



ICT & Knowledge Management Strategy

UHI NWH ICT & Knowledge Management Strategy

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Summary

This strategy describes UHI North, West and Hebrides' approach to the management of their ICT hardware, systems & services and their knowledge management systems & processes.

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1. Introduction

UHI North Highland, UHI Outer Hebrides and UHI West Highland merged in August 2023 to form UHI North, West and Hebrides, with Scottish Government approval.

By coming together, UHI North Highland, UHI Outer Hebrides and UHI West Highland have created an anchor institution of scale and impact within UHI, and the region, supporting circa 9000 students and 600 staff across 19 learning centres and campuses stretching across the North and West Highlands, Skye and Outer Hebrides.

The merger of these three colleges has created a more sustainable organisation with combined capacity and resource to grow the curriculum, research, and innovation; develop existing and new partnerships to support employers address skills gaps and retain, attract, and nurture talent; and become more responsive to the social, cultural, and economic opportunities in our regions.

To unlock these potential opportunities our ICT infrastructure must be of appropriate availability across our estate, of suitable condition, and be suitably configured for staff and student use. Our ICT investment plans must be forward thinking, reflecting the future needs of our student body our assets must enable us to deliver a multi-modal delivery model where learning ranges from online-asynchronous to on-campus, face-to-face delivery, and the many variations in between. This requires a strategic plan for on-going investment and maintenance of the digital infrastructure that enables distance learning. In concert with this we will also implement a “Digital First” sub-strategy.

Vision, Mission, Values and Strategic Goals

Our **vision** is to be an anchor institution for the region – a connected, flexible and sustainable learning organisation, opening doors to a world of opportunities.

Our **mission** is to connect rural and island Scotland, pioneering distinctive education and research opportunities to enable our students and communities to shape their future in a changing world.

Our **values**—trust, integrity, and excellence—sit at the centre of our strategic framework and reflect how we will operate. We will be bold, agile, and collaborative in our behaviour.

Our **strategic goals** are:

- + To become a financially sustainable joined-up organisation
- + To grow curriculum, particularly into key areas that link with our research and commercial opportunities
- + To grow research and knowledge exchange through connecting our current specialisms and developing them alongside our region’s potential
- + To have cohesive and responsive business development teams who can respond effectively and purposefully to opportunities of scale
- + To enhance the student experience through connecting our sites, resources, communities, and multi-location programmes
- + To have resilient team structures and depth of resource to address changing priorities, opportunities, and economic difficulties.

2. Purpose

This document is the UHI North, West and Hebrides' Information & Communications Technology (ICT) and Knowledge Management (KM) Strategy. ICT & Knowledge Management are essential enabling technologies and systems that are critical to the effective and efficient delivery of all aspects of college business.

This strategy discusses key aspects of the current operational context that impact upon the college's ICT and KM provision and then sets out a number of strategic aims, objectives and outcomes that enable the ICT and KM function to support the wider vision of the college.

3. Scope

The scope of this strategy includes ICT and knowledge management, two distinct but related college functions:

Information & Communications Technology (ICT)

In this strategy, ICT shall refer to:

- + ICT hardware assets, largely comprising desktop computers, laptops and phones.
- + Unified Communication technology, comprising Audio Visual Hardware, and Video Collaboration tools
- + The 'Primary' Information Systems, typically software packages used by the departments: HR, Payroll, Finance, H&S, Unidesk, CRM, Facilities Management, and Timetabling/room booking resource (CELCAT).
- + All other ICT Software used by our staff and made available through the college to our student body
- + The ICT systems & services provided by UHI IT & Digital Infrastructure (ITDI)
- + The ICT body of staff and their activities
- + The policies and processes that govern ICT works.

Overall, this Strategy looks at the provision, support and use of our ICT systems. This function needs to be delivered in compliance with Information Management Governance from a legal and performance perspective. Those aspects are governed by UHI and covered by the separate Information Management Governance Strategy.

Knowledge Management (KM)

In this strategy, Knowledge Management shall refer to the process of identifying, organizing, storing and disseminating information within the organization. This involves facilitating the connection of staff looking for information, or institutional knowledge, with the people or functions who have access to that knowledge.

4. Context

This ICT and Knowledge Management Strategy exists in interface with numerous internal (and external) strategic priorities, market conditions, company policies and commitments; the key ones of which are listed below:

Financial Landscape and Budgetary Constraints

In 2024/25 and beyond, UHI NWH is operating in a very constrained financial landscape with many individual forces compounding to limit our manoeuvrability. These limitations inform all our ICT management decisions and will continue to do so for the foreseeable future.

One of the primary considerations presented in the UHI NWH Merger Proposal and Business Case was that by coming together the merged college could realise cost savings: increasing financial resilience and reducing the inherited deficit. As we continue working towards this goal, inward investment in our ICT infrastructure must be prioritised and be strategic, potentially reducing/changing our ICT provision in some locations and increasing it in others.

As we make these decisions, we must consider the social, functional, and strategic impact of changing our service provision in any specific aspect of college operation. Cost savings will initially manifest in the hardware via a switch to an initial four-year leasing programme to address the legacy obsolescence challenge for the college (discussed in *Changing Demand for ICT Assets* later in this section). Additional challenges presented due to the end of the SFC Digital Support (formerly known as 'Digital Poverty') funding in 2024 will result in declining resource availability to students for both on-campus use and means-tested loan devices. The ICT Team will be able to extend the lifespan of many devices through maintenance and creative solutions to ensure devices are available to students for as long as possible before additional budget is considered. Additional challenges expected in 2026 from a reduced computer memory (RAM) production industry will cause increased pricing for all IT devices in the public and enterprise sectors, which we must consider and act pre-emptively and tactically where possible through the use of order-and-hold-until-required Purchase Orders to our primary supplier HP and its logistics and delivery arm CAPITO.

Changing Demand for ICT Assets

A transition to a more flexible device solution in the form of laptops where viable instead of desktop PCs has long been seen as direction of travel for our device fleet, but the demands of certain courses often make this impractical, and therefore bespoke, higher specification desktops are still the mainstay of some teaching spaces and classrooms. Desktop PCs also offer additional robustness associated with a fixed setup with modular configuration of PC tower, monitor, keyboard, and mouse, parts of which can be replaced as is necessary in contrast to the more vulnerable laptop, which is both mobile and less modular.

Post-merger the ICT department have been utilising usage statistics informed by CELCAT room resource bookings, as well as some internal resource monitoring. This has been key in shaping the fleet replacement cycle, with the initial primary objective of achieving Cyber security resilience in line with Cyber Essentials compliance requirements. This has been approached conservatively taking account of the financial constraints whilst ensuring sufficient resource availability for curriculum delivery. The process is ongoing and requires active management, bearing in mind that ICT resource is fundamentally here to support the requirements of learning and teaching, and where possible must present a positively inspiring image to encourage current and prospective students to make use of our resources.

In line with a strategy to reduce large expenditure on ICT hardware during the post-merger period to aid with financial sustainability, a programme of procurement utilising leasing was developed in collaboration with Director of Finance. This replacement plan was necessary due to approximately 50% of the UHI North, West and Hebrides ICT fleet not being Windows 11 capable, which is a requirement due to Windows 10 reaching End-of-Life in October 2025. Of those incompatible devices, approximately 60% were planned for replacement via leasing procurement. Additional ICT resource was arranged via collaboration and agreements with some Academic Partner colleges to further reduce expenditure. Use of leasing whilst technically reducing our assets provides flexibility should there be any changes to our estate requirements, with devices able to be moved between campuses, and returned to the

supplier, the lease extended, or the devices purchased at market value at the end of the leasing period which is defined by us at the point of agreement.

To further improve flexibility, some ICT resource is being procured in the form of laptops that are stored at key locations in self-service LapSafe™ cabinets. These units allow students or staff to check out a laptop on an as-required basis, potentially reducing the need for fixed assets. These flexible solutions have been installed in Fort William and Stornoway (in a funded project) and we're currently looking to extend this provision to our Thurso campus. The LapSafe™ solutions are modular allowing us to scale the laptop provision in any specific area to the needs of the student body.

Our Creative Arts courses operated at the Fort William and Alness campuses had been utilising Apple Mac hardware solutions, which have been very costly both in terms of asset costs and technician support time. A programme to replace these with comparably capable Windows-based hardware solution is underway to address these costs. This programme was enacted with the support and feedback of the relevant teaching staff and students, and is due to be complete in October 2025, further allowing these resources to be more flexible in usage in future.

Digital Connectivity

UHI North, West and Hebrides currently operates Digital Network infrastructure from a large number of locations across the North of Scotland, delivered via the Scottish Wide Area Network (SWAN), with utilisation monitored, and capacity reviewed in an ongoing basis.

The SWAN network is a public sector ICT initiative that provides a single shared network and common infrastructure for regions of the public sector. It aims to facilitate digital transformation, reduce costs, and improve services for various public bodies, including government departments, health boards, local councils, and education bodies.

SWAN has a broad membership, including the Scottish Government, NHS Scotland, local councils, and other public sector bodies.

The SWAN network is in the process of being upgraded to SWAN2 through 2024/5 across all UHI North, West and Hebrides campuses. SWAN2 brings increased capacity, resilience, reporting, and expandable capabilities to each site, and has been a required update across the UHI Partnership, and the wider Scottish educational, health, and government infrastructure.

The UHI NWH campuses connected via the SWAN network are listed in the following table:

Barra Learning Centre	Broadford Campus
Benbecula Learning Centre	Fort William Campus
Burghfield House Dornoch	Gairloch
Cnoc Soilleir	Kilchoan (currently on standby)
Dale Farm	Mallaig
Leven Centre	Mallaig Marine Training
Taigh Chearsabhaigh Museum & Arts Centre	Thurso Campus
Tern House	Stornoway Campus
Auchtertyre Campus	Portree Campus
Ullapool Campus	

We also deploy a small number of domestic consumer-level broadband connections at some of our locations to enable alternative connectivity for course-related delivery (e.g. computing courses) and as a fallback for certain legacy technologies and service access.

Trends in Online Education

This ICT Strategy reflects the Curriculum requirements, whilst also responding to external developments in the sector and wider ICT environment. UHI has always sought to bring education and opportunities to remote communities in rural areas of Scotland, for which UHI North, West and Hebrides presents some of the most diverse examples in the partnership. During the COVID pandemic the University as a whole pivoted to remote delivery, including a large-scale operation to issue ICT resource in the form of laptops to our students. This method of delivery has continued post-COVID in conjunction to some return to on-campus teaching. On campus facilities have also included the use of bespoke resource used to deliver advanced courses including Computing, coding, CAD, as well as creative arts. Changing trends in industry-standard software solutions have been integrated into the hardware and software implemented at our campuses where those courses are delivered. ICT continues to adapt and respond to the needs of our students in an ever-changing learning environment, including developing more flexible solutions to resource delivery, notably provision of on-demand laptop use through the installation of “LapSafe” solutions for self-service device booking and collection. This is to allow more flexible use of our physical spaces and be less reliant on fixed PC installations in classrooms.

Adapting to sector, industry, and technological changes

“In ICT, one must run to stand still.”

ICT remains a rapidly changing landscape, with several key focal points creating areas of interest and concern that are rapidly emerging and ever changing.

Cyber Security

Cyber-security remains a principle focus for ICT Support teams across the UHI Partnership, for which members of the UHI North, West and Hebrides IT Team are notable voices in various steering groups, including driving forward all-year-round compliance planning and strategy for Cyber Essentials PLUS, an industry standard that demonstrates a strong commitment from the college and UHI as a whole to safeguarding our staff, students, and stakeholders cyber-security. Weekly reports of cyber-attacks and incidents at other educational institutions and private corporations demonstrate the importance of maintaining this vigilance and ongoing proactive defence. UHI North, West and Hebrides participates in and contributes towards the wider UHI Cyber Security strategy through direct involvement and steering group participation.

The cyber security threat landscape has seen accelerated growth and diversification in recent years, with several public bodies in the UK being victims of malicious attack. Ensuring that our systems remain protected and ICT staff are suitably trained is essential to protect the data of our staff and students and to protect the operations of the College.

Cyber-threats are an ongoing risk to UHI North, West, and Hebrides and it’s Academic Partners. In 2021 the UHI Partnership was subject to a cyber-attack that necessitated extensive remediation and change to procedures, which has resulted in a stronger, and more robust infrastructure. The partnership has sought and achieved Cyber Essentials and Cyber Essentials PLUS certification every year since the cyber-incident. Achievement of this certification every year requires work from all ICT Teams for every campus regardless of size. Despite this, the risk remains constant and requires training and educating both our students and staff on cyber-vigilance, which the UHI North, West and Hebrides ICT Team engender through guidance, advice, and information updates. ICT works with Human Resources to ensure that mandatory training includes Cyber-Security and GDPR training that is fit for purpose and to best empower staff to be safeguard themselves in their digital activities. UHI North, West and Hebrides ICT collaborate with partner ICT teams and UHI ITDI to strengthen defences, develop policy, and directly influence wider ICT Strategy in the partnership.

Artificial Intelligence

A.I. (aka. Generative AI, or artificial intelligence) has moved in leaps and bounds since even 2023, with the technology being used for content creation, information research and resourcing, and even creative art and design. This is a very fast-moving area of technology; development is outpacing the ability of legislators to adequately understand, support or govern its use. Real world impacts of this technology being experienced within the education sector already include the positive—aiding staff and students with learning research, accessibility, and inspiration—but also complex negatives—plagiarism, wild inaccuracies, and copyright theft. Detecting the use of A.I. has become a requirement for learning professionals, notably for exam paper submissions, including the creative arts. As a result, ICT Departments must collaborate and work with curriculum to advise best practice, recommend approved appropriate solutions, and where possible steer usage of these evolving technologies. UHI North, West and Hebrides work closely with UHI Records & Governance, the software application approval board (which we also are members of) and the partnership as a whole to respond as a unified entity to a landscape that changes daily.

UHI North, West and Hebrides has collaborated with UHI Unified Communications and Records & Governance to pilot new A.I. tool functionality to aid content creation as it pertains to Senior Management Team meetings, Board discussions, and staff forums. This includes live Agenda modification and population, and A.I.-assisted note taking and summarising.

This experience is being used to define and create policy and procedures for the UHI partnership as a whole, working in collaboration with Data Controllers, and Data Protection Officers.

In addition, UHI North, West and Hebrides ICT Department is working to develop an A.I. Creative sandbox to provide our staff and students with a safe learning environment to test and try out various Generative A.I. solutions. These experiments would be kept entirely within our own virtual borders to allow experimentation with the technology within a safer environment. Within this sandbox, solutions can be safely tested prior to implementation and content would not be subject to the same risk of content farming as those developed in a cloud-based A.I. service. To give context, there are many A.I. solutions (free or otherwise) available on the web, but any use of these where content is submitted risks leak or being absorbed into a LLM (Large Language Model) where it could conceivably re-emerge as part of another user's query or work. Self-hosting examples of these services within our own environment will engender safe experimentation and provide a learning experience which we can utilise to encourage best practice in the use of these technologies. The scope for students and staff to make use of these tools is great, and has great potential to enhance learning, teaching and support, but must be delivered within agreed frameworks defined by Information Governance in collaboration with curriculum, research, and ICT departments.

We also must positively guide staff and students to be A.I.-aware in an environment where generative A.I. material can be indistinguishable from "real" content, which is potentially hazardous, harmful and bias-inducing. Generative A.I. content that is produced cannot be assumed to be truth or correct. This includes text-based "searches" and video/audio media seen in the wild. Encouraging and influencing students and staff to proactively question digital content has to be an objective both for ICT Services and Human Resources/CPD/Training in the very near future.

In the future, we may also have to pay greater attention to the environmental impact of our use of digital systems. A single query to a A.I. large language model generates significantly greater carbon emissions than a comparative search engine query. This is largely due to the significantly greater compute costs associated with both training and using A.I. models. As use of A.I. within academia increases, we may need to consider how its use impacts upon our business's Net Zero ambitions and commitments. UHI North, West and Hebrides will contribute to a UHI Generative A.I. strategy for adoption across the partnership, and to the benefit and improvement of our own students and staff learning and working experience, seeking opportunities in business development where possible.

Learning Technology Development

UHI North, West and Hebrides ICT Team will participate and contribute to the UHI Learning Technologies Development Group, which meets for the first time in June 2025.

“The Learning Technologies Development Group is a working group to support, provide direction for, review and evaluate the development and deployment of technologies for learning, teaching and assessment across the university partnership, in alignment with and to inform current and emerging pedagogical needs, practices and aspirations.

The Learning Technologies Development Group will report to and make recommendations to and via the Quality Assurance and Enhancement Committee, and will be informed by, inform the activities of, and work closely with other key groups that have responsibilities around the development and enhancement of learning and teaching, and the development of learning and teaching spaces and resources.”

[Learning Technologies Development Group - Remit](#)

Obsolescence in ICT Hardware

“Windows 10 will be the last version of Windows.”

This statement was spoken by Jerry Nixon, a developer-evangelist at Microsoft, whose job was to get developers excited about developing for Microsoft Store, at the 2015 Microsoft Ignite developers conference. The technology media ran with this, and soon everyone was accepting it as fact. Windows 10 launched in 2015, so at this point is 10 years old, and has received continuous updates from Microsoft during that time. These updates include critical security updates to safeguard against and minimize the possibility of malicious incursion.

Windows 11 launched in 2021, and with it came a whole new set of hardware requirements necessary for the operating system to run. UHI Academic partners began transitioning from Windows 10 to 11 in various degrees thereafter but were presented with a significant challenge in the form of the hardware that had been in use at the various partners. A combination of financial challenges and the COVID period where hardware manufacturing was drastically limited and subsequent delays as production ramped back up caused for many Academic Partners a substantial pause period in device replacement cycles.

The legacy colleges of UHI North, West and Hebrides in particular had a substantial older device challenge due to limited or barely existent budgets over the course of several years. This has become critical as Windows 10 will reach End-of-Life in October 2025, and any devices not able to be upgraded to Windows 11 must be replaced and/or decommissioned.

UHI North, West and Hebrides has embarked on a programme of replacement of obsolete devices. This is actioned via a leasing plan developed by the ICT and Finance departments. The programme is adaptive and requires changes to how ICT resources are utilised in the college to be as financially efficient as possible whilst aiming to deliver accessible resource at all campuses. A reduction in the overall device fleet is baked-in to this plan, allowing for flexibility should additional devices be required later for course/class expansion.

Obsolescence in UHI NWH’s Primary Information Systems

UHI North, West and Hebrides leverages several core business Information Systems and services, encompassing Human Resources, Estates, Finance, Student Information, Marketing, Asset Management, timetabling, booking, and foundational data systems. Several of these are legacy systems have been in use for long periods prior to merger. These have all been consolidated post-merger to be singular representative entities, but may not be the best solution available, nor the most appropriate to meet the needs of the merged college, or the most viable or suitable in relationship to the UHI Transformation project as far as a unified consolidated service target is concerned.

UHI North, West, and Hebrides ICT will collaborate with internal departments with a view towards continuous improvement and investigation of the viability of ongoing utilisation of existing services and their alternatives both as part of seeking best value and function, and as part of the UHI Transformation Project.

This will require active contributions from stakeholders and service users to help steer requirements; the ICT Department and strategy will support these departments and their staff in their service review processes and projects.

ICT Services also work with departments and software providers to ensure compliance with our Cyber Security/Cyber Essentials requirements, which has in some cases been necessary where legacy applications required detailed specific interventions to ensure compliance and digital safety.

5. Strategic Aims, Objectives and Outcomes

The vision statement that has governed the development of our strategic aims is:

“Students and staff can securely access the technology, tools and information that they require to connect and to succeed.”

The aims are formed to ensure that this vision is delivered as efficiently and sustainably whilst, maximising common solutions and standards, facilitating the connection of staff looking for information with those who have it, and ensuring compliance with applicable data privacy and cyber security regulations.

To achieve this vision we have defined the following five Strategic Aims:

1. **User Experience:** All students and staff will be able to access the ICT services and data that they need, where and when they need them.
2. **Information Systems (IS):** In partnership with UHI we will provide the core suite of IS needed for College delivery of all of its major functions.
3. **Asset Management:** Effective Asset Management will underpin and future-proof the meeting of hardware and software demand. It will assure availability and enhance cost-effectiveness.
4. **Operational Delivery:** The ICT & Records Management organisation will target the delivery of services right-first-time-every-time by maximising common solutions and standards and by tenaciously pursuing Continuous Improvement.
5. **Knowledge Management:** The College will exploit Teams’ and SharePoint’s full potential as critical and powerful tools for collaboration and for sharing knowledge and data.

Strategic Aim 1 – User Experience

We will achieve this by:

1. Ensuring simple and clear two-way communication with users to both understand their requirements and provide straightforward access to services
2. Providing access to training that enables users to exploit ICT services and data to the maximum
3. Ensuring Unidesk ticketing provides a simple and effective system for requesting, managing and monitoring customer support
4. Develop and implement the College’s leading, team-wide Continuous Improvement plans and procedures to maximise quality and reliability of service and minimise process waste and failure demand
5. Investigate and promote appropriate new technologies to improve the quality and experience for students, staff and stakeholders.
6. Participation, collaboration and proactive development of technologies via participation in focus and experience groups.

Success criteria:

1. ICT, Knowledge Management and Data Protection support services clearly defined and published.

2. Unidesk system is clearly signposted to all staff and students and used by all as the primary tool for ICT requests.
3. Trials, working groups, and home hub news posts conducted to identify most effective methods of user support, e.g. weekly clinics, surveys etc.
4. Unidesk performance management framework implemented to monitor and improve trends.
5. Full range of available ICT training clearly signposted to all staff for induction and CPD, with all line managers considering inclusion in staff annual objectives
6. ICT Continuous Improvement plan and processes defined and implemented. This plan is a live document and will continue to be developed and utilised as we move forward.

Strategic Aim 2 – Information Systems

We will achieve this by:

1. Working alongside UHI ITDI to ensure the reliable availability of UHI-provided 'Core' Information Systems and software.
2. Sourcing and implementing correctly configured 'Primary' Information Systems, including: Finance, HR, Payroll, H&S, CRM, Unidesk & Facilities Management in collaboration with those departments.
3. Consolidating legacy single college systems and licences (i.e. special purpose IT and software, excluding aforementioned UHI ITDI systems and Primary systems) to eliminate duplication, drive best value from licensing and price breaks, and maintain procurement compliance. This process to extend beyond UHI North, West and Hebrides post-merger consolidation and into UHI Transformation project where viable.

Success criteria:

1. UHI Core systems available for use by all staff as appropriate.
2. College Primary systems correctly procured, configured, and available for use by all staff as appropriate.
3. Quantity/cost of legacy systems and licences reduced from pre-merger level to post-merger essential only items. Year 2 consolidation complete.
4. Essential legacy systems and licences transferred across and configured for use merged College staff as appropriate.

Strategic Aim 3 – Asset Management

We will achieve this by:

1. Maintaining the consolidated Asset management system (SnipeIT)
2. Continue to review and monitor software and service utilisation, working with associated departments to support ensure the solution is fit-for-purpose, and meets our Cyber Security requirements. This includes all ICT resources – desktops, laptops, and Printers(MFD)
3. Ensuring budget and procurement processes are data-driven and fully compliant with applicable regulations.

Success criteria:

1. All assets recorded in accordance with asset management principles and audit guidelines, including disposal.

2. All assets recorded to facilitate life cycle costing, replacement schedules informing future budget planning, factoring in leasing strategy.
3. Software assets are recorded to ensure compliance with licensing obligations.
4. Operational and curriculum activity is appropriately supported with the provision of suitable and compliant hardware and software, with resources monitored for usage and function.
5. All new procurements comply with applicable regulations and continual reduction in legacy non-compliant contracts until all have been cancelled or superseded.
6. Leverage timetabling and booking resource (e.g. CELCAT) to monitor device usage with a view to adjust resource availability and quantities to meet requirements.

Strategic Aim 4 – Operational Delivery

We will achieve this by:

1. Apply Service Delivery best practice through the use of existing frameworks (e.g. ITIL) in conjunction with the Unidesk Servicedesk management system to focus and target appropriate skills and support based on need within an existing agreed SLA and prioritization system.
2. Implementing all applicable UHI policies and only creating, updating, and approving UHI NWH-specific policies when essential.
3. Implementing Continuous Improvement plans and procedures to: maximise UX (user experience) quality and reliability of service, and minimise process waste and Failure Demand.
4. Cyber Security arrangements continuously monitored, updated, and collaborated as part of singular UHI process and policy management.
5. Records Management and Data Protection arrangements developed and collaborated with Performance & Planning department in conjunction with UHI Records & Governance, and Data Protection Officers.
6. Continuing to shape and adjust the ICT resource to meet the needs of curriculum, core system and service delivery for the ongoing improvement and development of UHI North, West and Hebrides, in conjunction with the UHI Transformation Project.

Success criteria:

1. All applicable UHI-wide ICT/RM/DP/Cyber Security policies identified, implemented and signposted to all staff.
2. Essential UHI NWH-specific ICT/RM/DP/Cyber Security policies approved, implemented and signposted to all staff.
3. Operational service levels and KPIs maintained and adjusted to meet the needs of the college whilst remaining in-line with wider UHI partnership criteria except where localised requirement dictate otherwise.
4. Feedback from engagement with staff, students, and stakeholders through communications and development groups.

Strategic Aim 5 – Knowledge Management

We will achieve this by:

1. Maintaining and improving our collaborative Knowledge Management (KM) structure using SharePoint and Teams in collaboration with Performance & Planning.
2. Ensuring the KM structure maximises efficiency by providing rapid access to the right version of the right document by the right people, and by maximising use of in-built automation features.
3. Ensuring staff are trained in how to use the KM structure to unlock its full potential and efficiency benefits.
4. Providing a clear model/standard to ensure staff use the right tool for the right purpose, e.g. email, Teams, SharePoint.

Success criteria:

1. A clear SharePoint structure and site map available to all staff. A central 'home hub' will provide easy navigation to critical operational parts of NWH, via clear signposting to all-staff information sites, data protection information, etc. By designing the home hub, all-staff and internal sites in a clear and easy-to-navigate manner, staff will be able to easily find the information they are looking for. This naturally extends to Teams, too.
2. The Information Management team works with departments and work functions to streamline their processes and workflows using automation wherever possible.
3. Full roll-out of training sessions, written and video guidance materials readily available to staff via 'How-to Hub'. Majority (at least >50%) staff recorded as having attended at least one block of training sessions, with multiple avenues of support available to all staff on an ongoing basis. Clear process available to all managers for requesting bespoke training for members of staff who may require additional support.
4. Documentation available to staff on best practices for sharing, storing, uploading files etc. Standardised layout across SharePoint sites and Teams will aid in ease of navigation and will help staff to better understand where files should be stored and where they can find key information.

KPIs

This section defines what indicators will be used to measure whether this ICT and Knowledge Management Strategy is delivering the outcomes that it aims to achieve. It sets out a small number of clear, quantifiable indicators around the themes of performance, satisfaction, availability and value for money that establishes a standard for on-going monitoring.

Our Commitments	Key Performance Indicator (KPI)	How We Will Measure
<p>We are committed to respond to requests for assistance in a timely manner and resolve user issues efficiently and without delay.</p> <p>Related to this is a commitment to monitoring and continuous improvement of external telephone call satisfaction reporting on behalf of Engagement Teams.</p>	<ul style="list-style-type: none"> 95% of issues dealt with by the ICT team will be managed using Unidesk. 90% of Unidesk tickets will be responded to within 1 working day. 80% of low priority tickets will be resolved within 7 working days. 80% of highest priority tickets (those critical to teaching) will be responded to within 1 hour and resolved within 1 working day. Answering calls to reception numbers within 1 minute, and following-up on voicemail. (Engagement) 	<p>Unidesk Report Power-BI for telephony</p>
<p>We are committed to achieving at least 95% user satisfaction with our ICT service.</p>	<ul style="list-style-type: none"> 95% of customers will rate the quality of digital teaching as “good” or “excellent”. 95% of customers will report that they have access to reliable wi-fi and appropriate devices for learning. 	<p>Internal and external student and staff surveys.</p>
<p>We are committed to keeping our ICT systems available to support the learning and teaching of the college.</p>	<ul style="list-style-type: none"> Our core systems (VLE, SITS, Finance, HR and CELCAT) will be available >99.5% of the time. Our core systems will be impacted by fewer than xx unplanned outages per year. 	<p>Core system downtime measures.</p>
<p>We are committed to delivering long term value for money in our ICT system provision to the college.</p>	<ul style="list-style-type: none"> X% of our systems will be aligned with UHI-wide shared services or those services identified through UHI Transformation. Our ICT service will be compliant with cyber and information governance requirements. 	<p>Cyber Essentials Plus accreditation. Internal audit</p>

6. Operational Plans

The ICT and Knowledge Management Strategy is supported by the following plans and processes.

UHI ICT Strategy

The UHI ICT Strategy sets out how the range of ICT commodities, applications and services provided by UHI to the partnership and performance expectations for each of these.

[Draft UHI ICT Strategy 2025-2030 v2 \(Access may be limited\)](#)

UHI Digital Strategy

The UHI Digital Strategy is under development and will extensively involve other departments beyond ICT. This will form part of the wider UHI Transformation project underway as of late 2025. A UHI North, West and Hebrides “Digital First” sub-strategy is available as a draft document.

[Digital-First Strategy Draft.docx](#)

AI Operational Plan

The UHI NWH AI Operational Plan will seek to establish the framework for utilisation of cloud-based AI services and tools, and the implementation of a secure locally hosted Generative A.I. Sandbox. The sandbox will offer a safe controlled space for staff and students to explore and experiment with cutting edge generative A.I. tools including large language models (LLMs) and image generation technologies within a protected and policy aligned digital environment. The plan also lays out planned projects relating to UHI Partnership AI adoption, and possible funding streams.

[Operational Plans](#)

ICT Services Operational Plan

The ICT Services Operational Plan is a live document, updated periodically, that clarifies the challenges for the ICT team and sets out actionable priorities for the upcoming period.

7. Link to Other Enabling Strategies

The ICT and Knowledge Exchange Strategy is supported by the following enabling strategies.

UHI NWH Infrastructure Strategy

The ICT Strategy is closely linked to the UHI NWH Infrastructure Strategy that outlines strategic principals for the management of our infrastructure and supports a Delivery Plan in which each of our campuses is assessed and plans for growth, collaboration, maintenance or divestment are developed and presented. The ICT provision at each of our campuses is informed by campus specific plans to ensure that our campuses remain fit for purpose as we progress into the future.

UHI NWH Curriculum Strategy

The UHI NWH Curriculum Strategy sets out the curriculum plans for our college. It's essential that our ICT provision is suitable and fit for purpose to enable delivery of our planned curriculum, and that it contributes positively to our student experience.

UHI NWH Research Strategy

The UHI NWH Research Strategy sets out the research agenda and plans for our college. Our ICT provision in these key locations must provide the necessary high-quality facilities that enable our on-going research agenda and continuous needs assessment should be conducted in collaboration with our research teams to ensure that our ICT provision is an enabler of future research.

Information Management Governance

ICT work closely with Information and Records Management, and Compliance to ensure data is securely accessible only to those with appropriate permissions, and enforcing best practice for retention and retirement of data where appropriate including email, Teams content, and SharePoint file stores.

People and Culture

The ICT Strategy is closely aligned with People and Culture, recognising that technology plays a critical role in shaping employee experience by enabling hybrid or home working, by ensuring accessibility to academic resources, by providing the equipment necessary to be successful in work, and in supporting a culture of communication and collaboration across UHI NWH.

In addition, the ICT Strategy will reflect needs within the HR function directly ensuring the Primary Systems used by HR (Cascade) are fit for purpose.

The strategy also supports learning and development through accessible, user-friendly platforms that foster skills growth and adaptability in a digital-first environment.