



NSW Department of Education
Digital Strategy





Driving towards Destination YOU

The goal of our Digital Strategy and roadmap is making NSW's education system the best in Australia, and one of the finest in the world.

The **Digital Strategy** focuses on strengthening and modernising our digital foundations, providing an environment that is **secure, stable, sustainable** and **scalable**.

The strategy provides an overarching direction for transformation enabled by technology, data and services.

The key pillars underpinning the strategy are:

- Evolved learning
- Equitable access
- Seamless services
- Data driven insights
- Cyber secure
- Simplified IT

The strategy is designed to adhere to NSW government policy, enable DoE strategic outcomes and align new and existing sub-strategies such as the Schools Digital Strategy and the Rural Access Gap program.

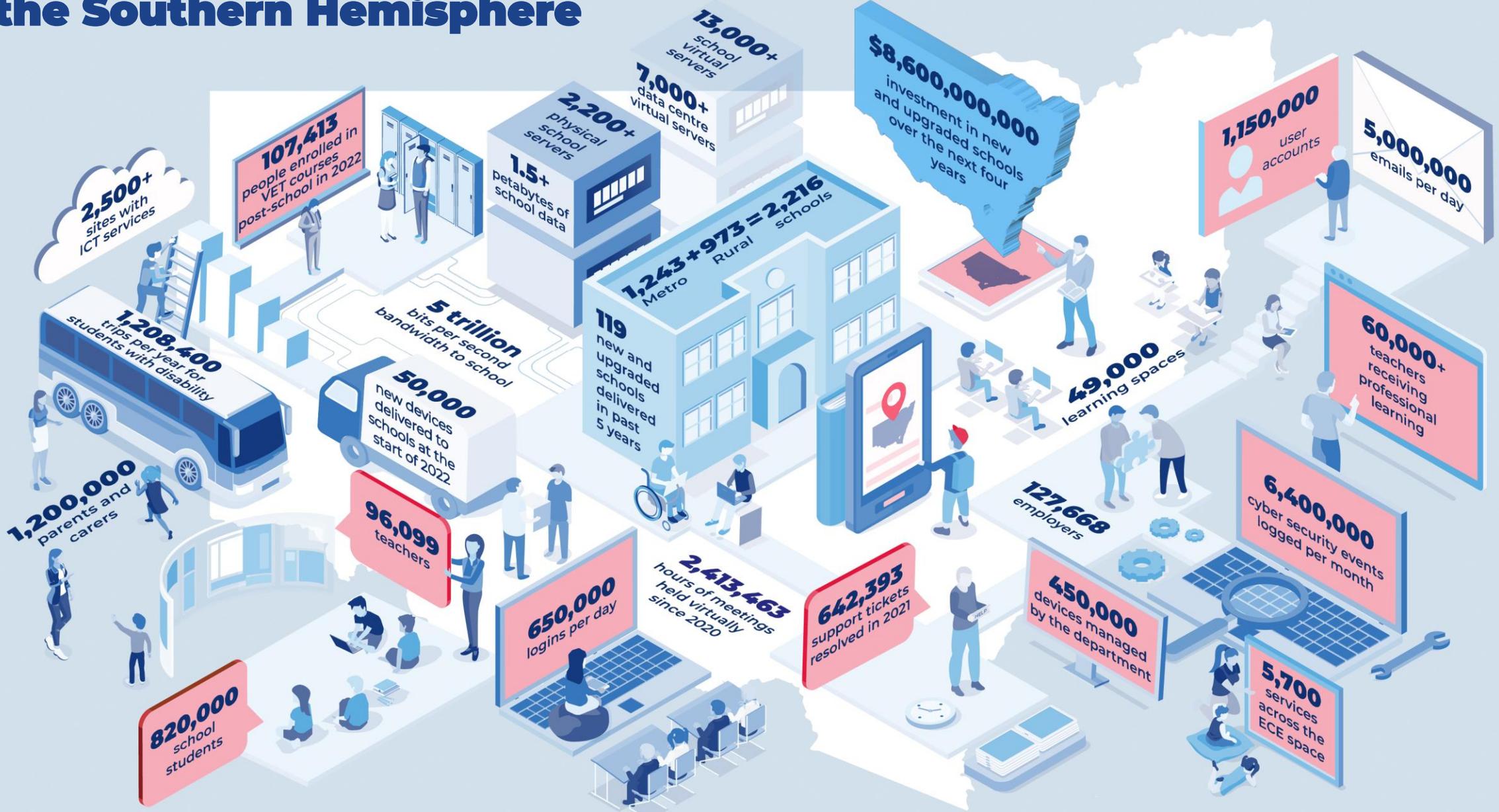
Critical inputs:

- **NSW Government:** Premier's Priorities, Beyond Digital Strategy
- **NSW Government Digital:** NSW Cyber Policy, NSW Government Cloud Strategy, NSW Government Data Strategy
- **DoE Strategy:** NSW DoE Education Strategic Plan, DoE Operation Groups Transformation Program, Schools Infrastructure Digitalisation Program, Schools Digital Strategy

The strategy does not include product or platform decisions but provides a digital and technology best practice framework that will inform clear decisions for the future.

The strategy is a living document that will be reviewed quarterly and refreshed annually to ensure it continues to meet the needs of the organisation. It represents our strategic intent and initiatives are subject to funding approval.

We operate one of the largest education IT ecosystems in the Southern Hemisphere



The Digital Strategy will help us overcome challenges

We're experiencing challenges that include rising cyber and privacy threats, cumbersome administrative tasks in an increasingly complex technology landscape with rising customer expectations.

Schools report insufficient access to devices and increasing administrative tasks which are impacting on education delivery.



Access to devices is unequal across the school network (1:4 in regional & 1:6 in metro areas) and internet connectivity is inconsistent across all areas of the state*.

A complex technology landscape, legacy systems and limited access to quality data are driving the need for change and a realignment of digital priorities.



Slow and complex processes inhibit the access to quality data to and hinder our ability to make timely decisions.

The Information Technology Directorate (ITD) is facing significant challenges in their role to better deliver value and serve the varying needs of the department.



The current funding model does not adequately align with our agile delivery and support of new technology budgetary needs, which are shifting towards operational expenditure.



Simple school and administration tasks require the use of multiple systems and are cumbersome.



Complex IT support and the lack of a "single front door" causes delays in the resolution of support tickets and degrades the customer experience.



Rising cyber and privacy threat levels pose increasing risks for the department, its people and its data.



Learning resources and tools are fragmented with ~50% of schools using unsupported/outdated tools*.



Legacy systems and technical debt increase the risk for operational system failures.



Competitive recruitment and a shortage of skills on the market are making it difficult to attract and retain talented employees.

*Source: Schools Digital Strategy 2019-2026 | NSW Department of Education 2019



Our Digital Strategy vision

“Create trusted digital services that empower personalised, lifelong learning journeys, allowing individuals to reach their goals and positively impact our community into the future.”

Built on four core foundations

Security

Our systems are secure and private by design to protect the safety of our students, learners, teachers, staff, parents, carers and community.

Stability

Our digital ecosystem is stable and reliably meets the needs of our students, learners, teachers and staff.

Sustainability

We deliver high quality, cost-effective support and services so that we can meet our obligations to existing and new schools and education centres.

Scalability

Our digital environment can scale to meet the needs of a growing population and enables future-focused learning and teaching.

'Being digital' will change and improve the experience for our learners, parents and carers, teachers and staff



Student, learners, parents and carers

Engaging and modern learning tools for learners to excel through their education journey

- Easy access to modern digital devices with high quality connectivity.
- Access to comprehensive, curriculum-aligned asynchronous learning.
- Using data insights for learning and wellbeing support tailored from early childhood through to vocational skills.
- Simple digital assessments and reporting.
- Personalised communications for parents and carers.
- Digital learning tools aligned to in-demand skills.



Teachers, education leaders and support

Tailored resources, empowering our school and education staff to focus on what they do best

- Simple digital enrolment and attendance management.
- Easy access to modern digital devices with high quality connectivity.
- High-quality curated digital learning resources.
- Digital curriculum, assessment, insights and reporting.
- Integrated payments and permissions.



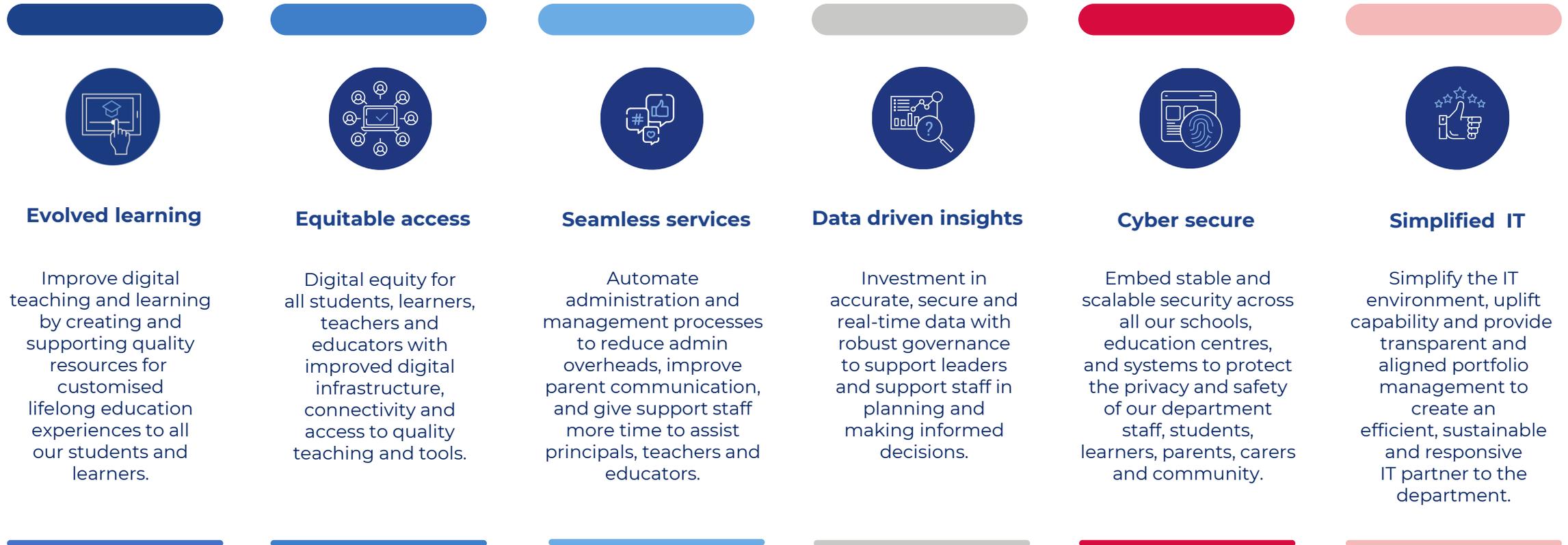
All department staff

Informed decisions through seamless access and efficient services

- Single digital touch point for internal services.
- Modern, efficient enterprise systems and process.
- On-demand access to reporting and insights.
- Uplift Enterprise Resource Planning processes to support payroll and staff changes.
- Quality IT advisory services and relationship management.

Six pillars of investment to enable Destination YOU

These are the areas we are already investing in, and will focus on as we go forward



To move forward,
we will focus on
three horizons that
align with the
overarching
department
strategy

Shape

Build and maintain foundations to enable future-focused digital service and support delivery.

- High-quality support is delivered efficiently and effectively to all schools, education centres and staff.
- Continually evolve our technical foundations to drive excellence of service to our customers and allow our workforce to perform at their best.
- Our infrastructure meets the needs of a growing population and enables future-focused learning and teaching.
- Our workforce is engaged and high-performing.

Improve

Improve the quality of digital services and support delivered to all schools, education centres and staff.

- Shift to a customer-centric, agile service delivery model, and automate administration processes to give support staff more quality time to assist education leaders and teachers.
- High-quality support is delivered efficiently and effectively to all schools, education centres and staff.

Evolve

Evolve the digital learning experience to equip students and learners for a lifelong learning journey.

- Improve performance and skills of all students and learners while ensuring all have equitable access to high-quality teaching and tools.
- All young people have a strong foundation in literacy and numeracy; deep content knowledge; and confidence in their ability to learn, adapt and be responsible citizens.
- Our education system reduces the impact of disadvantage.

The Digital Strategy will be iterated and reviewed annually

	Horizon 1 – July 2022 to June 2023* Shape Establish the digital foundations to enable the next wave of digital learning delivery	Horizon 2 – July 2023 – December 2024 Improve Simplify and improve access to digital services and technologies	Horizon 3 – January 2025+ Evolve Evolve the digital experience and enable the future of learning
Evolved learning	<ul style="list-style-type: none"> Build the platforms to enable access to digital learning tools. 	<ul style="list-style-type: none"> Uplift our delivery of learning tools and improve pathways to workforce or additional study. 	<ul style="list-style-type: none"> Modernise and evolve digital learning tools and devices across all schools and education centres.
Equitable access	<ul style="list-style-type: none"> Reduce inequality of digital capability and infrastructure across regional and metro schools. 	<ul style="list-style-type: none"> Improve the accessibility of digital services and technologies for all schools and education centres. 	<ul style="list-style-type: none"> Embed a regular cadence of transformation to ensure the currency of our digital infrastructure.
Seamless services	<ul style="list-style-type: none"> Build the foundations for the successful implementation of a service management tool. Develop opportunities for saving time through the reduction of administrative overheads. 	<ul style="list-style-type: none"> Improve access to professional learning and accreditations. Reduction of administrative overheads. 	<ul style="list-style-type: none"> Embed digital services designed to support the ongoing needs of all schools, education centres and staff.
Data driven insights	<ul style="list-style-type: none"> Refine data governance processes and invest in building data capability across the department. Uplift master data management and quality. 	<ul style="list-style-type: none"> Streamline data management and access. Improve organisation analytics through cognitive technology. 	<ul style="list-style-type: none"> Transform the decision-making capability of the department through advanced data governance and data analytics.
Cyber secure	<ul style="list-style-type: none"> Implement proactive cyber security measures and build core capabilities in preparation of the Cyber Uplift. 	<ul style="list-style-type: none"> Improve security measures within the department. 	<ul style="list-style-type: none"> Evolve our Cyber branch to proactively monitor for threats and adhere with Cyber standards.
Simplified IT	<ul style="list-style-type: none"> Simplify IT infrastructure and focus on stabilising our foundations. Prepare the environment for a greater uptake of cloud services. 	<ul style="list-style-type: none"> Invest in upgrading devices and improving device management. Improve the processes supporting the "Simplified IT" pillar. 	<ul style="list-style-type: none"> Transformation of our HR systems to support needs of our organisation.

*Subject to approval of funding

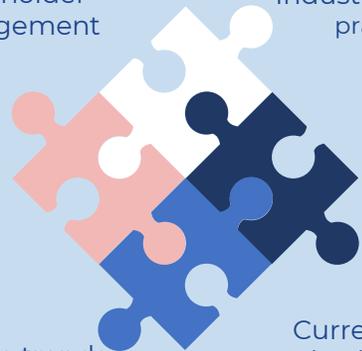
We'll follow our guiding principles for making decisions around technology

Designed through extensive consultation with DoE and in alignment with NSW Government policies, we will use the following guiding principles as a tool to support decision making in the definition of the future state architecture.

Inputs

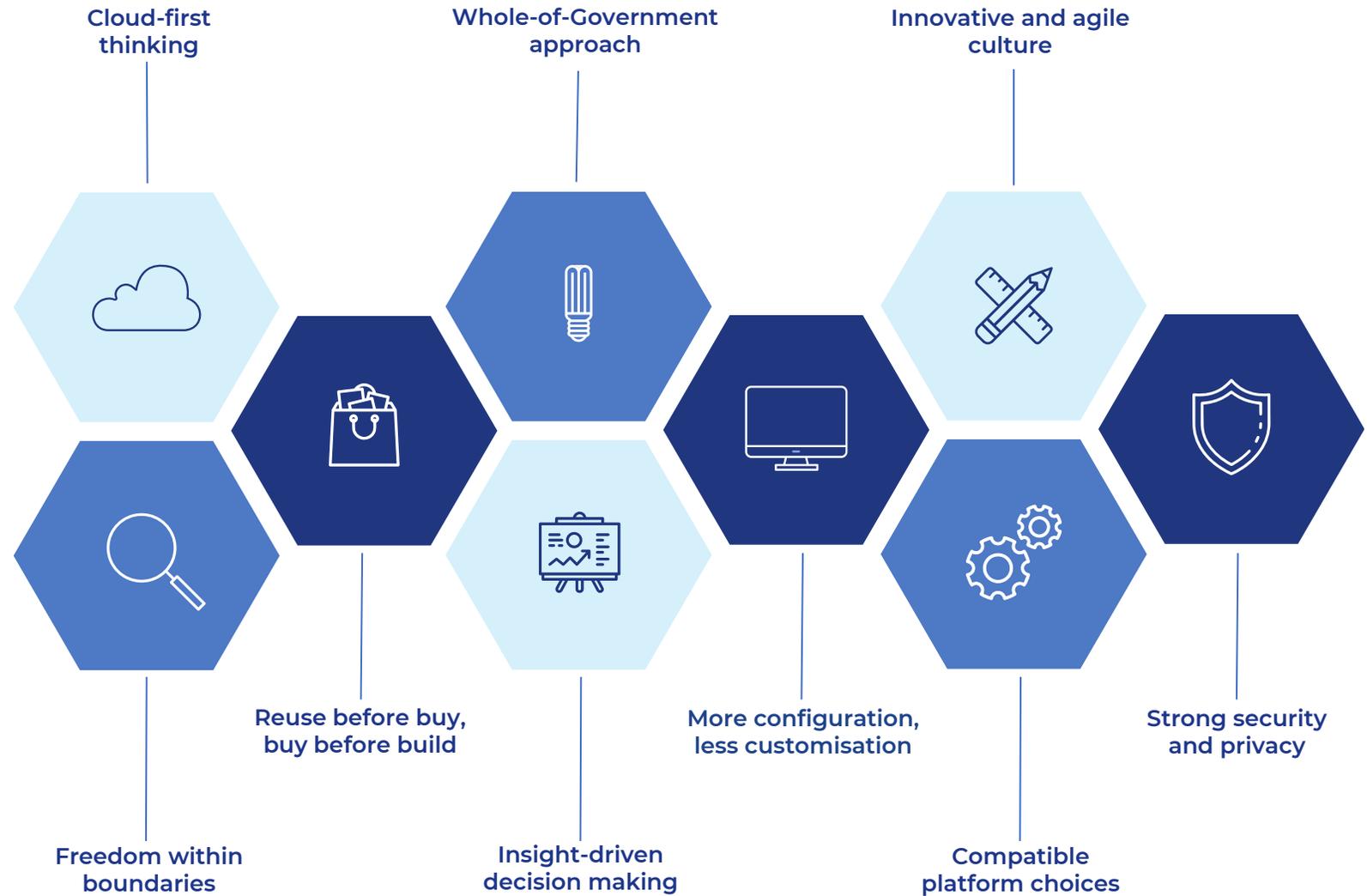
Stakeholder engagement

Industry best practices



Future trends

Current ICT landscape



The opportunities are endless for Destination YOU

The education landscape continues to evolve rapidly and digital enablers are becoming a fundamental part of contemporary teaching and learning.



New modes of learning

Transforming education delivery allowing students, learners, teachers and educators to interact differently with space, technology and each other.



Contemporary digitally-enabled schools

Building fit-for-purpose and updating existing schools to accommodate learning models enabled by digital.



Holistic view of students and learners

Personalisation and adaptive learning platforms using analytics & AI to offer learners a tailored learning experience.



Trusted and secure centralised storage of learner records

Reliable and accessible student and learner records provide advanced analytics.



Re-design of student assessment and performance monitoring

Digital formative assessment tools tracking student learning progression and reporting for parent, carers and teachers.



Evolved access and pedagogy

Additional learning channels supporting those with differing learning styles. Expert teachers, educators and resources accessible to all our students and learners.



Technology-enabled immersive learning experiences

Creation of enhanced learning environments through applications of augmented reality, virtual reality and Internet-of-Things.



Hybrid learning and working environments

Leveraging collaboration technology to decentralise learning and working environments for DoE staff, students, learners and government employees.



Supporting inclusion for disadvantaged learners

Advances in technology are enabling new ways of learning in and out of the classroom improving accessibility for our disadvantaged and special needs students and learners.



Data improving the well-being of all learners

Access to rich student and learner data and cognitive analytics providing insight to ensure every learner is known, valued and cared for in our schools and education centres.



Enhancing the start of a child's educational journey

Beginning the educational journey with digitally enabled early childhood centres providing advanced learning opportunities for our youngest.



Modern methods of construction

Using modular design and Building Information Modelling to improve the time-to-build for new learning spaces.

Our Digital Strategy will Shape, Improve and Evolve our learning environment to prepare our students for rewarding lives in an exciting digital world.

Together, we are on the journey to Destination YOU.