Introduction from the Secretary

We live in a digital age where our students need new knowledge and new skills to succeed in their studies today and their lives ahead.

To hold digital-age jobs, our students will need to think critically, solve problems creatively, work in teams, communicate clearly in a range of media and continue to learn new and ever-evolving technologies.

Collaboration is often cited as a key skill for the future workplace. It’s also fundamental to active learning. Digital-age learning environments must be enabled by technologies that foster collaboration, communication and creativity, inside and outside of the classroom.

The Strategic Information Technology Plan 2016-2019 is the Department’s blueprint for delivering the technology needs of our classrooms of the future, the tools that will support innovative teaching and engaged learning.

The plan focuses on ensuring we have strong and transparent governance to guide technology developments, from planning to implementation.

It’s a plan for delivering technology-based solutions to improve our business operations, to better support those who support our educators and students. It sets out our goals for enabling and embedding evidence based decision-making.

Importantly, it’s our plan for using technology to build and strengthen our knowledge base – the intellectual capacity of our staff – to advance the Department as a world leader in education.

Peter Riordan
A/Secretary
Department of Education

Our Vision
Is to enable any learning opportunity, for any learner, anytime, anywhere

Mission
We will be a trusted partner focussed on the provision of technology services that enable future-focused learning and educational experiences
1. Customer centric technology services

To provide consistent quality services that supports world class learning experiences and business operations and productivity.

We will:
- Continually drive customer centric solutions
- Provide and communicate the service catalogue, including service definition and ownership to all
- Extend support levels via self service capabilities and enhance the management of knowledge within the organisation to expected levels of service.

By 2019, our success will be measured by:
- Having all services defined and allocated to nominated owners for life cycle management
- Ensuring high priority services have agreed-to service objectives and defined levels of service
- Improving upon customer experience for each service and collectively for all customer segments
- Promotion of and increased usage of self-help and collaboration services
- Assessing our environment against leading educational systems nationally and internationally.

Excellence in customer experience for students, teachers and staff is at the centre of our efforts. We will aim to understand, meet and exceed their expectations and provide a best in class environment for all.

2. Strong and transparent governance

To provide an inclusive and clear governance framework that supports accountability and addresses the needs of our customers.

The governance framework will support innovation, business reform and priority setting, oversight of technology-based initiatives and assessment of business value delivered.

We will:
- Continue to improve DoE service governance and stakeholder management
- Develop strategies and initiatives in line with the NSW ICT strategies and investment principles
- Work with business leaders to establish and mature portfolio governance
- Establish project governance together with supporting standards and tools
- Continue to mature risk management practices
- Develop and implement the security practices in line with the NSW digital security policy.

By 2019, our success will be measured by:
- Continual implementation of the governance frameworks to all areas of significance
- Business case compliance with the NSW ICT strategies and investment principles
- Value delivered to stakeholders from initiatives undertaken in line with forecast benefits.

Transparent decision-making through a structured governance framework is the hallmark of our approach. We are aligned with the DoE and NSW ICT strategies to ensure our visions are matched and achieved.
3. Common, scalable technology for all

To provide a common, secure, reliable sustainable and scalable technology foundation that is fit for purpose and cost-effective.

**We will:**

- Continue to define common technology standards that are aligned with the NSW ICT Strategy
- Provide and support a technology base through a whole of government managed data centre services
- Provide and support an equitable broadband network
- Continue to provide end-user devices equitably across all schools
- Continue to provide technology-related disaster recovery services
- Monitor technology platforms ensuring reliability and availability.

**By 2019, our success will be measured by:**

- Adopting technology directions in line with the NSW ICT Strategy
- Providing a consistent and reliable technology base to all schools, TAFE colleges, Office of Education and corporate offices across the State
- Implementing the technology elements of DoE’s Business Continuity Plan
- Reduction in meantime between failures at all locations
- Improved availability of common technology infrastructure.

A common, reliable technology foundation is essential for all. We aim to provide technology solutions that enable future-focused learning and business efficiency and productivity.
4. **Standardised integration of services that enable information sharing**

To provide a standard integration technology platform that enables information sharing in a secure manner, whilst protecting individual and corporate privacy.

**We will:**

- Enable local schools to make informed decisions on relevant student management and learning solutions
- Simplify the integration between the enterprise and cloud services to support enriched learning analytics
- Mature and extend the integration competency centre services.

**By 2019, our success will be measured by:**

- Implementation of a fully functional integration centre
- Increased interoperability between business systems through the use of integration services
- Increasing agency and cross-agency information sharing.

Technology services that enable information sharing within and across agencies. We will provide a choice of integration services that protect the security and privacy of individual and corporate information.
5. **Enterprise services that transform our business**

To provide corporate applications that innovate and transform our business and deliver a teaching and learning environment that is world best, nation best.

**We will:**

- Continue to maintain and enhance business systems to meet stakeholder expectations and enable business improvement
- Align business systems with the NSW ICT Strategy and industry best practice
- Collaborate with industry partners to nurture innovation to enhance technology for teaching and learning.

**By 2019, our success will be measured by:**

- Delivering business systems that enhance business efficiency and effectiveness, on time and budget
- Reduced incidents of business systems unplanned outage
- Conversion of innovative ideas into practical implementable solutions for teaching and learning.

Enterprise services that will enable and transform our business and teaching and learning practices. We will work with our stakeholders to deploy best in class solutions to maximise the investment value to DoE.
6. **Technology platforms to enable evidence based decision making in the learning and teaching and corporate environments**

To provide the technology platform for information collation, analysis and reporting in support of operational and strategic decision-making.

**We will:**
- Support the NSW Digital+ initiatives for open government, open data and information sharing
- Enhance and support DoE initiatives for learning and business intelligence
- Partner with the Centre for Education Statistics and Evaluation and information management governance groups to support the DoE information management strategy
- Support the implementation of the DoE information management strategy, by the provision of underlying technologies and tools.

**By 2019, our success will be measured by:**
- Enhancing DoE's information warehouse to combine data from major tactical and strategic sources
- Increased sharing of DoE’s data sets
- Reducing data duplication and inconsistent reporting of same data
- Effective partnership with the Centre for Education Statistics and Evaluation in the provision of data services to support business intelligence initiatives
- Improved utilisation of tactical and strategic reporting and analytics.

Harnessing our data to make evidence based decisions is critical to our success. We will assist in providing technology services for the delivery of consistent and reliable information for both the teaching and learning and corporate environments.

7. **Fusion of virtual and physical learning spaces that enable future focused learning**

To ensure that virtual and physical environments are integrated through enhanced Technology for Learning services, providing cost effective learning spaces that can be easily scaled and supported.

**We will:**
Partner with the Futures Learning Unit, Asset Management Directorate and schools to:
- Plan and develop functional and economic models of teaching and learning spaces that can be readily scalable and available to meet a variety of teaching and learning practices
- Trial and pilot new models to gauge their success from a teaching, student and staffing perspective
- Incorporate the models in the design, build and transformation of new and existing teaching and learning spaces.

**By 2019, our success will be measured by:**
- Agility of the technology solutions to meet the needs of flexible learning environments
- Scalability of adopted technology solutions to meet the growing needs of schools and that meet economic and performance targets
- Effectiveness of the new learning space technology on both staff, teachers and students.

With the rapid adoption of technology for teaching and learning, we will work to create world-class integrated virtual and physical learning spaces for teacher and students.
8. **Work in partnership with learning professionals, business leaders and technology providers to enhance learning experiences and enable DoE strategies**

To continually align organisational capacity, capability to deliver information technology services required to meet DoE objectives.

**We will:**

Leverage NSW ICT strategies and whole of Government priorities to:

- Partner with the business to support the delivery of their strategies
- Assess ITD services and determine sourcing strategies for various technology services
- Deliver technology services in the most optimal manner in line with set targets
- Maintain workforce requirements, including capacity and skills requirements
- Continue to mature our vendor partnerships
- Maintain strong strategic relationships with stakeholders, internationally, nationally and locally.

**By 2019, our success will be measured by:**

- Alignment with the Whole of Government and DoE plans and initiatives
- Establishing the baseline cost for each technology service and ensure it remains competitive with leading practice
- Capability and maturity of the ITD workforce to meet DoE and Whole of Government objectives
- Continuous improvement of vendor relationship management
- Participation in local, national and international industry and government forums.

Educational systems are transforming - enabled by technology. We will provide the resourcing capability, in line with Whole of Government and DoE objectives to enable the adoption and effective utilisation of technology solutions.