



**ROBERT GORDON
UNIVERSITY ABERDEEN**

FIVE-YEAR KEIF STRATEGY

PRESENTED ON 24/06/2025

ROBERT GORDON UNIVERSITY

GARTHDEE HOUSE

GARTHDEE ROAD

ABERDEEN

AB10 7QB



Section A: Overview

1. Institutional context

Please provide a brief statement containing contextual information about the institution. The information provided may be anything that the institution considers relevant to the KEIF such as mission, economic context, institutional strengths, or KE&I focus.

Strategic Approach – RGU prioritises KE&I within its strategic aims, and through these states the following commitments: ensure the University contributes significantly towards Scotland’s economic and social regeneration; foster a vibrant culture of enterprise among student, staff and communities; embed entrepreneurial learning; seek to collaborate with public, private and third sector organisations; grow research and KE income to sustain research of public value; and enhance the range, depth and value of our partnerships.

As RGU addresses the financial challenges being experienced across the sector and looks to build a strong, future-oriented vision, its strategic approach to KE&I is also evolving. A reconfiguring of Executive responsibilities in 2025 in order to achieve the ambitions set out in the University’s Roadmap 2030, means that KE&I is now incorporated into the portfolio of the VP Research & Regional Engagement and a new department has been created spanning Research, Innovation and Enterprise (RIE). The focus of RIE is to deliver a key strategic priority within the Roadmap, namely ‘To capitalise on the synergies across research, innovation and enterprise activity to benefit the University, the region and beyond.’ This will create the foundation to drive stronger commercialisation outcomes, improve stakeholder engagement, and enhance collaboration between academic Schools and professional services Departments.

KE&I Focus – As part of the RGU’s Roadmap 2030, 4 key interdisciplinary themes inform the University’s approach across its portfolio: Living in a Digital World, Health and Wellbeing, Energy and Sustainability, and Inclusive and Creative Societies. These themes inform the industry-focused and entrepreneurial approach to KE&I – with energy, health, digital and creative industries identified as current priority sectors underpinned by crosscutting themes of entrepreneurship, innovation, and sustainability.

Place-based - With the North East of Scotland seeking to become a global leader in the energy transition (and ensuring that the process is just and fair) by capitalising on its skills, knowledge and supply chains, the University’s focus on energy is particularly important and is supporting this

through its Energy Transition Institute, active membership of the Regional Economic Partnership, and as a co-signatory of the North East Scotland Investment Zone.

2. Overview of strategic ambitions

Please provide overview of 5-year approach to KE&I that will be supported by KEIF. You should highlight broad areas which you are targeting/focusing on and describe how KEIF funding will align with your institutional mission and internal strategies.

As part of its Roadmap 2030, RGU will capitalise on the synergies across research, innovation, and enterprise to drive economic prosperity and societal well-being through the following:

- 1. Support sustainable and resilient economic growth, in collaboration with regional and national partners:** Recognising particular opportunities and challenges facing the North of Scotland, we will maximise the value of the NES Investment Zone, the Islands Deal TalEntEd Programme, Aberdeen City Region Deal and be active within the Regional Economic Partnership.
 - 2. Be recognised as thought leaders in key sectors, drawing on our solutions-focussed, inter-disciplinary research and approach:** Building on areas of expertise, we will grow RGU's engagement and policy influence in key sectors including energy, health, creative industries and digital and be an influencing voice in HE sector priorities such as entrepreneurship, work-based learning and economic development.
 - 3. Develop a single Research, Innovation and Enterprise (RIE) strategy and network of Research and Innovation Centres:** as part of RGU's realignment of responsibilities around KE&I, we will develop a single RIE strategy for the University and establish a network of Research and Innovation Centres aligned with the University's interdisciplinary themes;
 - 4. Build on success of embedding entrepreneurship in our learning and grow more startups:** We will continue to cultivate an entrepreneurial mindset across the University and extend that reach to support other communities to innovate and develop start-up and spin-out ecosystems.
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5. Strengthen our public engagement and support for community and civic partners:

Following our award of a National Coordinating Centre for Public Engagement (NCCPE) Bronze Watermark Award in 2025, we will draw on our strong community and civic links, to deliver RGU's three-year public engagement Action Plan.

Complementing other investments (including REG), KEIF funding will underpin these strategic ambitions with a specific focus in the first two years of the strategy on establishing an Annual Innovation Fund, the appointment of Innovation Fellows, regional engagement (specifically support for the NE Scotland Investment Zone and the Islands Deal), support for Research and Innovation Centres, and salary recovery for key staff involved with entrepreneurship and innovation, the start up accelerator, IP commercialisation, the energy transition, and public engagement.

3. Alignment to Scottish Government priorities

Describe how your KEIF strategy aligns with Scottish Government priorities, such as the National Strategy for Economic Transformation and Scotland's National Innovation Strategy. Please provide specific information on how the KEIF strategy will contribute to these priorities.

Our KEIF strategy aligns to the following:

- **Entrepreneurial Campus Blueprint, NSET and National Islands Plan:** Drive entrepreneurship through: flagship programmes e.g., Startup Accelerator and Women in Business; extend our reach e.g., through the TalEntEd Islands Growth Deal; and embed entrepreneurial learning in the curriculum through the RGU Plus initiative.
 - **National Innovation Strategy:** Contribute to all innovation priorities, particularly energy transition and digital through: active involvement in the NES Investment Zone; leading research and innovation at our National Subsea Centre; and supporting the built environment to achieve net zero through our Digital Innovation Lab.
 - **Digital Health and Care Strategy:** Combine research, clinical and educational expertise to develop innovative approaches to healthcare delivery and improved patient outcomes, e.g., research into the use of augmented reality for those with Parkinson's and supporting development of a digitally enabled and innovative workforce through our CPD provision.
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- **Regional Economic Partnership:** Play an active role in the NE Regional Economic Partnership to drive economic prosperity in the region, align resources, and share knowledge and expertise between partners.
- **Energy Transition:** Use our expertise and leadership in energy workforce dynamics to inform policy and support a just and fair transition to net zero.
- **Creative Economy:** Develop the workforce, support business creation, and deliver key outreach programmes e.g., our Mobile Arts School and creative entrepreneurship.
- **Business Innovation:** Enable and simplify access for businesses through dedicated KE&I staffing, sectoral expertise and purposeful use of KE mechanisms.
- **Inward Investment:** Through involvement in the NES Investment Zone and Invest Aberdeen.

Section B. KE&I Capacity

4. Platform Grant

Please confirm (or otherwise) that your institution will match fund the Platform Grant (cash/in kind) and provide high level details. Please provide narrative on how the Platform Grant will be used to support and enhance capacity and improve performance in KE&I.

The University will exceed match funding of the Platform Grant through its own investment in an enabling KE&I infrastructure combining externally-facing, sector-focussed teams integrated with professional support services critical to the University achieving its KE&I vision.

The Platform Grant will be primarily used to support the salaries of core KE&I staff within the new Department of Research, Innovation and Enterprise including:

- Members of the Entrepreneurship and Innovation team.
- The Commercial and Business Development team.
- The Engagement, Impact and Knowledge Exchange team

It will also support the training and professional development of the School-based Associate Deans for Economic, Social and Cultural Development and Associate Deans for Research & Knowledge Exchange, who collectively form a team of KE&I champions across the whole University, increasing capacity for KE&I institutionally.

The University will provide in-kind support through key management roles and by hosting relevant organisations including the North of Scotland KTP Centre, the Regional Interface Business Engagement Executive, DYW North East and North East Scotland Prosper.

5. Overall capacity for KE&I

Please provide an estimated number of staff (FTE) directly supported by KEIF and an estimate of staff who have KE&I as a significant part of their role. This may include both professional services staff and those in academic/leadership roles.

It is anticipated that approximately 10.6 FTE will be directly supported by KEIF, through the Platform Grant. This comprises a Commercial team of 5 FTE, a Contracts team of 2 FTE and a Post Award team of 3.6 FTE. Other additional staff supported by KEIF outwith the Platform Grant include members of the Entrepreneurship and Innovation Group (0.7 FTE), the Energy Transition Institute (0.75 FTE), the Digital Innovation Lab (2.2 FTE), Knowledge Exchange Manager (1.0 FTE), support with the NE Scotland Investment Zone (0.3 FTE) and a Public Engagement coordinator (0.6 FTE). A further 14 FTE academic roles will have areas of KE&I as key identified deliverables within their job roles. This includes each School's Associate Dean for Economic, Social and Cultural Development and for Research & Knowledge Exchange who, with Professional Services staff, have responsibility for driving and maximising knowledge exchange, commercialisation, entrepreneurship, and innovation within their Schools and across the University.

Section C: Outcome Grant activities

6. KE metric activity

Provide narrative on ambitions and approaches to SFC KE metric areas. This should reflect the institutional forecast data submitted via KE return template (example provided at annex B). Describe how activities and resources will be prioritized to deliver on Scottish Government ambitions with explicit reference to KEIF support and what it will enable.

By focussing our efforts on our six strategic ambitions as per Section 2 of our KEIF strategy and aligning with our institutional strengths, our main areas of significant projected growth over the next 5-years will be in Outreach, Consultancy, CPD and Research. The illustrated growth will be achieved by taking a disciplined approach when selecting opportunities and then investing accordingly.

The University will intensify its participation in Growth Deals such as North East Scotland Investment Zone and Islands Deal, which will not only leverage investment for the University but also maximise the impact of the University's contribution. This rationale of building on strengths and leveraging investment will also be taken in regard to the University's strategic assets such as the RGU Digital Innovation Lab, specialist clinics and the RGU Energy Transition Institute, thereby maximising impact and growing the University's reputation as thought leaders in these key areas.

We will further invest in our Entrepreneurship and innovation by:

- Growing our start-up community through ongoing delivery of our successful flagship programmes (for both graduates and in the wider community).
- Developing entrepreneurship champions throughout the University to embed entrepreneurial thinking within the curriculum and across all Schools.
- Leading on wider entrepreneurship initiatives e.g., the Island's Deal TalEntEd programme.

A key priority within our strategy is to expand our reach for start-up support beyond the University as well as to work with the wider entrepreneurship ecosystem to improve the survival rate of start-ups, hence our intention to maintain the number of Graduate Start-ups supported year-on-year, while significantly growing the total number of entrepreneurship engagements.

Given the current low spin-out baseline and the time taken to realise return, regardless of interventions undertaken, returnable income from Licensing, Translation and Venturing is not expected to increase significantly over the next 5-years. We will, however, through engagement with successful tech and other entrepreneurs, investors, mentors, and coaches develop the infrastructure to enable future growth.

7. Graduate start-ups and spin-outs/Entrepreneurial Support

Provide narrative on ambitions and approaches to entrepreneurial support and how this will be reflected in graduate start-up and/or spin-outs survival rates reflecting the institutional forecast data submitted via X. Describe how activities and resources will be prioritised to deliver on Scottish Government ambitions with explicit reference to KEIF support and what it will enable.

Robert Gordon University (RGU) is nationally recognised as a leading entrepreneurial institution. Through our RGU Roadmap 2030, we are deepening this reputation via an ambitious, strategically aligned strategy encompassing embedded enterprise education, new venture creation, and ecosystem collaboration. This strategy aligns with the Scottish Government's National Strategy for Economic Transformation (NSET), Entrepreneurial Campus Blueprint (ECB), Innovation Strategy, and Pre-Start Pathways.

With support from KEIF, RGU will build capacity, improve integration, and scale impact in entrepreneurial support across our communities, driving growth in student/graduate startups and staff spin outs. This work will be led by the Entrepreneurship and Innovation Group (EIG), now within the new Directorate for Research, Enterprise, and Innovation.

Expanding access and impact of flagship programmes

Over the next five years, KEIF will enable RGU to scale and evolve its flagship entrepreneurship programmes to deliver inclusive, measurable impact and directly increases the number and diversity of high-quality start-ups and spin-out ventures across Scotland.

- **RGU Startup Accelerator**

In its 9th year this flagship annual six-month venture development programme provides mentorship, funding, and structured support to transform ideas into viable businesses.

- **Women in Business programme**

Aligned with the Ana Stewart Review and supported by the Scottish Government's Pre-Start Pathways, this programme has already empowered seven cohorts of women with parental responsibilities across Aberdeenshire. Partnering with UWS and the University of Stirling, RGU will look to expand delivery in 2025/26, targeting underrepresented founders in rural areas.

- **I2M – Idea2Market Commercialisation**

This new initiative aims to accelerate the translation of intellectual property and university assets into commercial and societal value, growing a portfolio of licensable IP, consultancy, and industry-facing services.

- **TalEntEd Islands Entrepreneurship Network (IEN)**

As part of the TalEntEd Islands Growth Deal, RGU leads inclusive, place-based enterprise development in Orkney, Shetland, and the Western Isles. This work will provide key programmes to support women, seniors (60+), freelancers and creative entrepreneurs across Scotland’s Island communities, contributing to the National Strategy for Economic Transformation (NSET) and the National Islands Plan.

Embedding “Entrepreneurial Mindsets” across the curriculum

RGU is embedding entrepreneurship across the student lifecycle by championing interdisciplinary learning and building innovation capacity amongst students and staff. KEIF will enable the development and roll-out of a Train the Trainer model, creating Entrepreneurship Champions embedded in academic schools to sustain and cascade knowledge. This will help ensure that all RGU graduates leave with entrepreneurial competencies, contributing to a more innovative workforce and starting new ventures.

- **Curricular integration**

EIG is working with academic schools to embed entrepreneurship education into all undergraduate and postgraduate programmes by 2029. This includes the refreshed Innovation Award, aligned to the EntreComp framework, as part of RGU Plus initiative.

- **Enterprise Champions**

KEIF will support the training of seven academic Enterprise Champions, who will lead enterprise education within their schools, delivering CPD, to sustain embedded initiatives.

- **“Cx LAB” – a place for Innovation Challenges & Co-Curricular Learning**

Delivered through ‘Cx Lab,’ students and staff will participate in ideation sprints, creative design sessions, and civic challenge labs—stimulating curiosity, and creativity.

Enhancing Start up and Spin-out survival and sustainability

To reduce start-up attrition and drive long-term impact, RGU is enhancing its infrastructure and partnerships. KEIF and other funding sources will increase resilience and survival rates through improved access to networks, funding, and mentorship.

- **Strategic ecosystem collaborations**

Working with Scottish Enterprise (HGSP), Opportunity North East, Converge, Edge, iCURE programme, RGU will support scaling and resilience of ventures post-accelerator, focusing on priority sectors including digital, creative, health, and energy innovation.

- **Entrepreneurs in Residence and Alumni mentors**

RGU currently has two Royal Society funded EIRs. With KEIF support, RGU will introduce an Innovation Fellows programme, to support commercialisation outcomes and connect with industry. An expanded mentor pool of alumni, investors, and business leaders will provide wraparound support for start-ups and spinouts.

Section D: Wider KE&I activities

8. Wider Societal Impact

Provide narrative on ambitions and approaches to activities that are likely to be non-income generating which add societal and economic value to Scotland and beyond, making explicit reference to KEIF support. Types of non-income generating KE&I activity may include public engagement and public policy.

The University strategy was refreshed in 2022 to reflect an increased focus on social and cultural as well as economic development and strengthened through a new Executive role to lead this area of strategic focus. Additionally, the University has appointed Associate Deans for Economic, Social and Cultural Development in each School, to champion this activity and ensure community engagement is fully embedded across the University.

Public Engagement Strategy

Building on established strengths in public engagement (recognised by an NCCPE Bronze Watermark Award in 2025), and with KEIF's support, we will prioritise the delivery of a 5-year Public Engagement Strategy, focused on enhanced support for civic and community priorities, better evidence and evaluation of impact, and greater recognition for staff contributing to our public

engagement mission. KEIF will enable the appointment of a co-ordinator to ensure sustained and effective delivery across the institution over the next five years.

In addition, we will support key outreach programmes such as the Grays' Mobile Art School, an innovative outreach initiative to connect and engage schools across Aberdeen and beyond and inspire the next generation of creative thinkers and makers. By partnering with organisations such as Aberdeen Performing Arts, Culture Aberdeen, Streetsport and Look Again, the Mobile Art School delivers a diverse and inclusive programme that meets the needs of young people in the region and builds a stronger connection between education, community, and the creative industries.

Energy Transition Institute (ETI)

RGU's Energy Transition Institute (ETI) provides analysis and insights to governments, policy-makers, regulators, trade organisations and energy companies on developments in the global energy industry. ETI also acts as a global thought leader in energy transition, supply chain transformation, workforce, and market dynamics.

The ETI team are frequent contributors to government/industry task forces, consultations, policy developments, industry events and economic development opportunities. Funding from KEIF will be used to contribute to the costs of ETI, providing the team with the capacity to continue to advise governments and other key stakeholders on energy policy, building on the University's reputation as a global thought leader in this area.

Insights from ETI will also inform the University's position on energy and net zero, impacting teaching, upskilling, research, economic and commercial activity and thereby further leveraging its value.

Regional and National Boards and Committees

Investment from KEIF into the University's core KE&I teams allows other members of staff across the University the opportunity to sit on various committees and boards, contributing to and influencing regional and national policies and strategies.

Regional examples include:

- NE Regional Economic Partnership
- Chamber of Commerce Policy Group
- Prosper – contributing to the Prosper blue-print which will form a basis of their manifesto.
- Invest Aberdeen
- ONE Board, ONE SeedPod Board (innovation hub for food & drink manufacturing and production) and ONE BioHub Board (innovation hub for the LifeSciences sector).
- Aberdeen City Council Community Planning Partnership
- Aberdeen City Council Health Determinants Research Collaborative

National examples include:

- Scottish Policy and Research Exchange
- Marine Alliance for Science and Technology in Scotland
- Scottish Government’s Entrepreneurial Campus Blueprint Working Group
- North Sea Transition Taskforce
- ECITB Board
- OEUK Committees
- HE Sector committees and groups including: RKEC and RCDG.

RGU will benchmark current participation on these groups and will seek to grow the number of people participating from RGU, providing value can be added to the organisations.

9. Collaboration

This section allows institutions to set out specific ambitions and approaches to working collaboratively across the sector and alongside SFC supported innovation infrastructure (ICs, Interface, Converge). Describe how your institution will collaborate and contribute to Scottish Government priorities ensuring a more cohesive KE&I system.

RGU will build on these relationships, and with other Universities and colleges, over the next five years, explore new opportunities for collaboration. Examples include:

- RGU will lead on **the TalEntEd Entrepreneurship work-package of the Islands Growth Deal** for the next four years, collaborating with Heriot-Watt University and UHI on the delivery
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of the programme. This joint-island initiative will focus on key areas such as low-carbon technologies, creative industries, tourism as well as business startup, enterprise skills and talent attraction. Aligned with the Scottish Government's NSET and National Islands Plan, TalEntEd aims to help drive economic growth and create sustainable jobs across Shetland, Orkney, and the Western Isles.

- As a leading entrepreneurial university in Scotland, RGU will continue to play an active role in **helping shape policy to stimulate and support entrepreneurship across the HEI sector**. Through successful collaborations, such as our recent Pre-Pathways programme with the University of Stirling and the University of the West of Scotland, we aim to influence strategic investments and drive forward projects that will advance the sector and support the implementation of the ECB recommendations.
 - **RGU is committed to further supporting NESCol in the field of entrepreneurship**, made possible through its close working relationship at Board, senior and individual staff levels. This effort builds on the solid foundation established through the Degree Link progression pathways and aligns with the recommendations set out in the EC Blueprint.
 - The University will enable close working between RGU's KE&I related staff and **Interface** by continuing to host the Interface Business Engagement Executive. RGU is consistently one of the greatest users of Interface's funded schemes and will continue to do so, with an increasing focus on award pathways. The University will continue to take an innovative approach to opportunities and ensure that process, with KEIF support, allows for helpful and quick responses.
 - RGU will work across **Innovation Centre's** where such a relationship can enable a more cohesive approach to delivery, particularly within a challenged fiscal environment. Examples include the ongoing strong relationship with DataLab, e.g., through the NE Scotland Investment Zone. The strategic strengthening of the relationship with BEST, already operational through RGU's Scott Sutherland School of Architecture and Built Environment, will enable collaboration on projects using RGU's Digital Innovation Lab in support of retrofit and smart design of properties.
 - RGU will continue to host the **North of Scotland KTP Centre** on campus, enabling close working relationships between Centre staff and RGU and other Universities' KE&I related staff. RGU and University of Aberdeen are exploring opportunities for enhancing opportunity for KTPs in NE Scotland through the NES Investment Zone.
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- RGU will continue to collaborate with **Converge** to create new ventures in Scotland. As an active member of the Steering Group and a competition judge, we will contribute to shaping Converge's strategic direction to ensure applicability and appropriateness. Converge's NE Regional Manager will continue to base themselves at RGU for some of their time, helping to increase the community to engage with competitions, events, and programmes.

10. Regional approaches

Describe the role your institution aims to play at regional level and consider how this may include colleges and the potential for shared services with explicit reference to KEIF support.

The University's role in regional initiatives has been enhanced following the appointment of a VP Economic Development 4-years ago and will continue following a restructuring of the Executive with the appointment for a VP Research and Regional Engagement.

The University now sits on regional boards and committees (see Section 8) bringing its expertise to support economic and societal development. The University did not previously have an automatic 'seat at the table' and the ambition, with KEIF support, is to enhance this further. KEIF support allows other members of staff across the University the opportunity to play an influential role in these initiatives, which in turn brings additional value to the University and enables staff development.

RGU and **NESCoI** have strong links, with the institutions sitting on each other's respective Boards. The KE&I relationship between RGU and **University of Aberdeen** has grown stronger over the past few years collaborating in areas such as the National Energy Skills Accelerator, where the three institutions are partnering with ETZ and SDS to provide a 'one-stop-shop' for training provision for energy transition; and collaborating on the SFC Regional Pathfinders programme in areas of energy and health & social care. In the next 5-years, the intention will be to strengthen these relationships and those with SRUC and The Hutton Institute.

RGU and University of Aberdeen are co-signatories on the NES Investment Fund and through this are exploring opportunities to collaborate and share services for joint Centres for Doctoral Training, enhanced funding for KTPs and other research and innovation projects. KEIF support is enabling staff time and associated support services to ensure RGU maximises its opportunity through the NES Investment Zone.

RGU is also represented on the Regional Learning and Skills Partnership which also includes University of Aberdeen, NESCO, DYW, and SRUC.

Section E: Equality, Diversity, and Inclusion

11. Embedding and promoting EDI

The promotion and advancement of equality, diversity, and inclusion (EDI) should be reflected across KEIF strategies. This section allows institutions to set out approaches to drive inclusive KE&I. This section should also be used to suggest national EDI measures that can be developed to evidence progress in the future.

In February 2025 RGU was awarded an Athena Swan UK Bronze Award in recognition of our continued commitment to Equality, Diversity, and Inclusion. Our Equality and Diversity Sub-Committee will continue to ensure our KE&I policies and practices align with the commitments enshrined within the Athena Swan Charter, promoting inclusivity and enable the university to record and track the necessary data to identify areas for action and enhancement. To align with best practice, we will also engage with dedicated EDI KE&I initiatives and resources including through Praxis Auril, EDI Hub+, EDICaucus and GEDITT.

RGU will continue to support under-represented groups through initiatives such as our Women in Business programme, addressing gender disparities in entrepreneurship by empowering female founders and mothers, (supported by the Pathways Pre-Start Fund); delivery of our Islands Growth Deal Entrepreneurship Programme, particularly supporting women, those aged over 60 and generally those living in remote Island communities: and our Accelerator programme will continue to be open to all, including EDI specific questions that will allow us to actively ensure there are no barriers to exclusion for application. The Accelerator programme provides a support package including seed funds, mentorship, and work space as well as additional financial support such as travel bursaries to widen access and reduce barriers to participation (supported through the UKSPF).

Our curriculum provides all students with a level of entrepreneurship education, regardless of their characteristics, with initiatives such as the RGU Innovation Award enhancing the range of enterprise education and supporting resources.

RGU is committed to doing a base-line exercise, considering the characteristics of start-ups and spin-outs in 2024/25, and developing an appropriate plan to widen and support participation in future years.

12. EIA

Please confirm that an EIA has been undertaken and submit this with the KEIF strategy.

An EIA has been undertaken and is submitted with the KEIF Strategy.

Section F: KE&I Culture

13. Promoting positive KE&I culture

Institutions should describe the approach they will take to support a positive KE&I culture over the next five years. Institutions are encouraged to suggest methods of measuring this.

RGU supports a positive KE&I culture through:

- RGU's Board of Governors' strong industry representation and understanding of the value of KE&I. Regular reporting on performance is provided to the Board of Governors and by the VP Research and Regional Engagement to every Finance & General Purposes Committee and Audit Committee meeting.
- Recognition of KE&I within Executive level portfolios, the University's Roadmap 2030, and ongoing support from the Principal and Executive team in its delivery
- Associate Deans in the seven Schools who are each champions for KE&I and responsible for its embedding in their Schools and across the University.
- The University's Newsletter and Principal's monthly video updates e.g., on RGU's Start-up Accelerator Showcase or business engagement success.
- The promotion of the value of RGU Plus – developing an entrepreneurial mind-set across the student population.
- The University's Bronze Watermark Award for Public Engagement from NCCPE and its associated three-year Action Plan to further develop our public engagement activity.

This will be measured through:

- Continued Board support
- Developing baseline studies in Year 1 in areas such as EDI for annual reporting
- Achievement of KE&I KPIs e.g., KE awards, Number of start-ups supported.
- Measuring impact of RGU's participation in the Islands Deal TalEntEd Programme

- Numbers attending events e.g., at RGU Masterclasses
- School participation rates for KE&I events

14. Knowledge Exchange Concordat principles

Please confirm commitment to the principles of the Knowledge Exchange Concordat.

The University signed up the Knowledge Exchange Concordat principles in 2021 and is committed to continuing to align its KE&I strategy, ambitions and approach to the principles and building on this commitment through participating in the full development year.

G: Any other information

Institutions may wish to use this section to provide any relevant KE&I information not otherwise covered through KEIF supported activity. (max 250 words).

H: Court/Board approval

Please confirm that this KEIF strategy has been agreed at Court/Board level and provide date of approval.

I confirm that this KEIF strategy has been agreed at Court/Board level.

Signature:

Principal

Agreed by Court/Board on

Policy Impact Assessment

This Policy Impact Assessment should be completed with reference to the guidance note.

Document Type: ☐ Policy
 ☐ Procedure
 X Statement - **Strategy Document**

Document Name: Knowledge Exchange and Innovation Fund 5-Year Strategy

Step 1: Equality and Human Rights Impact Assessment

1.1 Will this activity impact on human rights?

	Positive	Negative	None	Evidence
Freedom of expression	<input type="checkbox"/>	<input type="checkbox"/>	X	No restrictions are placed on right to freedom of expression.
Freedom of religion or conscience	<input type="checkbox"/>	<input type="checkbox"/>	X	No restrictions are placed on right to freedom of religion or conscience.
Freedom of assembly	<input type="checkbox"/>	<input type="checkbox"/>	X	No restrictions are placed on right to freedom of peaceful assembly and to associate with others, including the right to form and join a trade union.
Right to a fair trial	<input type="checkbox"/>	<input type="checkbox"/>	X	No restrictions are placed on right to a free trial.
Right to privacy	<input type="checkbox"/>	<input type="checkbox"/>	X	No restrictions are placed on right to privacy.

Right to vote	<input type="checkbox"/>	<input type="checkbox"/>	X	No restrictions are placed on right to vote.
Right to an adequate standard of living	<input type="checkbox"/>	<input type="checkbox"/>	X	No restrictions are placed on right to an adequate standard of living.
Right to food, housing, sanitation and water	<input type="checkbox"/>	<input type="checkbox"/>	X	No restrictions are placed on right to food, housing, sanitation and water.
Right to education	<input type="checkbox"/>	<input type="checkbox"/>	X	No restrictions are placed on right to education.
Rights at work	<input type="checkbox"/>	<input type="checkbox"/>	X	No restrictions are placed on rights at work.

1.2 Will this activity impact on any protected characteristic group (as defined by the Equality Act 2010)? Please provide evidence.

Any negative impacts should be referred to the University's Equality, Diversity & Inclusion Adviser.

	Positive	Negative	None	Evidence
Age	X	<input type="checkbox"/>	<input type="checkbox"/>	Through our strategy we commit to the promotion and advancement of EDI through: the work of our Equality and Diversity Sub-Committee, ensuring KE&I policies and practices align with the National Equality Outcomes; providing all students with a level of entrepreneurship education, regardless of their characteristics with initiatives such as the RGU Innovation Award; conducting a base-line exercise, considering the characteristics of start-ups and spin-outs in 2024/25 and developing an appropriate plan to widen and support participation in future years; and bespoke entrepreneurship programmes for under-represented groups, as an example our 60+ programme offered as part of the TalEntEd Islands Growth Deal entrepreneurship programme.

Disability	<input type="checkbox"/>	<input type="checkbox"/>	X	Through our strategy we commit to the promotion and advancement of EDI through: the work of our Equality and Diversity Sub-Committee, ensuring KE&I policies and practices align with the National Equality Outcomes; providing all students with a level of entrepreneurship education, regardless of their characteristics with initiatives such as the RGU Innovation Award; conducting a base-line exercise, considering the characteristics of start-ups and spin-outs in 2024/25 and developing an appropriate plan to widen and support participation in future years.
Ethnicity	<input type="checkbox"/>	<input type="checkbox"/>	X	Through our strategy we commit to the promotion and advancement of EDI through: the work of our Equality and Diversity Sub-Committee, ensuring KE&I policies and practices align with the National Equality Outcomes; providing all students with a level of entrepreneurship education, regardless of their characteristics with initiatives such as the RGU Innovation Award; conducting a base-line exercise, considering the characteristics of start-ups and spin-outs in 2024/25 and developing an appropriate plan to widen and support participation in future years.
Gender Reassignment	<input type="checkbox"/>	<input type="checkbox"/>	X	Through our strategy we commit to the promotion and advancement of EDI through: the work of our Equality and Diversity Sub-Committee, ensuring KE&I policies and practices align with the National Equality Outcomes; providing all students with a level of entrepreneurship education, regardless of their characteristics with initiatives such as the RGU Innovation Award; conducting a base-line exercise, considering the characteristics of start-ups and

				spin-outs in 2024/25 and developing an appropriate plan to widen and support participation in future years.
Marriage & Civil Partnership	<input type="checkbox"/>	<input type="checkbox"/>	X	Through our strategy we commit to the promotion and advancement of EDI through: the work of our Equality and Diversity Sub-Committee, ensuring KE&I policies and practices align with the National Equality Outcomes; providing all students with a level of entrepreneurship education, regardless of their characteristics with initiatives such as the RGU Innovation Award; conducting a base-line exercise, considering the characteristics of start-ups and spin-outs in 2024/25 and developing an appropriate plan to widen and support participation in future years.
Pregnancy & Maternity	<input type="checkbox"/>	<input type="checkbox"/>	X	Through our strategy we commit to the promotion and advancement of EDI through: the work of our Equality and Diversity Sub-Committee, ensuring KE&I policies and practices align with the National Equality Outcomes; providing all students with a level of entrepreneurship education, regardless of their characteristics with initiatives such as the RGU Innovation Award; conducting a base-line exercise, considering the characteristics of start-ups and spin-outs in 2024/25 and developing an appropriate plan to widen and support participation in future years.
Religion or Belief	<input type="checkbox"/>	<input type="checkbox"/>	X	Through our strategy we commit to the promotion and advancement of EDI through: the work of our Equality and Diversity Sub-Committee, ensuring KE&I policies and practices align with the National Equality Outcomes; providing all students with a level of entrepreneurship education, regardless of their characteristics with initiatives

				such as the RGU Innovation Award; conducting a base-line exercise, considering the characteristics of start-ups and spin-outs in 2024/25 and developing an appropriate plan to widen and support participation in future years.
Sex	X	<input type="checkbox"/>	<input type="checkbox"/>	Through our strategy we commit to the promotion and advancement of EDI through: the work of our Equality and Diversity Sub-Committee, ensuring KE&I policies and practices align with the National Equality Outcomes; providing all students with a level of entrepreneurship education, regardless of their characteristics with initiatives such as the RGU Innovation Award; conducting a base-line exercise, considering the characteristics of start-ups and spin-outs in 2024/25 and developing an appropriate plan to widen and support participation in future years; and bespoke entrepreneurship programmes for under-represented groups, as an example our Women in Business programme which addresses some of the barriers to entrepreneurship identified in the Ana Stewart report.
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	X	Through our strategy we commit to the promotion and advancement of EDI through: the work of our Equality and Diversity Sub-Committee, ensuring KE&I policies and practices align with the National Equality Outcomes; providing all students with a level of entrepreneurship education, regardless of their characteristics with initiatives such as the RGU Innovation Award; conducting a base-line exercise, considering the characteristics of start-ups and spin-outs in 2024/25 and developing an appropriate plan to widen and support participation in future years.

Step 2: Ethics Impact Assessment

2.1 Will this activity impact the University's ethical standards? Please provide evidence.

Any negative impacts should be referred to the University's Policy Adviser at policy@rgu.ac.uk.

	Positive	Negative	None	Evidence
Duty	<input type="checkbox"/>	<input type="checkbox"/>	X	No positive or negative impacts however the KE&I Strategy is fully aligned to the University's Mission, Strategy, and charitable objectives and the SFC's KEIF requirements.
Selflessness	<input type="checkbox"/>	<input type="checkbox"/>	X	No positive or negative impacts however the KE&I Strategy is fully aligned to the University's Mission, Strategy, and charitable objectives and the SFC's KEIF requirements.
Integrity	<input type="checkbox"/>	<input type="checkbox"/>	X	No positive or negative impacts however the KE&I Strategy is fully aligned to the University's Mission, Strategy, and charitable objectives and the SFC's KEIF requirements.
Objectivity	<input type="checkbox"/>	<input type="checkbox"/>	X	No positive or negative impacts however the KE&I Strategy is fully aligned to the University's Mission, Strategy, and charitable objectives and the SFC's KEIF requirements.
Accountability and Stewardship	<input type="checkbox"/>	<input type="checkbox"/>	X	No positive or negative impacts however the KE&I Strategy is fully aligned to the University's Mission, Strategy, and charitable objectives and the SFC's KEIF requirements.
Openness	<input type="checkbox"/>	<input type="checkbox"/>	X	No positive or negative impacts however the KE&I Strategy is fully aligned to the University's Mission, Strategy, and charitable objectives and the SFC's KEIF requirements.
Honesty	<input type="checkbox"/>	<input type="checkbox"/>	X	No positive or negative impacts however the KE&I Strategy is fully aligned to the University's Mission, Strategy, and charitable objectives and the SFC's KEIF requirements.

Leadership	<input type="checkbox"/>	<input type="checkbox"/>	X	No positive or negative impacts however the KE&I Strategy is fully aligned to the University's Mission, Strategy, and charitable objectives and the SFC's KEIF requirements.
Respect	<input type="checkbox"/>	<input type="checkbox"/>	X	No positive or negative impacts however the KE&I Strategy is fully aligned to the University's Mission, Strategy, and charitable objectives and the SFC's KEIF requirements.

Step 3: Sustainability Impact Assessment

3.1 How will this activity meet the following strategic aims of the University? Please provide evidence.

Any negative impacts should be referred to the University's Energy and Sustainability Manager.

	Positive	Negative	None	Evidence
Grow and diversify sources of revenue to reduce reliance on public funding and provide strategic investment needs	X	<input type="checkbox"/>	<input type="checkbox"/>	Through implementation of the Strategy, we seek to both grow and diversity income, as reflected in the forecast data provided. The strategy also prioritises where RGU can draw on its strengths to leverage and maximise return on investment in key areas.
Achieve the University's purpose through efficient and focused sustainable operations	<input type="checkbox"/>	<input type="checkbox"/>	X	No positive or negative impact however sustainability is considered as part of the assessment of all KE&I activities and there is opportunity for RGU to maximise the use of its Digital Innovation Lab to inform sustainable campus operations/developments.
Fulfil the University's responsibility to reduce the environmental impact of its operations	<input type="checkbox"/>	<input type="checkbox"/>	X	No positive or negative impact however RGU's contribution and commitment to the energy transition is stated throughout the KE&I Strategy, as an example our leading Energy Transition Institute expertise and thought

				leadership in workforce dynamics for the energy sector and advising Government on a just and fair transition.
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Step 4: Privacy Impact Assessment

4.1 Does the activity mandate the direct collection and/or processing of personal data?

- ☒ No – if you are certain this activity will not involve any processing of personal, please move to Step 5.
- ☐ Yes – contact dp@rgu.ac.uk for further guidance.

Data Protection Comments:

Step 5: Sign Off

If any negative impact has been identified, the relevant University departments should be consulted, and evidence recorded on steps to remove or reduce the impact. If it is necessary to implement the activity with a negative impact this must be signed off by the relevant Policy Owner/Executive member prior to the policy going for approval.

- ☒ No negative impact recorded.
- ☐ Negative impact removed – recorded above.
- ☐ Negative impact carried – recorded above.