

The logo features a dark blue background with a faint map of Scotland. Overlaid on the map are several concentric, semi-transparent circles in shades of blue and yellow. The text 'University of the Highlands & Islands' is prominently displayed in the center-left area.

University of the Highlands & Islands

Knowledge Exchange
and Innovation

Strategic Directions

2024-2030

Section A: Overview

1. Institutional context



We are a regionally based, fully tertiary institution, covering the entirety of the Highlands and Islands, Perthshire and Moray (approximately two thirds of the landmass of Scotland). By fully tertiary we mean that we are the only Scottish institution that provides further education, higher education, research and knowledge exchange. The provision of this full suite of academic activities provides greater power to achieve societal and economic change. In addition, we are fully integrated into communities across our regions with forty learning centres spread across the geographical boundaries of this important Scottish region. Our mission, as articulated in our Strategic Plan 2030, focuses on delivering prosperity to our regions.

UHI's Mission is: To have a transformational impact on the people, communities and economy of our regions.

UHI's transformative impact will be achieved through a combination of policy advocacy and thought leadership whereby we leverage academic expertise, research findings, policy analysis and the lived experiences of community members in the production of compelling place and evidence-based policy recommendations, sustainable development practices and innovative stakeholder engagement strategies. UHI is focused on facilitating multi-sectoral impacts in the region which are in turn aligned to

the policy programmes of the National Strategy for Economic Transformation (NSET) and the four broad themes of the National Innovation Strategy (NIS), and Global programmes and themes such as the UN Sustainable Development Goals (SDGs). UHI's KE&I strengths, and greatest potential for impact, innovation and entrepreneurial advancement, can be found in Marine and Aquaculture, Environmental Conservation, Cultural Heritage Conservation, and Health and Wellbeing.

UHI's USP is its reach and depth in terms of serving some of the U.K.'s remotest communities through our FE and HE programmes. Our mission is closely aligned with wellbeing economy ambitions to ensure that the communities we serve are thriving across economic, social, cultural and environmental dimensions.

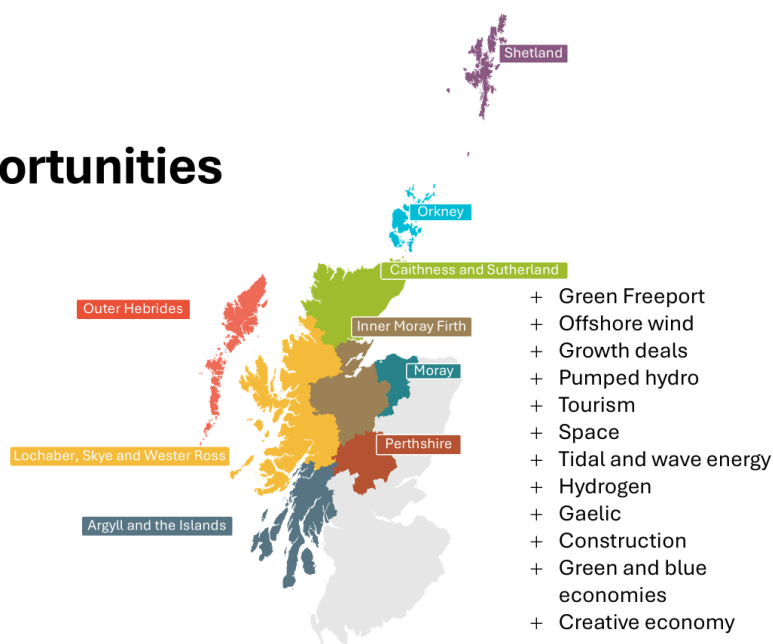
2. Overview of strategic ambitions



Economic opportunities

UHI's role

- + Education
- + Training and skills
- + Research
- + Innovation
- + Community empowerment



Our ambition is to embed research and KE within a Tertiary Education Ecosystem with the University's mission of achieving transformational change across our regions. This challenge/impact focussed approach will identify key challenges and opportunities by economic and industrial sector, and then seek to identify how our FE, HE, Research and Knowledge Exchange and Innovation can operate in a co-ordinated and strategic manner (and in partnership with other institutional stakeholders), to achieve greatest

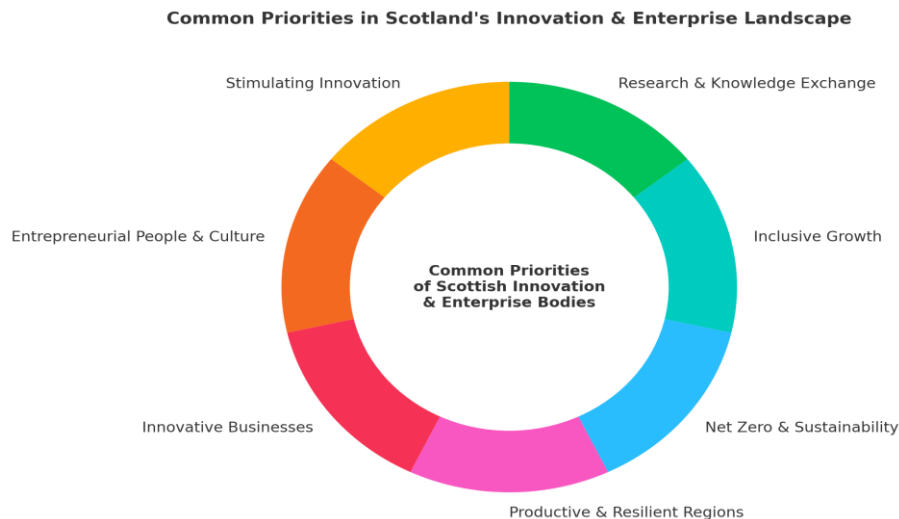
impact. This means embedding our KE & I in what we are terming Integrated Tertiary Sector Plans. In the context of this ecosystem, KE&I strategy will be articulated across two phases.

Phase one (2024/25-2025/26) will refresh our Research and KE&I strategy. We will amalgamate and refresh our current KEIF-funded Knowledge Exchange Sector Groups to bring greater institutional focus on identified challenges and opportunities, improved alignment with FE and HE strengths and needs, and regional relevance to our KE&I activities. We will also review our KE&I and wider commercialisation and business capacity building and training portfolio for staff and students to ensure that they align with UHI's institutional priorities. The latter will be done in collaboration with regional KE&I and other business sector partners (e.g., HIE, Converge, Interface, TechScaler, Elevator, KTP-North of Scotland etc.). We will also develop a proposal to the Scottish Government for a Shared Tech Transfer Office with other Scottish HEIs to enhance support for Staff and Students spinouts, which we have limited resources, as a single HEI, to support.

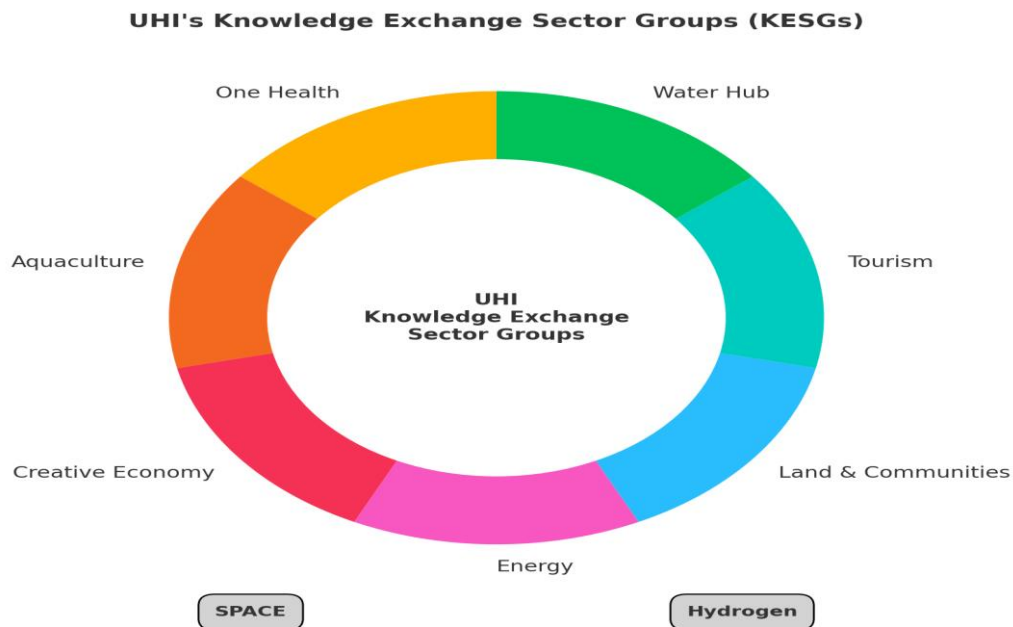
In Phase two (2026/27- 2029/30) our portfolio of Knowledge Exchange Sector Groups will have been refreshed, with the addition of new groups focusing on hydrogen and the space industry. We will further develop the infrastructure for KE&I across our Academic Partners through the tertiary education ecosystem which will support all KE&I activities, including a responsive, market-led, KE&I-focused CPD programme, to respond to regional needs. In addition, our KE&I activities across both our FE and HE curricula will be integrated into our Entrepreneurial Campus Blueprint programme which will embed entrepreneurialism at all levels of study with a focus on supporting KE&I activities in general (mapped to KEIF metrics) and staff and student start-ups, in particular.

These two phases will be embedded within our fully tertiary, sector-focused Research and KE Strategy (2025-2030). The latter will be a first for Scotland, it will showcase UHI's uniqueness as Scotland's only fully tertiary university articulated across seven regional hubs.

3. Alignment to Scottish Government priorities



UHI is in the process of developing a fully tertiary approach to everything we do, including research and KE. It is through our tertiarity that we will achieve the focus required to respond to Scotland's Innovation priorities and those of regional enterprise bodies operating in our regions. UHI will achieve this alignment through ensuring our KE&I activities and our education and skills development programmes respond to the key challenges and opportunities of our regions. We will achieve this ambition through ensuring that three of our emergent strategic programmes, namely UHI's: tertiary research and KE strategy, our sector-focused tertiary curriculum development strategy and our new regional economic strategy reflect national priorities, for example, net zero, health and well-being, business development and supporting creative, cultural and heritage industries. These developments provide the institutional infrastructure that will further enable our challenge-focused responsiveness to regional and national opportunities. Skills development and CPD will become more significant areas of intersection between all three of our emergent strategies.



The additionality that KEIF funding provides for UHI will be greatly enhanced in the context of this fully tertiary education ecosystem, with the majority of KEIF funding supporting our KE Sector Groups (KESGs) and into the UHI Challenge Fund which KESGs are able to competitively apply for – to undertake sector-focused KE&I projects. The KESGs offer will be enhanced through further calibrating their foci and activities to map onto KEIF metrics, which are in turn derived from the Scottish Government's (Innovation Strategy) priorities which in turn reference the priorities of UKRI, HIE and SE priorities.

The above will be achieved in partnership with key regional agencies (public sector, industry and third sector organizations) through which we will collectively articulate our regional commitment by embedding a highly responsive FE & HE innovation ecosystem in our regions aligned with our new regional economic development plan.

Section B. KE&I Capacity

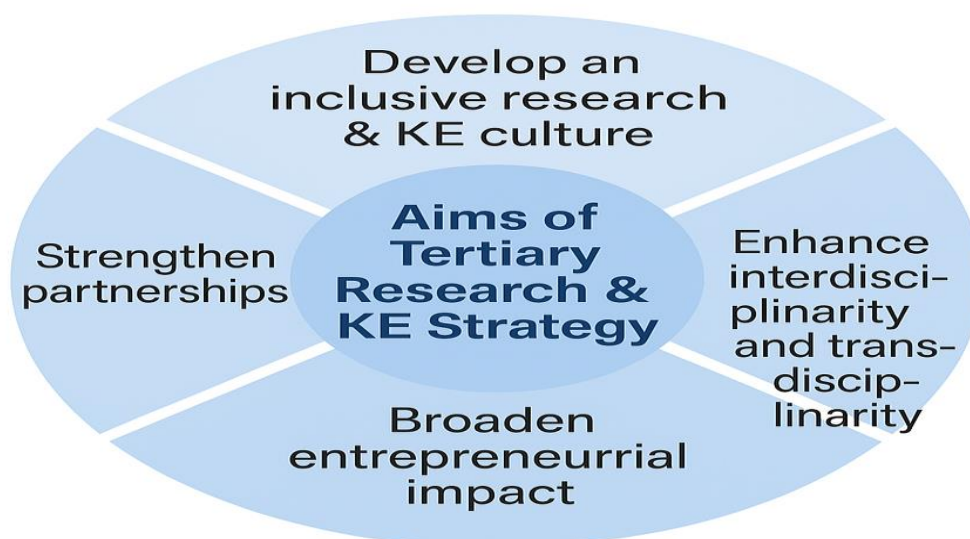
4. Platform Grant

UHI will make an estimated in-kind contribution of 63.44 FTE staff not directly funded by KEIF who support KE&I (see section 6, below on our plans for strategically coordinating this significant staff resource with KE responsibilities).

The Platform Grant will be deployed to bring further focus, coordination and dynamism to our sector-focused approach which has been designed to enhance our capacity for developing innovative entrepreneurial solutions in partnership with our key stakeholders and in response to regional challenges.

Improved performance will be achieved through refreshing our portfolio of Platform Grant funded Knowledge Exchange Sector Groups to enhance their regional relevance. For example, in interdisciplinary environmental and health challenges and green skills development in support of Net Zero. We will also develop new KE sector group in support of the Hydrogen and Space industries in our regions. We will continue with our regionally focused economic development support, bespoke and generic KE&I training, KE&I CPD provision and through the coordination of resources across the UHI Partnership, especially UHI's KEIF-funded 'Challenge fund' to support the transition of projects into innovation vouchers, start-ups, KTPs, and through participation in business and innovation competitions. In addition, commercialisation capacity will be enhanced through the proposed development of a proposal to the Scottish Government for a shared Tech Transfer Office that UHI will develop with other Scottish HEIs to support staff and student spinouts (see section 7 below).

5. Overall capacity for KE&I



There are 8.9 FTE staff across the partnership directly supported by KEIF, the remaining KEIF funding is focused directly on KE&I activities. In addition, an estimated 63.44 FTE staff not directly funded by KEIF, support KE&I across the partnership servicing our regional activities.

We have plans, as recorded in our additional KPIs, to bring greater coordination to this considerable KE&I and enterprise staff resource (directly and not directly funded by KEIF) at UHI. This will include ensuring that each tertiary sectors plan draws together our curriculum, our research and KE, and our new regional economic development plans into an integrated set of activities designed to maximise economic and societal impact in that specific sector context.

Once the common sectors are identified, academic and professional services colleagues directly supported by KEIF and not directly supported by KEIF will be organised into cross-partnership sectoral hubs, which will include our KESGs, curriculum developers and economic development specialists – these hubs will bring a fully tertiary orientation to responding to regional priorities, challenges and opportunities.

Section C: Outcome Grant activities

6. KE metric activity



KE&I has a key role to play in UHI achieving our mission of having a transformative impact on our regions. KEIF funding will provide crucial investment to enable UHI to continue to play to our strengths and attempt to improve, where possible, the areas needing further development to enable us to address the challenges and opportunities that exist in our regions.

UHI will continue to deploy KEIF funding in a distributed, sector-focused way, through our interdisciplinary KESGs. The KESGs and sectoral hubs will exemplify placed-based collaboration with key (public, private and voluntary) sector stakeholders working in our regions. It is through these partnerships and the mutual goals that underpin them that we translate research, practice, and knowledge into beneficial outcomes for our communities.

The tertiary education ecosystem that will support our KE&I activities is, and increasingly will be, an outward-looking, and industry-indexed ecosystem in terms of its responsiveness to the key challenges facing our regions. For example, population attraction and retention, renewable and affordable energy, marine aquaculture, digital technology and connectivity, agriculture technology and food innovation, sustainable tourism and hospitality, health and well-being, environmental conservation and cultural heritage preservation. These key challenges map onto the Scottish Government's research and innovation challenges which focus on fostering a dynamic,

inclusive, and sustainable well-being economy by driving research, collaboration, and entrepreneurship.

UHI is well placed to respond to these priorities through being fully tertiary in everything we do, including KE&I. We will be able to engage even more deeply with the communities and businesses that share spaces and places with our forty learning centres across our regions.

In terms of KEIF metrics, UHI's KE&I strategy is designed to deliver moderate growth across enterprise schemes, research and CPD. We will also redouble our efforts to reestablish our levels of income for consultancy and outreach activities that were previously higher than current levels, with those activities failing to recover sufficiently post-COVID. The more obvious shift in focus for UHI is in staff and student start-ups and spinouts. There are promising signs of staff-related activities in these areas (since submission on 31st January 2025). However, HE student spin outs and start-ups are a major priority for us, requiring a shift in focus and strategic investment including developing a proposal to the Scottish Government for sharing key resources and expertise with other HEIs that UHI currently does not have (see section 7, below).

To achieve this our KE&I strategy will be developed in tandem with enabling frameworks designed to foster collaboration, drive impactful outcomes, and ensure strategic priorities are effectively implemented across our Academic Partners, (see section 6, above). Through so doing each interdisciplinary Knowledge Exchange Sector Group will have its own targets and key performance indicators which will be aligned with UHI institutional KE&I KPIs which will, in turn, be aligned with KEIF Metrics.

The KEIF metrics and their weightings, and the 4 years of actual data included in Annex B have contributed to an institutional impetus on the part of UHI to introduce new ways of working across our academic partners. Some of these new ways of working have been included in our additional KPIs, in Annex B, for example, forging closer collaboration with KE&I engaged colleagues across our federated structure through our tertiary education ecosystem, through so doing KE&I will become an integral pillar in UHI's strategic regional responses.

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

Our ambitions for enhancing the entrepreneurial support that UHI currently provides for its staff and students will be achieved through developing a KE&I strategy that brings greater vision and alignment across KE&I activities and support provided by UHI Academic Partners through developing an internal ecosystem dedicated to responding to KE, innovation and enterprise opportunities articulated with our existing and future

(e.g., space industry and hydrogen) KESGs, our sector focused curriculum development strategy and our Entrepreneurial Campus blueprint activity to ensure that there is greater coordination across the UHI partnership to maximise outcomes across our campuses and regional hubs enabling us to align more closely with national entrepreneurial programmes, for example, Converge, Skillfluence and Elevator to ensure that student-led activities and projects have enhanced chances of progression to start-up, attract investment and have their profiles raised.

UHI has the potential to improve opportunities for transitioning KE&I activities into commercial opportunities, such as staff and student spinouts and start-ups. The support that we currently offer could be enhanced regarding its responsiveness to the needs and priorities that have been introduced by the Scottish Funding Council for the latter activities. As such, our ambitions are to develop a balanced approach suitable to UHI and UHI's resources and levels of expertise with regards to student and staff start-ups, rather than spinouts (which are the riskier, and more resource intensive of the two). With regards, to staff and student start-ups we plan to stimulate more activities in this area through the implementation and delivery of bespoke training programmes and through developing accessible toolkits for developing start-ups. The latter training events will focus on 'train the trainer' programmes to create an ecosystem of support across our Academic Partners and our stakeholder organisations in the region. There are early signs that this support is working, since the original submission we are now more confident to reveal that it is likely that we will be supporting three staff start-ups/ spin outs in key regionally important domains, all three projects are being supported through the Research to Value programme.

In terms of student start-ups spinouts, we believe that there is significant potential for growth. Although we are very successful in supporting FE-student start-ups and spinouts, this success has not been seen in HE students. The latter is a strategic area for UHI to develop. However, UHI cannot adequately respond to our ambitions in this area of activity as a single HEI. As such, our KE ambitions will be realised through the co-development of an application to the Scottish Government for support for a shared Technology Transfer Office (TTO) with four Scottish HEIs (GSA, QMU, Royal Conservatoire and Abertay). As well as the shared TTO the University is also engaging with the Challenge Group on their Impact Venture Pilot application to the Ecosystem fund.

These opportunities, applications and collaborations have the potential to provide the step-change that UHI desires in terms of enabling our staff and students with commercialising ambitions to be successful.

Our HE student start-up and spinout forecasts reflect the results that we think we can achieve with the support of the shared TTO (refer to start up and spinout spreadsheet).

Section D: Wider KE&I activities

8. Wider Societal Impact

UHI is more than a traditional university. We pride ourselves on delivering FE and HE across forty learning centres engaging 36000 students. Our institutional philosophy is based on our founding values of creating sustainable education for students of all ages and abilities. We are passionate about the regions we serve, and we demonstrate our commitment to them through providing an excellent student experience and by offering flexible supported learning across all levels of study.

This ethos of serving our communities is embedded in the development of our fully tertiary research and KE strategy, tertiary curriculum strategy and economic development strategy which in combination are designed to enable UHI to have a transformational impact on the people, communities and economies of our regions.

Our non-income generating KEIF funded KE&I activities have an important contribution to social and economic value to our regions through raising awareness and raising aspirations of our students, our staff and the wider communities that we serve, for and about, the development of innovative solutions that respond to the social, cultural, economic and environmental challenges that exist in our regions.

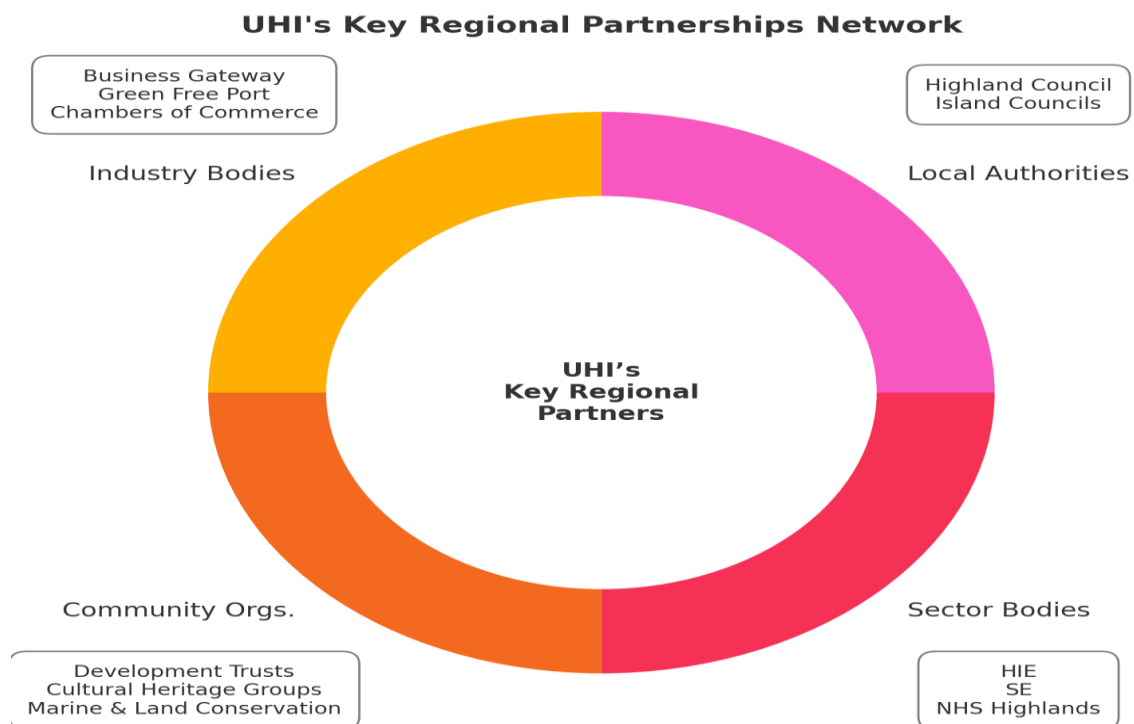
Through also putting our energies into non-income generating KE&I activities we in turn support wider societal impacts through stimulating, upstreaming and catalysing an entrepreneurial and intrapreneurial mindset amongst our staff, students and the wider communities across our regions. The latter will be achieved through developing an enhanced public engagement offer across the partnership throughout collaboration with the National Co-ordinating Centre for Public Engagement (NCCPE).

In partnership with NCCPE we will collaborate with business, industry, the public sector and the third sector regional stakeholders, to introduce **sectoral stakeholder events** designed to co-create the fertile conditions for stimulating new market opportunities, promote enhanced service delivery and business productivity and lead to job creation, and thus, contribute to both social and economic development in our regions.

To respond to these opportunities, in phase one of our KE&I strategy we will provide UHI's KESGs with additional funding for public engagement and business engagement activities such as events, promotions, meetings, and a challenge/seed corn fund.

It is UHI's ambition, to embed an entrepreneurial mindset across our staff and student bodies the purpose of which is to reinforce the already existing Highlands and Islands mentality of opportunistic innovation and inventiveness in response to living in a challenging environment as well as supporting Gaelic – language within our KE activities where possible.

9. Collaboration



We will facilitate the emergence of a more cohesive approach to supporting KE&I in the context of our tertiary education ecosystem across UHI's regions through the following four areas of activity:

1. Enhance our KE&I expertise and increasing the visibility of, and accessibility to, our KE&I expertise

This will be achieved through collaborating closely with key enterprise agencies (Highlands and Islands Enterprise, in particular), Scottish Government, business

networks, Converge, Interface, and others. We will achieve this through UHI becoming a hub and catalyst for HE&I activities across its HE and FE provision.

This will involve working closely with the latter enterprise agencies to; (i) build the Entrepreneurial and Intrapreneurial capacity and capability of our staff and students, (ii) enhance businesses' and other organisations' access to the KE&I expertise across UHI through bringing all of our KE and entrepreneurial activities under a KE&I Virtual Hub and associated internal SharePoint sites and a new user-friendly, publicly available websites which will be comprehensively linked to a new Research & KE website.

2. Increase our engagement with KE&I sectoral knowledge

At a Scottish and U.K. Government level we will make greater strategic use of our enterprise partners' sectoral knowledge to promote greater innovation in the economies of UHI's regions. We will achieve this through working in partnership with key Enterprise agencies, such as Highlands and Islands Enterprise, Interface and Converge. Our focus will be to make significant and positive change in the way entrepreneurial opportunities are promoted and delivered to staff, students, and businesses through these collaborative networks.

3. Build the ecosystem to achieve UHI's transformative mission in its regions

We are confident that our KE&I ambitions which will be achieved in partnership with our enterprise partners will deliver the transformative impact UHI desires to have on the people, communities and economies of our regions. We will achieve these ambitions through bringing more focus to our research and KE activities informed by a challenge-based and regional focus.

This will be infused with a well-being economics ethos which is dedicated to bringing prosperity, hope and ambition under the terms of the Scottish Governments' inclusive growth programme. The latter activities will be supported in collaboration with our enterprise agency, and industry partners indexed to the economic opportunities and challenges in our regions.



UHI is a regional university. We serve some of the remotest communities in the UK through our provision of FE and HE across seventy campuses across the Scottish Highlands and Islands, Morayshire and Perthshire. For UHI ‘Learning means more’, and KE&I, also means more. UHI’s Research and KEI priorities have been developed for the purpose of responding to the social, cultural, economic and environmental challenges and opportunities of our regions (and the global community through championing of the UN’s SDGs). UHI is not just an anchor institution, in the singular, place-based sense of, for example, serving the needs of a city and its hinterland. UHI serves a vast territory across its regions and is, with very few exceptions, the only FE and HE provider in some of the U.K.’s remotest regions.

UHI’s major KE&I contribution will be in its promotion of a collaborative, challenge-based, solution-focused ethos in our regions. UHI’s primary regional responsibility in terms of KE&I is to co-create place-based innovative solutions to the challenges facing our regions that will have real world benefits for the communities we serve. Our primary ambition is to create an ecosystem of innovation that supports communities and businesses in our region to thrive.

Our fully tertiary Research and KE strategy is being developed in parallel with our tertiary ‘sector-focused’ curriculum plan, and our new economic development plan. These will become a mutually reinforcing sector focused trinity at the heart of UHI.

Section E: Equality, Diversity and Inclusion

11. Embedding and promoting EDI

UHI will implement the following strategies to ensure our KEIF funded activities embed EDI principles. We will:

1. incorporate diversity and inclusion principles into the design and delivery of KE&I programme of activities.
2. ensure that mentors, trainers, and speakers included in our wider KE&I programme of activities are representative in terms of gender and diverse ethnic and linguistic backgrounds.
3. make sure that in-person and on-line training programs and facilities are accessible to individuals from diverse backgrounds, including those with disabilities.
4. offer Bias Awareness Training and resources to all frontline KE&I academic and Professional Services staff delivering our programme of activities, including in the

assessment of applications for support/funding, competition and awards and dealing with the public at public engagement events.

5. establish support networks and mentorship programs that specifically focus on supporting individuals from under-represented groups to participate in our programme of activities.

6. implement mechanisms to monitor the inclusivity of programs, gather feedback from participants, and continuously improve our activities based on the feedback received.

7. engage with diverse communities both within and outside of UHI to promote participation in KE&I activities, including collaboration with community organizations to reach a wider pool of participants.

8. promote Inclusive Entrepreneurship through providing support and resources specifically tailored to entrepreneurs and intrapreneurs from under-represented groups, including Scottish Gaelic, Scots Language and other regional dialects appropriate to our institution, to encourage their engagement.

9. recognize and celebrate diversity within our innovation and entrepreneurship activities, including showcasing success stories from individuals from diverse backgrounds to inspire others.

12. EIA

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

Yes.

Section F: KE&I Culture

13. Promoting positive KE&I culture



We will ensure a positive KE&I ecosystem through:

1. Engaging with key enterprise agency partners to introduce KE&I networking events, pitch competitions and conferences to connect staff and student entre/intrapreneurs with potential investors, collaborators, customers and communities.
2. Enhance the coordination of academics and professional services staff with KE&I responsibilities in terms of sector-focused KE and curriculum development hubs supporting both FE and HE KE&I activities across the Partnership.
3. Refresh our Knowledge Exchange Sector Groups ensuring their remits are KEIF metric aligned.
4. Promoting an entrepreneurial mindset among staff and students by offering entre/intrapreneurship courses, workshops, and networking opportunities to cultivate a culture of innovation.
5. Offering seed funding, grants, and funding opportunities to support early-stage ventures and research projects with commercial potential.
6. Providing guidance and support for researchers and entre/intrapreneurs in managing intellectual property rights and navigating the open innovation/commercialization process.

7. Offering mentorship, coaching, and advisory support from experienced entre/intrapreneurs, industry experts, and alumni to support startups.
8. Recognizing and celebrating successful knowledge exchange, enterprise, and commercialization initiatives to inspire and motivate others to pursue similar paths.
9. Assessing the impact of our KEIF funded programme and continuously improving our KE&I offer to support KE, enterprise growth and commercialization across UHI's regions.

14. Knowledge Exchange Concordat principles

UHI confirms its commitment to the eight guiding principles of the KE Concordat.

Equality impact assessment (EIA)

Equality Impact Assessment is a legal requirement as set out in the Equality Act (2010) and the Equality Act 2010 (Specific Duties) (Scotland) regulations 2012 and may be used as evidence for cases referred for further investigation for compliance and governance issues.

This document has four sections. Please supply the required information for each section.

Section 1: EIA information

1. **Department/section:** Knowledge Exchange and Innovation (KE&I) Strategy
2. **Funding Source:** Scottish Funding Council's Knowledge Exchange and Innovation Fund (KEIF)
3. **Author/Owner:** [REDACTED]
4. **Signature:**
5. **Date:** 13 January 2025
6. **Review date:** January 2026

Section 2: background

1. **What is the title of the proposed activity / decision / new or revised policy or procedure?**

The title of this proposed activity is the Knowledge Exchange and Innovation (KE&I) Strategy

2. **What is the aim of proposed activity / decision / new or revised policy or procedure? Please provide as much detail as you can.**

The KE&I Strategy that UHI is developing is in response to the Scottish Funding Council's Knowledge Exchange and Innovation Fund (2024-2031) will actively respond to the three public sector equality duties outlined in the Equality Act 2010 by:

Eliminating Unlawful Discrimination, Harassment, and Victimization through:

- Embedding anti-discriminatory practices in all knowledge exchange activities.
- Providing clear guidelines and training to staff and external partners on equality, diversity, and inclusion (EDI).

- Establishing mechanisms to identify and address discrimination or exclusion promptly.

Advancing Equality of Opportunity, through:

- Ensuring that opportunities for participation in knowledge exchange are accessible to individuals and groups with protected characteristics.
- Actively addressing barriers to participation, including financial, physical, and systemic challenges.
- Supporting underrepresented groups through mentoring, targeted funding, and leadership development initiatives.

Promoting Good Relations, through:

- Fostering collaboration and mutual respect among diverse stakeholders, including students, staff, external partners, and local communities.
- Celebrating diversity through events and case studies that highlight contributions from individuals with protected characteristics.
- Actively challenging stereotypes and biases that may inhibit inclusive knowledge exchange and innovation.

By embedding these principles, the KE&I Strategy seeks to ensure that knowledge exchange not only drives economic and social innovation but also serves as a platform for promoting equality, fostering inclusive growth, and reducing inequalities amongst UHI's staff, students and our stakeholders and collaborators.

Overview of the KE&I Strategy

The strategy aims to:

- Foster partnerships between academia, industry, and communities.
- Promote the translation of research into societal and economic benefits.
- Support innovation ecosystems for staff and students to address regional challenges and opportunities.

- 3. Who will be affected? Please add the appropriate letters (P for Positive, N for Negative and N/I for neutral impact) to show the impact of the proposed action on each characteristic or staff and students with relation to 1. Eliminating discrimination, 2. Advancing quality of opportunity and 3. Promoting and fostering good relations.**

| Impact | A g e | Disa bility | Gender reassign ment | Marriage / Civil Partnership* | Pregnancy and maternity | R a c e | Reli gion or beli ef | S e x | Sexua l orient ation | Soci o- econ omic & Soci al Clas s |
|--------------------------------------|-------------|----------------|----------------------------|----------------------------------|-------------------------------|------------------|----------------------------------|-------------|-------------------------------|--|
| 1. Eliminating discrimination | P | P | P | P | P | P | P | P | P | P |
| 2. Advancing equality of opportunity | P | P | P | P | P | P | P | P | P | P |
| 3. Promoting good relations | P | P | P | P | P | P | P | P | P | P |

Section 3: impact

Scope of Impact

The strategy encompasses activities that:

1. Engage with diverse stakeholders (students, staff, businesses, third-sector organizations, and local communities).
2. Promote equitable access to resources and opportunities for collaboration.
3. Ensure inclusivity in knowledge exchange practices, focusing on underrepresented groups in academia and innovation.

Key Considerations

1. Data Collection and Monitoring

KE&I activities (including activities funded through SFC, KEIF) will endeavor to collect and analyze demographic data on participants and beneficiaries to ensure that groups are not disproportionately excluded from the strategy's activities. Data sources will include:

- Recruitment and participation in knowledge exchange programs and activities.
- Engagement levels from underrepresented groups (including groups with protected characteristics).

2. Accessibility and Inclusion

Steps will be taken to ensure accessibility of KE&I activities, this could include:

- Providing resources in accessible formats (e.g., braille, large print, and digital accessibility).
- Ensuring physical spaces meet accessibility standards.
- Offering financial support, when possible, to reduce barriers for underrepresented groups.

3. Outreach and Engagement

The strategy will prioritize outreach to marginalized and disadvantaged groups through:

- Collaborative partnerships with community organizations.
- Targeted communications to ensure visibility and understanding of opportunities.
- Mentoring and capacity-building programs for underrepresented participants.

4. Inclusive Leadership and Governance

The governance structure will include representatives from diverse backgrounds to reflect and champion inclusivity throughout the decision-making process.

5. Evidence, Review and Mitigations

We will ensure that the evidence sources that we will rely on to identify potential positive, negative and neutral impacts on the protected characteristics of staff and students (e.g., event participant evaluations and end of project reports and reviews) will include a section for generic EDI monitoring as well as a specific section designed to gauge potential negative impact on the protected characteristic of staff and students. Through so doing we will be able to review the evidence to understand where the impacts of our activities are positive, neutral or negative with regard to the protected characteristics of our staff and students.

Evidence of the types of **positive impacts** we anticipate are some of the following:

- Increased engagement and representation of women, ethnic minorities, disabled individuals, and other underrepresented groups in knowledge exchange and innovation activities.
- Enhanced capacity for collaboration among diverse stakeholders, fostering a culture of inclusion.
- Creation of equitable opportunities for participation and leadership in research and innovation.

Evidence of the types of **neutral impacts** we anticipate are some of the following:

- Access to Knowledge Exchange Opportunities. This will be achieved through the KE&I strategy providing equal access to innovation and collaboration initiatives without explicitly targeting or excluding specific groups based on protected characteristics.
- Standardized Policies and Procedures. This will be achieved through our policies governing participation in knowledge exchange activities being uniformly applied, ensuring no differential treatment across protected groups but also not offering tailored support to address specific needs.
- Content Neutrality in Programs and Events. This will be achieved through our innovation-related events, workshops, or funding opportunities being designed with a broad focus in mind, not specifically aligned to or against particular cultural, religious, or identity-based perspectives.

Evidence of the types of **negative impacts** that we will review and mitigate against, might anticipate could include:

- unequal participation from some protected characteristics due to limited awareness. This will be mitigated through targeted outreach campaigns and partnerships with equality-focused organizations in UHI's regions to raise awareness.
- barriers to participation for individuals with disabilities. This will be mitigated through the implementation of accessibility audits and adjustments for physical and digital spaces.
- gender bias in leadership roles within partnerships. This will be mitigated through gender-balanced governance structures and leadership development programs.

The KE&I strategy board will review the positive, neutral and negative impact evidence types identified through our evaluation and reporting mechanisms with a view to maintaining the positive and neutral impacts and mitigating the negative impacts.

6. Who will be consulted? Please list the staff or groups involved in completing this EIA as well as any engagement with equality groups.

Consultation and Stakeholder Engagement

This EIA has been informed by:

- Consultation with university equality, diversity, and inclusion (EDI) team.
- Consultation with members of the Research and Graduate School Hub.

Further Planned Engagement with:

- Engagement with UHI's Research and Knowledge Exchange Community (through the Research and Knowledge Exchange Committee and Knowledge Exchange Committee).
- Input from external partners, including community and industry stakeholders.

7. Will the proposed activity / decision / new or revised policy or procedure be accessible for all?

Yes, all information will be provided in accessible format with further accessible needs available upon request.

Section 4: summary of EIA outcome

- 1. No further action to be carried out at this time of introducing the strategy.*****
2. Amendments or changes to be made to the proposed activity / decision / new or revised policy or procedure.
- 3. Proceed with awareness of adverse impact.**
4. Abandon process – stop and rethink.

Please forward completed EIA form to Nicholas Oakley, Governance and Policy Officer.