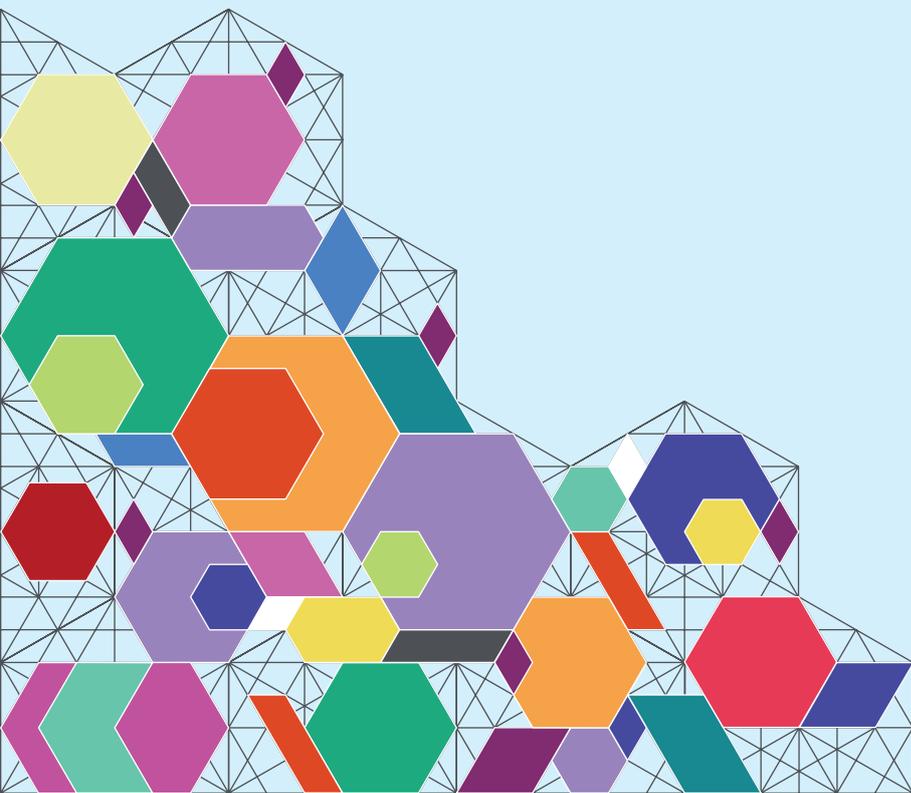


START
TOMORROW
TODAY

Business Development Strategy



University of the
Highlands and Islands
Inverness College

Business Development Strategy 2017-2020

How to use this strategy

It is intended that this strategy will provide clear direction to the Board of Management, staff and stakeholders of Inverness College UHI on our strategic approaches to Business Development.

Staff should make use of this strategy when creating their Operational Plans.

Context

The College's Strategic plan articulates two main themes in relation to its strategic aims: opportunity and growth. Business Development, for the purpose of this strategy document, can be described as the activity required to identify and exploit opportunities to support growth – both in curriculum and related commercial activities.

A strategic approach has been taken to harness the opportunities arising from the new campuses, significant infrastructural investment in Inverness through the City Region Deal and growth in a range of sectors such as tourism and health related industries. Sector development plans are being developed and implemented to prioritise resources to support local and regional economic development.

Whilst there is an organisational responsibility for business development in its widest sense, the College has recently refocused its approach under the "Business Solutions" brand. Business Solutions provides a 'one stop shop' through which industry can access the full range of college services and influence curriculum development.

The business development activities of the College include international business development. Although there is a separate strategy for International Business Development and a dedicated team, there are synergies between the two activities. For instance, local business customers of the College are supporting our commercial international summer school by providing project work and business presentations. Similarly, international companies have links with curriculum areas, providing international progression opportunities for graduates.

Strategic Objective 1:

To inform the continued development of the College's curriculum to meet the needs of business.

We will achieve this by:

- Liaising with local industry, employers and relevant agencies to gain an understanding of current and future business needs.
- Devising, implementing and regularly reviewing Sector Development Plans, using a range of data and information sources to enable identification of opportunities to grow and extend curriculum offers, including research.
- Supporting Managers to develop or adapt training, education and research to meet the needs of business.
- Working with the Marketing and Communications Team to promote the College's "Business Solutions" service offer to businesses.
- Continuously reviewing and supporting improvements to the quality, flexibility and responsiveness of our services to businesses.

Strategic objective 2:

To be the training and education provider of choice in Inverness and the Highland region.

We will achieve this by:

- Supporting the development and delivery of solutions for business, in response to current or emerging demand.
- Developing strong relationships with our customers, providing an 'Account Managed' service to businesses.
- Offering an exceptional level of customer service through our Business Solutions function.
- Developing and implementing targeted marketing plans, maximising the use of the Customer Relationship Management system.
- Continuously reviewing and supporting improvements to customer satisfaction.

Strategic objective 3:

To grow and diversify the College's funding for training, education and research.

We will achieve this by:

- Identifying opportunities to access funding to meet the needs of local and regional businesses, including: education, skills, knowledge transfer and research.
- Working with colleagues to identify and develop opportunities to commercialise research and other college activities.
- Further developing partnerships with funding and referral agencies.
- Supporting businesses to identify appropriate Apprenticeship opportunities: Foundation, Modern and Graduate.
- Working with employers to develop and implement employability programmes to meet their recruitment needs.

Strategic objective 4:

To maximise commercial and community engagement with the College.

We will achieve this by:

- Supporting the delivery of a range of sector based events.
- Hosting high profile non-college events, which link to our curriculum or support the interests of the wider community.
- Developing social and digital media capability to increase engagement with businesses and communities.
- Further developing links with community representative bodies and external agencies.

Performance Indicators

Commercial course income year on year.
Margin on commercial course income
Modern Apprenticeship contract volume and value
Modern Apprenticeship success rates
Employer satisfaction rating

Cross Reference to Strategic Plan

This strategy links to the following strategic aims:

Strategic Aim
Student Life We will build a vibrant campus community that all of our students are proud of, and within which they are engaged and supported to reach their potential. We will strengthen our existing relationships between our students, staff, employers and the wider community to further increase student participation and the student voice
Curriculum We will offer a progressive curriculum that is valued by our students, employers and the communities we serve, and that is delivered in a variety of ways to make it accessible to all. We will ensure the curriculum remains relevant, responsive to demand and aligned with employment opportunities, providing a range of progression pathways that contribute to the economic growth and social cohesion of our region.
Professional Practice Recognising that people have the greatest influence on our success, we will operate in a positive culture where we stretch ourselves to deliver the highest standards of service, support and delivery that exceeds expectations.
Organisational Development As a highly regarded organisation, we will attract and retain talented employees committed to achieving shared goals. We will create a supportive, collaborative and dynamic environment where students and staff are inspired to learn and develop. Our high performance culture will be underpinned by a dispersed leadership model, within which teams are empowered to deliver and share accountability for outcomes.
Research and Innovation We will build upon our successes in research by strengthening our impact and excellence and growing our regional and international reputation. We will continue to support and grow an innovative and inspired postgraduate researcher community. Our research will directly inform innovation and entrepreneurship activity in key sectors regionally and internationally
Sustainability We will ensure our continuing financial stability by developing income streams and promoting efficient, effective service delivery. We will work collaboratively to enhance the prosperity of the regional economy. We are committed to acting responsibly by protecting our environment, maintaining and developing our infrastructure and managing our risks.