

For large firms this is restricted to either:

- New establishment carrying out new economic activity
- Existing investors diversifying output into new economic activities.

HIE can advise you on eligibility for Regional Selective Assistance (RSA) and provide an indicative offer on the amount of grant assistance potentially available.

R&D GRANTS AND LOANS

R&D grants and loans are available, with varying degrees of intervention depending on the nature of activity. R&D is categorised into four distinct areas:

- **Fundamental research** – to support the costs of experimental or theoretical work undertaken primarily to acquire new knowledge without any direct commercial application.
- **Industrial research** – to support the costs of planned research or critical investigation aimed at the acquisition of new knowledge and skills for developing new products and processes.
Experimental research – to support costs of acquiring, combining, shaping and using existing scientific, technological, business and other relevant knowledge and skills with the aim of developing new or improved without any direct commercial application.
- **Feasibility studies** – the evaluation and analysis of the potential of a project, which aims at supporting the process of decision-making by objectively and rationally uncovering its strengths and weaknesses, opportunities and threats, as well as identifying the resources required to carry it through and ultimately its prospects for success

SMART FUNDING

SMART provides grants to Small to Medium Enterprises (SMEs) based in Scotland. The grant helps you undertake technical feasibility studies and research and development (R&D) projects that have a commercial endpoint.

TRAINING SUPPORT

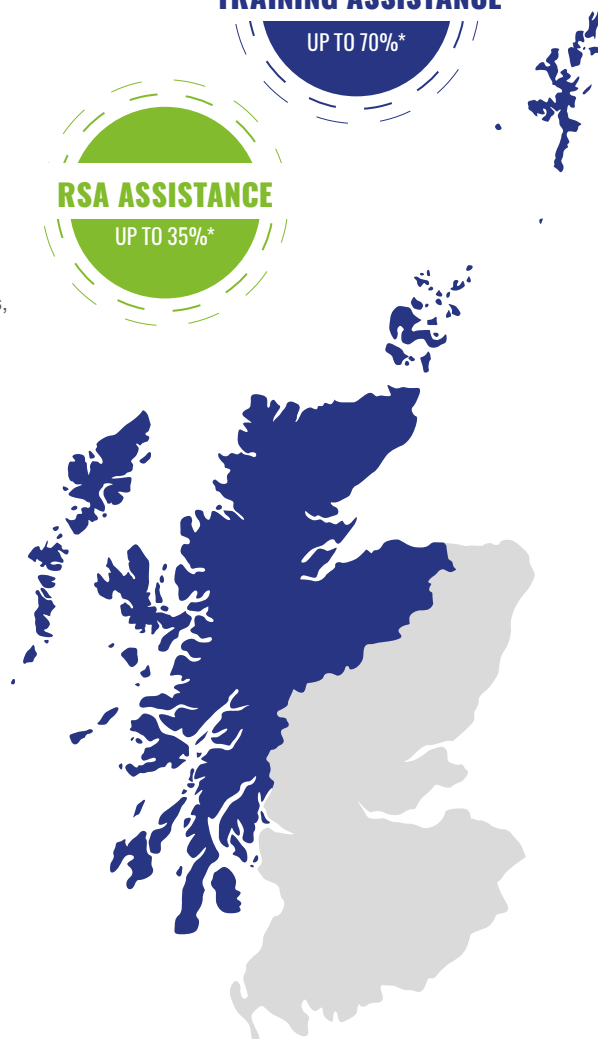
HIE can make a discretionary contribution towards the training costs of new and existing staff. This can cover a wide range of business costs, including external and internal training fees, up to a maximum of 70%* of total training costs.

Scottish Investment Bank

The Scottish Investment Bank (SIB) is HIE and Scottish Government's investment arm. They aim to increase the supply of finance for businesses in Scotland. As well as supporting Scottish businesses, they work with UK and international investors. This includes working with business angels, angel syndicates, venture capital groups and corporate investors.

Please note all HIE assistance is discretionary and subject to full due diligence.

*** Please note funding levels vary according to company size. HIE staff can advise on eligibility.**



TAXATION

- **R&D tax credits** are measures which give companies in the UK additional tax relief for expenditure on R&D, beyond what they would be entitled to under the general principles of the tax system.
- **Corporation tax.** The current corporation tax is 19% reducing to 17% from April 2020. At 19%, Scotland and the rest of the UK have the lowest corporation tax rate of any G7 country.
- **Patent Box:** A 10% corporate tax on any profits from commercialising your UK or European patent in Scotland may be applied for businesses that own patents and certain other Intellectual Property that is innovative.

ACCOUNT MANAGEMENT SUPPORT

HIE's account management approach assigns dedicated Account Managers to key businesses within the region. The account managers role is to work with organisations on an on-going basis to examine all areas of business.

Our support will focus on helping your business embed within the region and concentrate on:

- **connecting relationships and networks** with supply chain, local and central government and wider partners and stakeholders;
- **embedding innovative practices** in day to day activities, making your business more adaptable, differentiated and sustainable;
- **development of your people** and being aware of future skills needs to achieve growth; and
- **optimising business operations** to create capacity, increase efficiencies and sharpen our competitive advantage.

The account manager will help identify and prioritise areas for development and opportunities to accelerate growth and achieve sustainable success through a tailored package of support which may include access to; advice, support and information, financial assistance or property.

SCOTGRAD

ScotGrad is a graduate and student placement programme that looks to support businesses with specific projects that would focus on: innovation, internationalisation, process improvement, product development, or digital opportunities with the project looking to directly support an organisation's growth ambitions. This programme looks to attract and retain talent and to strengthen the workforce and skill levels within the region.

Graduate placements are available to account managed and pipeline clients for up to 12 months and the support available varies depending on company size. Student placement can receive up to 50% of costs.

LEADERSHIP FOR GROWTH PROGRAMME

Ambition and leadership are increasingly viewed as crucial issues underpinning not only Scotland's economic prosperity but also its social and cultural wellbeing. A positive culture that nurtures higher ambitions among individuals, enabled by effective leadership is essential to engage a workforce and manage organisational change. HIE's leadership programme offers a range of support these ambitions and to support organisational growth:

- **Emerging leaders** – aimed at new and potential leaders developing within a large organisation
- **Leadership for Growth** – aimed at senior managers or leaders within a large organisation looking to progress
- **1:1 Mentoring** – to support a business leader or senior manager through a period of opportunity, risk, change or growth
- **MIT Entrepreneurship Development Programme (EDP)** - a week long, high level, intensive executive education course teaching skills for high impact entrepreneurship. For business leaders or for potential leaders within an organisation to create disruptive change.

SKILLS DEVELOPMENT SCOTLAND

Scotland's training agency can support and develop an academy approach to underpin the recruitment, training and development of staff. They can make introductions to training providers who deliver industry appropriate training.

Support is available for foundation and graduate apprentices, certification of work readiness, recruitment and labour market information

TALENTSCOTLAND

A collaboration between Scottish Government and HIE, TalentScotland helps investors attract, develop and retain skilled professionals for their business. TalentScotland hold a register of individuals looking to locate in Scotland, as well as advertising vacancies for employers. They also provide information and support in relation to visas and immigration to companies and individuals.

SCOTTISH MANUFACTURING ADVISORY SERVICE (SMAS)

SMAS is a HIE team of manufacturing industry professionals, who bring their experience from manufacturing, production and processing industries to support businesses by examining all areas of operations, both existing and new, in order to identify and maximise efficiencies.

PROPERTY IDENTIFICATION

HIE offers an extensive portfolio of high quality premises and site serviced land in some of the most sought after locations. HIE is keen to work with clients to develop a solution that best fits with their needs, whether it's an existing build, a refurbishment project or a bespoke option.

VISIT PROGRAMMES

If your company is making an initial visit to the Highlands and Islands, HIE would be delighted to arrange your visit itinerary to ensure maximum benefit is gained for you at this vital first stage of investment.

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**For further information about
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