



**Regional  
secondary  
school cluster  
edition**

We acknowledge the homelands of all Aboriginal people and pay our respect to Country.

**Say hello**

-  @NSWDepartmentofEducation
  -  @NSWEducation
  -  @NSWEducation
- [education.nsw.gov.au](http://education.nsw.gov.au)

© 2019 NSW Department of Education  
GPO Box 33, Sydney NSW 2001,  
Australia  
T 1300 679 332

# Leading education in a digital world

| Voice of Schools handbook  
2019–2026

[education.nsw.gov.au](http://education.nsw.gov.au)





## Index

- 2** **Introducing our digital strategy**

---

- 3** **Our school's digital planning cycle**

---

- 4** **State-wide initiatives to which our work contributes**

---

- 5** **Our current digital situation**

---

- 6** **How our voice and agency are vital to the strategy**

---

- 7** **Aspects of digital for which we require the department's support**

---

- 8** **Our school cluster context, perspectives and digital priorities**

---

- 15** **Our digital strategy roadmap**

---

- 20** **What the SDS will mean for our school**

---

- 22** **What success will look like for our school and learning spaces**

# The world is turning truly digital

From teams collaborating across the globe to data-driven decisions that improve the lives of millions, new frontiers are being crossed every day.

To become Australia's best education system and one of the finest in the world, we need to change the way we approach our digital development.

With the Schools Digital Strategy (SDS), we can give our students, our teachers and those who support them the digital skills they need today and in the future.

The SDS is a seven-year plan to lighten your school's administration load; provide your staff and students with the digital skills they need to succeed now and in the future, and to make each of your learning spaces a rich, engaging, personalised environment that brings out the best in each student, academically and socially.

This handbook sets out the priorities your school has identified; areas of need and opportunities you have identified to develop the digital capacity of your school and staff.

It's a snapshot of what you can do now; what you need help to achieve, and where you want to be in the future. It will help you assess your current digital capability and plan your development path, with access to the training, guidance and direct assistance you need to succeed.

We'll be following your journey and providing support at every stage, to help you achieve your goals and share your experience.



**Murat Dizdar**  
Deputy Secretary,  
School Performance South



**Cathy Brennan**  
Deputy Secretary,  
School Performance North



# About this handbook and our digital strategy

## Developing and implementing our school's digital strategy

Principals from our cluster of secondary schools in the Dubbo region met with the department's professional services team to develop this handbook.

This book is our school's voice regarding digital. It presents our needs, priorities and a roadmap for Horizon 1, the next few years. Our voice is an important part of the department's wider seven-year Schools Digital Strategy, the SDS.

## Our roadmap for leading education in a digital world

The SDS is our pathway to improving digital literacy and efficiency across the board. To meet our vision we must better understand, invest into and integrate digital across our schools and the department. In this book, we set out five digital support priorities for which we rely on the department, and ten digital priorities we can drive from our school in partnership with the department.

## Focusing on those who teach

The SDS focuses on "those who teach" and "those who support those who teach". While it concentrates on teaching and learning, it also addresses digital foundations in administration and corporate functions.

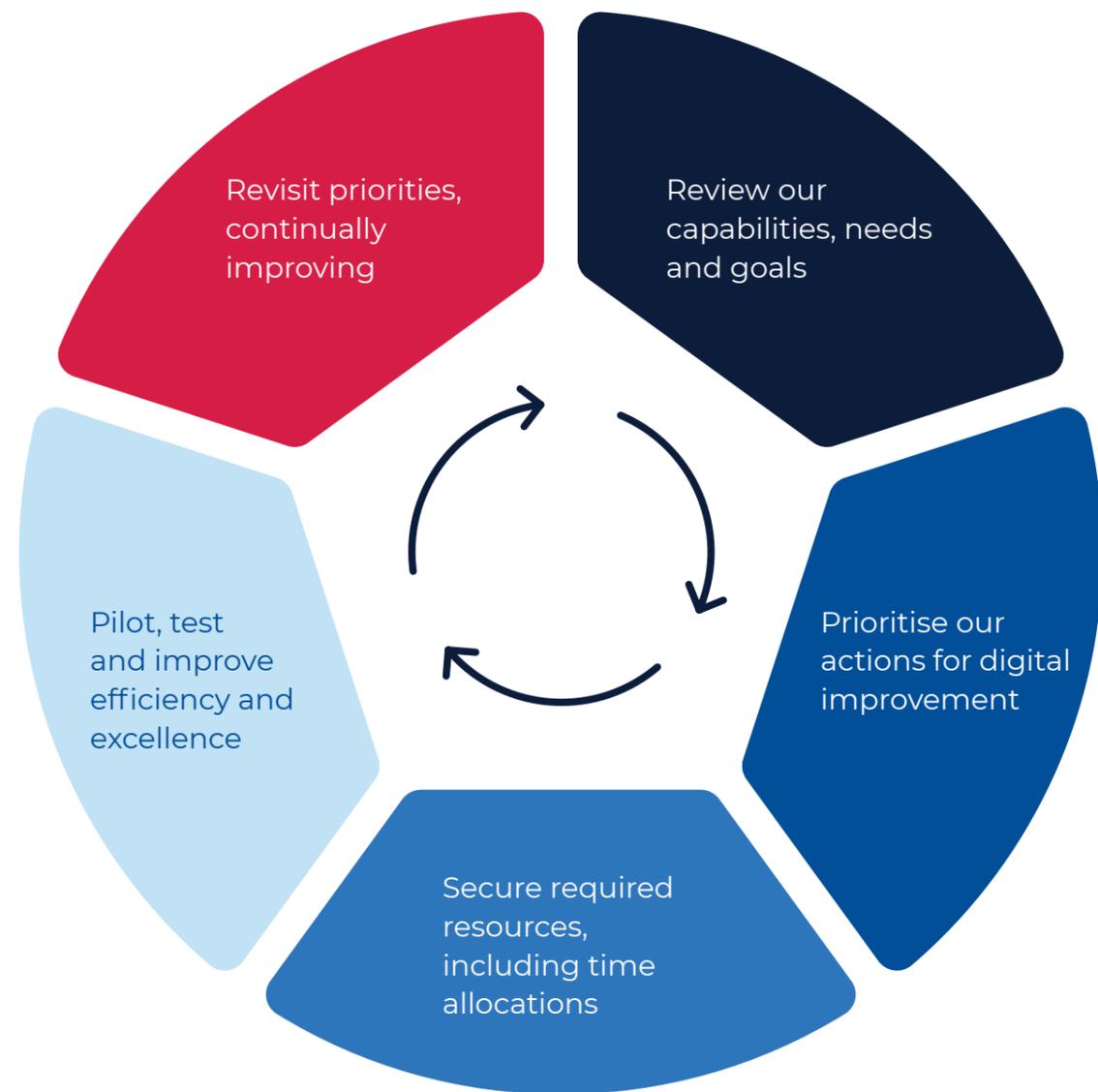
The SDS encompasses the critical participants in a student's learning journey – parents and carers, teachers, the community, and of course the students themselves.

The SDS encompasses the critical participants in a student's learning journey

-  Teachers
-  Students
-  Admin & support
-  School leaders
-  Parents

# Our SDS journey

Our school's journey to digital maturity is set out in the following planning and implementation model. We are building this digital cycle into our three-year plan. Going forward, digital will be more explicitly called out in our school plan as an enabler for excellence under the Schools Excellence Framework (SEF).



# How our school's digital strategy contributes to the big picture

State strategy	SDS outcomes
20-Year Economic Vision for Regional NSW	<ul style="list-style-type: none"> <li>Boosting digital connectivity and utilise existing and ongoing network rollouts.</li> <li>Equipping students with in-demand skills and competencies.</li> </ul>
State Infrastructure Strategy 2018–2038 (Connecting Metro/ Regional Schools Programs)	<ul style="list-style-type: none"> <li>Strengthening the physical infrastructure to support digital uptake and use in learning spaces.</li> <li>Connecting schools across the state in collaborative learning experiences.</li> </ul>
Department of Education Strategic Plan 2018–2022	<ul style="list-style-type: none"> <li>Increasing student engagement and participation.</li> <li>Equipping students with the digital, technical, and communication skills of the future workforce.</li> <li>Closing the digital divide between schools with equitable access to resources and opportunity.</li> </ul>
Digital NSW A wider government priority is to improve the customer service experience for all citizens who come into contact with government services.	<ul style="list-style-type: none"> <li>Delivering customer-centric education services.</li> <li>Enhancing data analytics and reporting capabilities to inform teaching and investment.</li> <li>Digitising and automating processes to reduce burdens and increase efficiency.</li> </ul>

# We're starting from

## Amplifying our opportunities

As a school, we have already made significant strides forward into the digital era. To provide a robust foundation for further progress, we've identified a range of digital opportunities to build upon:

1. Improved and automated systems offer an opportunity to free up valuable time for our school leaders, teachers and admin staff.
2. Our teachers have first-hand experience to recognise student needs and identify innovation opportunities within the learning experience.
3. Customer interactions are well-served in places, and could be connected to form a seamless customer experience.
4. As our school takes the lead on digital maturity, we provide important lessons to learn and share.
5. A wealth of student and school data is being collected, and presents an opportunity to help make more informed decisions.

## Our considerations

Five key considerations shaped the formation of the SDS. These were used to ensure the strategy was focused, effective and fit for the future.

- **Schools are best placed to take charge of their own digital journey, and innovate based on their needs.**
- **Teachers' digital literacy is a powerful lever to pull in improving digital maturity and improving the learning experience.**
- **The department is best placed to provide support to schools on their digital journey, and leverage their network perspective for innovation.**
- **Real time feedback and collaboration within the learning environment will improve student outcomes.**
- **The digital playing field needs to be leveled across the state to ensure equity of opportunity for all students.**



# Our school's digital agency



## We are now empowered to shape our school's digital journey

- We assess our digital maturity.
- Create and implement plans to build our capability.



## We are building our school's digital equity and capability

- Deliver enhanced digital teaching and learning.
- Improve student administration and school management.
- Drive collaboration and communication.
- Enhance our data, analytics and reporting capabilities.
- Strengthen our digital and equity foundations.



## Aligning with the department

- Realign our support relationships with the department.
- Engage in innovation at the school and cluster level.

# Our digital support priorities

Here are five priority areas we have identified for which we require the department's ongoing support:

1

## Professional learning (PL) in the flow of work

Help us access experts and peer networks to support our staff's pursuit of digital maturity. Provide us release time for an onsite digital champion. Supplement this with tailored, context-appropriate digital resources that target putting PL into practice, in pedagogy and administration.

2

## Respect our time

Provide us with quick access to people with answers to our common digital issues. It often does not serve us well to ring a call centre. We need to deal with a local person. A local digital friend is critical.

3

## Remove complexity in purchasing

We seek a digital marketplace that works for our schools, helping us assess and purchase pre-qualified digital resources and services with confidence.

4

## Equity

Our students and staff need equitable access to devices, networks, online resources, professional learning and personalised digital learning experiences.

5

## Access requests

We need the complexity removed from the application process for financial assistance for students with disabilities or high needs.



# Our regional secondary school cluster



Hi, I'm Phillip Rufus and I'm the principal at Narromine High School where we support 450 students.

.....

**Phillip Rufus**  
Principal - Narromine School



Hi, I'm Debbie Head and I'm the principal at Dubbo College, Delroy Campus where we support 550 students.

.....

**Debbie Head**  
Principal - Dubbo College, Delroy campus

Hi, I'm Andrew Jones and I'm the principal at Dubbo College, a collegiate of three individual campuses and partnerships with TAFE Western Institute and three universities.

.....

**Andrew Jones**  
Principal - Dubbo College





## Our voice, school agency

"We need targeted resources to give teachers and staff the confidence and strategies to best teach with the devices and other digital elements. That's the biggest thing that is missing - how can we best teach with this technology?"

"It is useful to have a clearly defined plan, the SDS, to take on the journey together, allowing capacity for our school to make local adjustments."

"We don't want to subscribe to standardised digital lesson plans. We want our teachers to use digital tools and bite-sized digital resources to expand their repertoire of classroom strategies for future-focused learning."

"It will be handy once the SDS can provide some commonality and guidance on what platforms to use. Currently, it is trial and error for us."

"We want recommendations on what professional learning we should do from a professional network rather than having to scroll through the thousands of courses."

"In order to embed technology into our curriculum, digital teaching and learning specialists need to be in our schools for the whole year. They were in our schools for one term and then we didn't get them again until one year later."

"Our digital plan needs to be laid out, so we move forward. The digital strategy needs to be a part of the areas we are already looking to improve."

"It is about using technology to make learning engaging. School cannot function without a TSO, and the TSO must be a teacher."

"Budgeting RAM does not reflect technological needs in schools. We look to the SDS to enable us to fund the digital resources we need most."

# Our school's top ten priorities

1

## Elevate teacher PL to leverage digital for future-focused learning

Regular onsite teacher PL will unlock future-focused learning that is backed by digital. Casual teacher availability will be critical within a mix of release time, tailored online resources and access to digital learning mentors in the flow of work. Local user groups and Communities of Practice will help us learn from one another.

2

## Digitise and improve processes that are burdensome

Help our school reduce the double handling of information, for example, transferring student records. Reduce the number of clicks and hours involved in school administration. Paperless, cashless and single point of truth solutions can provide quick wins.

3

## Access user-friendly, integrated interfaces that provide an exceptional user experience

Let's migrate to role-based, unified digital environments that save time, providing more school-friendly records management. Let's address FMU, OMSI, Active Directory and email list information mismatch issues and workflows for student transfers.

4

## Access a blueprint guide that features technology that works best

Schools don't need to work out everything for themselves. We would all benefit from a digital catalogue that features pre-qualified, supported, interoperable digital solutions that work for schools like ours.

5

## Leverage in-school professional support to set goals, make plans and solve digital issues

A new digital maturity plan will support our pursuit of excellence under the Schools Excellence Framework (SEF), drawing upon local and SDS professional team support, integrated with our ongoing 3-year plan. Let's ensure our college structure affords each school the agency to execute its digital priorities.

6

## Experience secure, role-based access management that is simplified

Help our school to manage and administer access privileges and access to digital networks resources, systems, tools and devices. Let's fix all the seemingly small issues that slow us down, for example, password resets.

7

## Access all services from anywhere

Free us from needing to sit at a specific device to get a task done. Help us truly migrate to the cloud and access services mobile-first where appropriate.

8

## Access digital tools and resources we need through a digital resources store

Help us search, adapt, publish, share and rate digital learning and teaching resources and strategies, collaborating with teachers across our school and the state. We want to search in one place for quality resources that reflect the latest curriculum developments.

9

## Fix specific burning issues

Let's fix burning issues specific to our school: Wi-Fi blind spots, "Authority to Travel" workflows, additional laptop carts, and easier loading of specialist applications to dozens of laptops.

10

## Refresh our technology through a special fund

Help us to tap into an emergency funds to migrate from legacy technologies that are still being used, for instance, all our first generation electronic whiteboards are all failing at the same time - losing screen brightness, out-of-support, etc.

**Our school will work on these digital priorities in partnership with the SDS professional support team.**





"Our digital plan needs to be laid out, so we move forward. The digital strategy needs to be a part of the areas we are already looking to improve."

# How we'll achieve our vision

Here are five priority areas we have identified for which we require the department's ongoing support:



## Our current focus

### Setup:

#### Foundations

Core foundations are designed, and pilot programs are implemented at our school.

### Horizon 1:

#### Optimising

Benefit measures are established, pilot projects are being scaled and a school-centric service culture created within the department.

## Future vision

### Horizon 2:

#### Evolving

The pace of school's digital capability development increases, continual innovation becomes the norm and the school-centric service becomes fully embedded.

### Horizon 3:

#### Transforming

Digital delivery becomes fully integrated across department and sector-leading expertise are developed.

# Set up: Foundations



## Capabilities and activities:

- Designing
- Planning
- Agreeing

## Duration:

6 months

## Key actions:

- **Creation of opportunity canvases.**
- **Human-centred design ideation sessions.**
- **Validation with our schools.**
- **Implement pilots and deploy quick wins.**
- **SDS communications program.**
- **Service model redesign.**
- **Service catalogue design and launch.**
- **Device strategy ratios finalised for H1.**
- **Automation pilots.**
- **Digital maturity baselined.**

# Horizon 1: Optimised

## Capabilities and activities:

- Delivering
- Building
- Embedding

## Duration:

2 Years

## Key actions:

- **Digital capability pilots scale across network.**
- **Market and vendor selection as required.**
- **Benefits measurement in place.**
- **Business change program and PD.**
- **Create school-centric service culture.**
- **Service model implemented.**
- **Service catalogue available.**
- **Connected schools.**
- **Device equity increases.**
- **Digital learning environment available.**
- **Enhanced reporting.**
- **Student and teacher portals available.**
- **Streamlined administration.**

# Our future



## Our school thrives in a digital world.

The future of education will see students learn on their own terms. Their teachers, empowered to innovate, will continuously improve the learning environment. Outcomes and impacts will be measured to affirm growth.

School leaders and staff will be supported by efficient administration and management processes, and parent, carers and school communities will enjoy seamless digital interactions as they engage with schools.

Our schools will be a connected network, backed by the department, empowered with the agency to drive their digital journey.

## Key benefits:

- Students are engaged and prepared for jobs of the future.
- Improved equity of access to digital devices and learning opportunities.
- Data-driven student outcomes.
- Improved customer experience for everyone interacting with schools.
- Improved school and student management efficiency.

.....

"At a recent SDS forum, principals were asked what the essential elements would be if we were designing and building a new school to meet the needs of today and into the future. That was a great question to ask a group of principals who are all working in established schools. It really turned our conversation on the head to say well if we were starting from scratch what would it look like. There is great value in these sorts of discussions. I see this as one of the benefits of working in the SDS context."

# What this means for our school cluster



## Students

Across the Central West NSW region, students are prepared for the jobs of the future with enhanced digital literacy and critical collaboration and team-based problem solving skills.



## Teachers

Time and focus on students grows as teachers are freed of admin and low-value tasks. Teachers' capability is enhanced through hyper-relevant professional development, access to quality digital tools and greater visibility of student development.



## Leadership

School leaders are empowered to make decisions on the digital direction that suits their school. Data-based insights drive better decision-making, whilst automated school management allows more time to support their teachers and students.



## Support staff

Support staff can dedicate more time than ever supporting leadership, teachers, students and parents as manual and low-value tasks are automated.



## Parents and carers

Parents and carers are more connected than ever to their students' learning journey through improved data and transparency. Digital learning resources enable them to actively support the learning journey.

# How our schools are embracing the SDS

## Digital content, experience and data

### Enhance our data, analytics and reporting capabilities

An investment in improving our data and analytics capabilities, including through the development of advanced analytics, the evolution of CESE into a data and analytics centre of excellence, and integrated data within and beyond schools to aid comprehensive student data gathering. Advanced analytics underpin many components of the strategy, including personalised learning support, welfare support, and enhanced performance understanding.

### Drive collaboration and communication

This involves developing fit-for-purpose collaboration tools for students and teachers, creating communities of professional teaching practice, giving parents and carers online and mobile device access to relevant school and student information and communications, and giving students access to relevant school and subject information online from wherever they are in the state or beyond.

### Support improved teaching and learning

This includes the enablement of digital curriculum, digital assessment capabilities in and beyond the learning environment, the deployment of connected learning spaces with digital technologies, personalised learning support, and making digital content creation and lesson planning easier for teachers.

### Improve student administration and school management

Student administration and school management processes are improved, including automation of common transaction activities; AI and chatbot servicing of common service channels; digitisation of paper processes; greater integration of systems and improved user interfaces; and work flow support for tasks.



## Digital maturity and user capacity

### Enable digital maturity assessment and benchmarking

This involves the development of a digital maturity assessment framework across school capabilities. The digital maturity framework will need to be repeatable and reliable, be easy to deploy and enable schools to self-assess, provide data aggregation at the school, district and state level, and facilitate benchmarking against peer schools. It will also capture the proportion of staff who are progressing their digital skills to support more uniform digital practice uptake.

### Enable schools to access digital resources

The integration of digital maturity within the Schools Excellence Framework to assist school planning, and help schools to choose capabilities, deploy them and measure their success. Enabling schools to plan and deploy these new capabilities will require the development of a service catalogue and eventually a digital marketplace of high-quality integrated PL, platforms, applications, content, processes and case studies to aid effective adoption.

## Digital devices, networks and infrastructure

### Strengthen equity foundations

This area involves increasing the device ratios, appropriate to student age, and ensuring the supporting network, connectivity and capacity is adequate to enable effective learning and teaching. It also involves more equitable digital literacy development to increase the confidence and skill sets of students and teachers.

## Digital support and innovation

### Reorient the service model to support teaching and learning

A reoriented service model that provides greater people support to schools in order to more effectively deploy digital practices into the classroom. It embodies the principles of putting schools at the centre of service delivery and enabling them to succeed.

### Scale continuous innovation at the edge

Ensuring the right governance, principles, practices and culture exists to support continual innovation at the edge. This area will support the identification and growth of innovation, capturing better practice and capabilities, test practices across the network and providing the ability to scale across the state.

# Our school maturity journey

At our school, digital is a means not an end. We will pursue digital maturity so we have more time and capacity to focus on excellent teaching and learning. Here is our school's digital maturity journey.

1

Select and access digital platforms.

Overcome administrative barriers.

Equitable access to digital learning resources.

2

Test innovations through benchmarked pilots.

Scale innovation, supported by a service catalogue.

3

Secure support closer to the point of need.

Develop digital literacy through collaboration.

4

More time and capacity to focus on excellent learning and teaching.

# Our learning space journey

We know from research and experience that digital can support future-focused learning and improved student outcomes. The right infrastructure, professional learning, digital tools and resources are critical to our learning space journey. We will track our journey according to the following five-point scale:

## Teacher and learner agency stages:

Stage 1

Digital is an emerging classroom resource, a lesson additive.

Stage 2

Digital is often critical to lesson success, mainly teacher-driven.

Stage 3

Digital enhances student engagement, formative assessment and personalisation.

Stage 4

Teachers leverage digital to develop new learning strategies for excellence (SEF). Learning and teaching are integrated with digital.

Stage 5

Digital drives new levels of learner agency and meta-cognition, vital to successful participation in our future digital society and economy.

