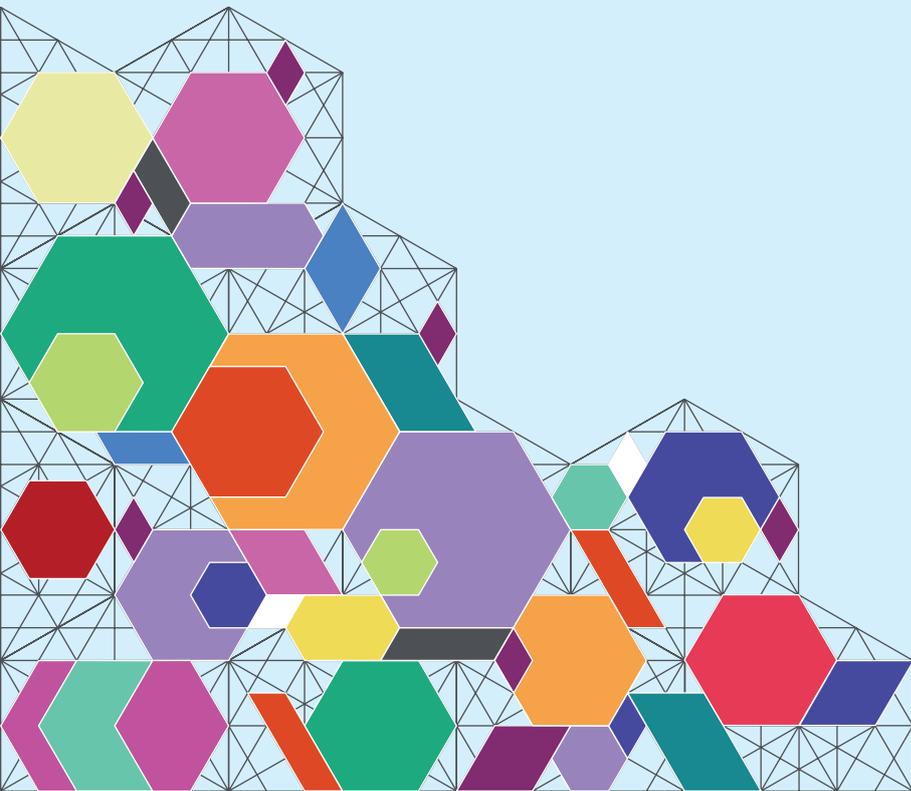


START  
TOMORROW  
TODAY

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# ICT Strategy

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# ICT Strategy 2017-2020

## How to use this strategy

It is intended that this strategy will provide clear direction to the Board of Management, staff and stakeholders of Inverness College UHI on our strategic approach to Information and Communications Technology.

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

## Context

The Information, Communication and Technology (ICT) Strategy supports the Inverness College Strategic Plan 2017-2020 in using ICT as an enabler creating a centre of excellence. To provide ICT solutions and services across Inverness College that are responsive to both existing and future demands of students, staff and the wider community.

The scope of the ICT Strategy 2017-2020 is developed under the following key principles

- Customer-focused service;
- Enabling and innovating;
- Work in partnership;
- Centre of excellence;
- Effective and sustainable use of resources;
- Information security & accessibility.

The strategy is cognisant of the Scottish Government McClelland Review of Public Sector IC, the Further and Higher Education ICT Strategy and the UHI ICT Strategy 2015-2020.

The ICT Strategy aims to deliver modern fit-for-purpose ICT solutions for learning, teaching, research and the wider community; to provide the College the tools and services expected in the state of the art new campuses at Beechwood and Balloch.

**Strategic Objective 1:**

To provide a customer-focused service

We will achieve this by:

- Providing a service that continually looks to represent the interests and priorities of students, staff and researchers;
- Providing a service that is easy to use and reflects, or exceeds, the customer expectation of how ICT should be delivered;
- Recognising ICT Services role in the delivery of a successful Inverness College UHI student journey with an easy to use and accessible virtual learning environment; available video conferencing for remote study and anytime, anywhere learning;
- Providing a point of presence, both in person and online, with a helpdesk for staff and students to get support in using ICT Services and an ICT portal and / or use of social media, ensuring that ICT and its impact on the College is communicated and accessible to staff and students;
- Being accountable: liaising and engaging with students and staff in order to improve the quality of the student and staff ICT experience in the College.

**Strategic objective 2:**

To enable and innovate

We will achieve this by:

- Being flexible and providing an adaptive ICT platform that reflects the College objectives and goals, champions change and helps deliver success across the College;
- Providing self-service, FAQs and an accessible ICT knowledge base to allow staff and students to resolve common ICT queries or problems;
- Continually looking to innovate and exploit the technologies available within the College;
- Continually reviewing and assessing new technologies and how they can improve the ICT solutions and services delivered across the college;
- Providing up to date and fit for purpose ICT technologies and applications that reflect the business world, preparing students effectively for their future careers.

**Strategic objective 3:**

To work in partnership

We will achieve this by:

- Recognising Inverness College UHI, and the ICT Services it provides, as part of the wider public sector, Further and Higher Education across Scotland, the wider Inverness community and the University of the Highlands and Islands;
- Contributing effectively as a partner with other organisations and academic partners, such as maintaining an ICT infrastructure and solutions compatible with other UHI academic partners to ensure our best practice, and that of others, can be shared and benefited from;
- Effectively utilise services and frameworks available to the College where they provide value for money. Such as using JANET UK network services, procurement agreements and monitoring other initiatives such as the introduction of the Scottish Wide Area Network (SWAN);
- Collaborating effectively as a College service, working with other support services, academics, researchers, and students to benefit the student experience and wider requirements of the College;
- Being an educator as well as a service, looking into providing an ICT Modern Apprentice scheme, or equivalent training, integrating ICT Services in the educational remit of the College.

#### **Strategic objective 4:**

To be a centre of excellence

We will achieve this by:

- Training and enabling staff to continually improve their digital skills, providing a dedicated Digital Skills Training Officer and Learning Technologist to help staff provide better digital learning, teaching and support services across the College and maintaining a Technology Enhanced Learning (TEL) Studio to provide the tools to provide cutting-edge blended learning;
- Delivering ICT service management best practice based on the Information Technology Information Library (ITIL), providing a service catalogue and reviewing how these services are delivered in order to drive improvement;
- Delivering Program and Project Management best practice based on Managing Successful Programmes (MSP) and PRINCE2 to ensure College ICT projects are prioritised appropriately, managed successfully and continually reviewed against the pedagogical and business requirements of the College;
- Providing a technical advisory role within the ICT Services team for the College, helping and collaborating with staff and students across the College on how to best use technology and ICT to improve the way we work, learn, teach and research across the College;

- Developing ICT staff (across ICT Services, Staff Development and the Library and Learning Resource Centre) with a passion for technology and ICT, who are accountable for, and look to exceed expectations for the services they deliver.

**Strategic objective 5:**

The effective and sustainable use of resources

We will achieve this by:

- Recognising the current economic and funding climate and ensure ICT investment is based on sound academic and business need as well as, in accordance with the Further and Higher Education Strategy avoiding lock-in to particular technologies, to allow the College to benefit from future opportunities for collaboration;
- Procuring ICT goods and services in accordance with EU procurement legislation and, where possible, in wider partnerships and frameworks to achieve better value;
- Preferring to adopt off the shelf and proven solutions and not divert resources unnecessarily on custom or tailored solutions, to look to Cloud computing and Software as a Service (Saas) that offer greater flexibility and agility;
- Reducing the energy used and carbon emissions from the ICT solutions, such as deploying lower power PC hardware as standard (desktops, monitors) and the implementation of desktop power saving policies;
- Recycling and, where possible, redeploing old ICT equipment to minimise impact on the environment, and assist our wider community as well as extending this option to staff and student personal devices.

**Strategic objective 6:**

To promote information security and accessibility

We will achieve this by:

- Maintaining an Information Security Policy based on ISO/IEC 2700 standards and cognisant of wider best practice, providing an Information Security Management System (ISMS) safeguarding the confidentiality, availability and integrity of College information;
- Providing expertise, advice and leading in ensuring and supporting the security of College data and information, reacting appropriately to security incidents raised and ensuring ICT is supported and implemented with a focus on information security;
- Providing business continuity, resilience, and disaster recovery of key systems, services and information that the College requires to function;

- Making ICT Services accessible to the wide range of students, including those with additional support needs, providing ICT solutions and hardware that allow inclusion for all students in learning technology;
- Providing a safe ICT environment for the wide range of students using the College's ICT facilities, having a clearly documented, accessible and up to date ICT Acceptable Use Policy and a clear approach to E-Safety.

### Performance Indicators

PI	TARGET
To provide a good customer service, recognised by feedback, helpdesk reports and student surveys.	To continue to be seen as an approachable and effective service within the College.
To minimise the impact of incidents and outages on the education and business need of the College.	To ensure an effective and up to date business continuity policy is in place.
To ensure resources are managed and available to not impact staff or students.	To ensure effective capacity management to make bandwidth, storage and wider capacity seamless to end users.
To contribute to power savings across the College.	To ensure ICT equipment is being used efficiently to save on power and College climate profile.
To contribute on wider ICT projects (UHI and National) to recognise the efficiencies and learning from working collaboratively.	To have team lead and contribute on projects and initiatives across the UHI and wider.
To provide a working environment for ICT modern apprentice, interns and / or work experience for College students.	To continue to provide a link to educational remit of the College.
To provide an Information Security policy and Information Security Management System based on relevant legislation, best practice and wider recommendations.	To ensure the Information Security Management System is up to date and reflecting latest guidance.
To increase staff digital skills and provide the tools to providing engaging blended learning, efficient use of College systems as well as ICT service delivery.	To increase the digital skills of academic and support staff across the College.

## Cross Reference to Strategic Plan

This strategy links to the following strategic aims:

<b>Strategic Aim</b>
<b>Student Life</b> We will build a vibrant campus community that all of our students are proud of, and within which they are engaged and supported to reach their potential. We will strengthen our existing relationships between our students, staff, employers and the wider community to further increase student participation and the student voice
<b>Professional Practice</b> Recognising that people have the greatest influence on our success, we will operate in a positive culture where we stretch ourselves to deliver the highest standards of service, support and delivery that exceeds expectations.
<b>Organisational Development</b> As a highly regarded organisation, we will attract and retain talented employees committed to achieving shared goals. We will create a supportive, collaborative and dynamic environment where students and staff are inspired to learn and develop. Our high performance culture will be underpinned by a dispersed leadership model, within which teams are empowered to deliver and share accountability for outcomes.
<b>Sustainability</b> We will ensure our continuing financial stability by developing income streams and promoting efficient, effective service delivery. We will work collaboratively to enhance the prosperity of the regional economy. We are committed to acting responsibly by protecting our environment, maintaining and developing our infrastructure and managing our risks.