

Innovations and Investment Hubs - Project Scope

1. Project Description

The **Programme for Government** published in November 2014 announced the Scottish Government's intention to pilot Innovation and Investment Hubs in key global locations. It stated:

"These will be tasked with securing research and innovation partners, investors in Scottish innovation, and build on established exporting and inward investment expertise. The Hubs will provide a focus for Scottish companies or universities needing presence in a country, capital or continent, including links to our network of innovation centres."

Scotland's Economic Strategy published in March 2015 confirmed that:

"These Hubs will play a key role in promoting the research and innovation capacity and capability of Scottish companies and universities, including our network of Innovation Centres, in attracting investment and funding, and in supporting international collaboration which delivers economic benefits and helps address societal and global challenges. The scale, scope and focus of these Hubs will vary depending on the specific opportunities in a particular country or market."

Hubs will be a shop window for Scottish innovation in the chosen location. They will provide flexible facilities for use by Scottish businesses, universities and research institutions, as well as the Scottish Government and its agencies. These facilities might, for example, include:

- Office space/ hot desk arrangements
- Meeting rooms
- Conference/ reception facilities
- Presentation/ screening facilities
- Exhibition space

However the exact structure of each Hub will depend on the country it is based in, the needs of relevant stakeholders, value for money and other considerations.

The themes that each Hub will focus on will depend on the particular location but might, for example, include: healthcare and life sciences; energy, including renewables; low carbon technologies; creative industries, etc.

2. Purpose

The Hubs will contribute to the following **National Outcomes** in Scotland's Performance Framework:

- We live in a Scotland that is the most attractive place for doing business in Europe;
- We realize our full economic potential with more and better employment opportunities for our people;
- We are better educated, more skilled and more successful, renowned for our research and innovation.

And the following **National Indicators**:

- Increasing Scotland's attractiveness as a place to do business in Europe;
- Increasing research and development spending;
- Increasing exports and inward investment;
- Improving Scotland's reputation and international relationships.

They will provide a platform for promoting Scottish interests and building relationships with governments, institutions and businesses. They will also have wider benefits, providing a mechanism within the particular location for promoting:

- Scotland's areas of excellence, educational opportunities and skills training;
- Scotland as a creative nation;
- Major events, and Scotland as a tourism destination.

The Hubs' activities will be focused on areas of research and innovation which:

- Can make a significant contribution to economic growth;
- Support the priorities for action in the CAN DO framework;
- Contribute to key social policy aims;
- Complement Scotland's strengths in certain industry sectors;
- Are aligned with the Horizon 2020 societal challenges.

3. Objectives

In each location, the objective of the Hub will be to:

- Add significant value to existing arrangements;
- Act as a 'home' or 'magnet' for the range of Scottish public and private sector organisations whose activity in the location would otherwise lack co-ordination;
- Showcase Scotland as a location for research & innovation;
- Promote the world class skills and expertise within Scotland's universities, research facilities and companies;
- Identify and take forward opportunities for the development of collaborative research and innovation partnerships and for attracting investment to Scottish projects and businesses;
- Act as a platform for attracting international investment in the public and private sector in Scotland;
- Provide a forum for international dialogue and knowledge exchange;
- Foster international trade and investment opportunities.

4. Assumptions

It is assumed that:

- It will be possible to secure funding for each Hub, though this may come from a range of public and private sector sources.
- Where required, the necessary permissions will be secured from host governments for the establishment of the Hubs.

5. Constraints

- The location and activities of the Hubs will have to take into account stated Ministerial commitments and ambitions.
- Demonstrable progress needs to be made before the next Programme for Government, with tangible progress by end 2015-16.

- Agreement, partner buy-in and Ministerial sign-up to the Dublin Hub is required prior to any announcement on 19 June.

6. Risks

Risk	Likelihood	Impact	Mitigation
The pilot Hubs do not secure broad buy-in from relevant internal and external stakeholders in Scotland	Low	High	Broad consultation in the development of the Hubs, including broad membership of the strategic board; representation of key organisations on the programme board; and ongoing, working-level consultation by the project teams.
Locations/ venues cannot be secured at a cost that represents value for money	Medium	High	Consult early with procurement specialists. Careful consideration of locations that offer the best opportunity for short, medium and long-term returns for the investment.
Insufficient funding is secured to staff the Hubs with people of the required skills and experience.	Medium	High	Explore opportunities to build on existing representation and infrastructure in country. Consider opportunities for working with partners to spread the cost through, e.g., membership propositions for participation in the Hubs.
The Hubs lack the clarity of purpose to be effective	Low	High	The high-level objectives of the Hubs are already set out in the Programme for Government. Programme Board to refer to these at key points in the project.

7. Deliverables

Deliverables are pilot innovation and investment Hubs in London, Dublin, Brussels and [redacted] that provide an effective platform for deeper and more productive innovation and investment relationships with overseas partners.

By their nature as pilots, Hubs in the chosen locations will provide an opportunity to test different models for formal evaluation within an appropriate framework / timescale.