Our Priorities

Customer centric technology services
To provide a proactive end-to-end service designed around customer needs taking account of changes and advances in the education and technology marketplace.

Strong and transparent governance framework
To provide an inclusive and clear governance framework that supports accountability. It must address the needs of schools, TAFE, Office of Education, community and corporate groups, support innovation and provide strategic direction, assessment of new initiatives, funding approvals and delivery of forecast business value and outcomes delivered.

Common, scalable technology for all
To provide a common, secure, reliable and scalable technology foundation for schools, TAFE, Office of Education, communities and corporate offices.

Easier integration of technology services
To provide a DEC ICT standards framework that enables easier integration of applications and services acquired by schools, TAFE, Office of Education, communities and corporate offices to meet their individual needs.

Reliable information for decision-making
To provide the technology platform for information collation, analysis and reporting to support operational and executive decision-making.

Efficient and effective Information Technology Directorate that works in partnership with whole of government, DEC business leaders and technology providers
To attract and retain a motivated talent pool of individuals to provide the needed capacity, capability and credibility to deliver ITD services in the most cost-effective manner.
**Introduction**

We live in a digital age where our students need new skills to prepare them for further study or work to enable them to take their place as productive members of society.

Access to technology is paramount for every student, teacher and staff member because learning in the 21st century now happens anywhere and at any time.

Advances in information and communication technologies are changing the way people share, use and process information and technology. As a Department we need to stay up to date with technological innovation and continue to provide contemporary tools and infrastructure so our students can compete on the global stage.

The Strategic Information Technology Plan 2013-2017 provides a state-of-the-art technology backbone for our Department and the 1.4 million students we serve.

The plan focuses on ensuring we have strong and transparent governance to guide technology developments, from planning to implementation. We want to capitalise on innovations in technology, encourage local decision-making and provide a common, reliable technology solution for every school, TAFE institute, community and corporate office.

We aim for technology-based solutions to enhance our staff and management productivity, and decision-making based on the best research and evidence. Importantly, we need to harness technology to our knowledge base – the intellectual capacity of our staff – to advance the Department as a world leader in education, training and community services.

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**Our vision** is to enable any learning opportunity for any learner, anytime, anywhere.

We will be an innovative, agile and cost-effective information technology service that enables and enhances the delivery of quality education and training and community services.

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*Dr Michele Bruniges AM  
Director-General of Education and Communities*
Customer centric technology services

To provide a proactive end-to-end service designed around customer needs taking account of changes and advances in the education and technology marketplace.

We will:

- define customer experiences for each customer segment
- define the service catalogue, including service definition, custodianship, and life cycle management requirements
- manage the service life cycle from inception to retirement for all identified services
- extend support levels via self service capabilities and enhancing the management of knowledge within the organisation
- monitor service levels and improve service provision to meet service level objectives and targets at all times.

By 2017, our success will be measured by:

- having all services defined and allocated to nominated custodians for life cycle management
- ensuring high priority services have agreed-to service objectives and defined levels of service
- attaining service objectives and levels of service consistently, as defined including knowledge reuse
- maintaining and improving upon customer satisfaction levels for each service and collectively across ITD.

Customers are at the centre of our efforts. We aim to support each teacher, staff member and leader with knowledge and timely service to address their individual and collective needs.
By 2017, our success will be measured by:

- establishing a fully functional governance structure with clear accountabilities at every level
- developing business cases for all new initiatives, where each includes a defined approach, investment plan and business benefits realisation plan
- implementing initiatives on time and budget with requisite quality
- attaining forecast benefits, as defined
- delivering regular communications to all DEC stakeholders to highlight ITD plans, developments, achievements and value delivered to the DEC business as a whole.

**Strong and transparent governance framework**

To provide an inclusive and clear governance framework that supports accountability. The governance framework will address the needs of schools, TAFE, Office of Education, communities and corporate offices supporting innovation and providing direction, priority setting and oversight of technology-based initiatives from inception to implementation and assessment of business value.

We will:

- develop ICT strategies in collaboration with business leaders, to support doing business in new and better ways
- review and enhance the existing governance frameworks
- establish project governance together with supporting standards and tools
- develop business cases for all new initiatives inclusive of whole of life costing, investment requirements, and business benefits to be realised
- assess and prioritise initiatives based on their strategic alignment, direct payback, contribution to risk reduction, increase in business value and take-up of innovative practices that advance organisational performance
- establish and implement a risk management approach
- communicate technology developments across the organisation in an effort to highlight plans, developments and achievements to all concerned
- develop a culture of innovation, benefits and value management.

Transparent decision-making through a structured governance framework is the hallmark of our approach. We will work with our leaders, customers and service providers to deliver excellence at every milestone.
Common, scalable technology foundation for all

To provide a common, secure, reliable and scalable technology foundation for schools, TAFE, Office of Education, communities and corporate offices.

We will:
- define the common technology baseline standards
- define the security policy and practices
- undertake a health check of each school, TAFE college, community and corporate office to upgrade each to the common technology base
- build the common technology base through the following major programs of work:
  - Technology for learning (T4L)
  - Virtual learning environments (VLE)
  - Learning Management and Business Reform (LMBR)
  - Integration of the Office of Communities
  - Integration of Children’s Services
- ensure that resources and systems are accessible for the broadest range of users
- monitor delivery of all programs of work against quality, cost and timeline considerations
- develop and implement technology-related business continuity strategies and implement the same
- monitor technology platforms against reliability and availability measures.

By 2017, our success will be measured by:
- defining technology standards in line with teaching and learning needs for all critical components of the technology infrastructure
- providing a consistent technology base to all schools, TAFE colleges, Office of Education, community and corporate offices across the state
- completing all projects on time and budget, as planned
- implementing the technology elements of DEC’s Business Continuity Plan
- reduction in meantime between failures at all locations
- reduction in meantime to repair at all locations
- improved availability of the common technology infrastructure.

A common, reliable technology foundation is essential for each school, TAFE, Office of Education, community and corporate office. We aim to provide each with the base upon which to build their future needs.
Technology solutions and services based on local needs is essential to operational excellence. We aim to support our customers to seek and deploy technology solutions and services best suited to their local needs and to do so in the most cost-effective manner possible.

By 2017, our success will be measured by:
- providing a fully functional integration centre
- enhancing business efficiency through use of integration services
- increasing cluster and cross-cluster information sharing.

Easier integration of technology services

To provide a standard ICT framework that enables easier integration of applications and services acquired by schools, TAFE, Office of Education, communities and corporate offices to meet their individual needs.

We will:
- establish the integration competency centre as a critical enabler
- maintain an enhanced enterprise, business and process architecture
- provide a broader range of integrated technologies and equipment through the service catalogue.
Reliable information for decision-making

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

We will:

- support the implementation of the DEC information management strategy by enhancing the Enterprise Data Warehouse
- enhance the Enterprise Data Warehouse in preparation for the delivery of new information management techniques such as predictive analytics
- ensure information reliability, completeness and timeliness for decision makers at all levels
- partner with the Centre for Education Statistics and Evaluation and information management governance groups to support the DEC information management strategy.

By 2017, our success will be measured by:

- having an enhanced Enterprise Data Warehouse combining core data from all major operational data sources
- reducing data duplication and inconsistent reporting of same data
- making information available to decision makers at all levels, as and when required from a common reliable source
- improved utilisation of tactical and strategic reporting and analytics.

Harnessing our data to make informed decisions is critical to success. We will assist in providing the tools to gain insights and deliver information to our leaders and decision makers at all levels and areas of endeavour.
Efficient and effective ITD that works in partnership with DEC business leaders and technology providers

To attract and retain a motivated talent pool to provide the needed capacity, capability and credibility to deliver ITD services in the most cost-effective manner.

We will:
- assess ITD services and determine sourcing strategies for various technology services
- review the ITD organisational structure to keep it up to date with business requirements
- maintain strong strategic relationships with DEC stakeholders
- manage vendors in a partnership mode of operation
- partner with the business to support the delivery of their strategies
- deliver technology services in the most optimal manner in line with set targets
- define workforce requirements, including capacity and skills requirements
- acquire, train and develop in-house resources as per HR strategies
- develop performance plans for every ITD staff member to maintain and enhance the ITD skills base
- implement a vendor performance management system for outsourced technology services.

By 2017, our success will be measured by:
- completing the preparation and execution of annual performance and development plans for every ITD staff member.
- implementing vendor management performance reviews annually.
- establishing the baseline cost for each technology service and ensure it remains comparable with leading practice nationally and internationally
- delivery to the strategic plan of our customers including DEC’s information management strategy, Smart and Skilled, Local Schools, Local Decisions and Learning Management and Business Reform
- integration of the Office of Communities.

Providing the right resources at the right time and place is critical to meeting our customer expectations. We will seek, build and enhance our own capability to deliver quality products and services in the most optimal and cost-effective manner.