

**Submission
No 5**

**EXAMINATION OF AUDITOR-GENERAL'S PERFORMANCE AUDIT
REPORTS MAY 2017 - DECEMBER 2017**

Organisation: NSW Department of Education

Date Received: 27 July 2018



Education

DEPUTY SECRETARY
CORPORATE SERVICES

Mr Bruce Notley-Smith MP
Chair
Public Accounts Committee
Parliament of New South Wales
Macquarie Street
SYDNEY NSW 2000

DGL18/500

By Email: PublicAccountsCommittee.PAC@parliament.nsw.gov.au

Dear Mr Notley-Smith MP

Thank you for your letter of 9 July 2018 regarding the Department of Education's response to the Auditor-General's report, ICT in schools for teaching and learning, tabled on 6 July 2017.

A response to the seven recommendations of the report has been compiled, with contributions from the Centre for Education Statistics and Evaluation, Learning and Business Systems and Information Technology; a copy of this report is enclosed.

The Auditor-General's report, ICT in schools for teaching and learning, highlighted variable discrepancies in schools for core IT infrastructure in classrooms such as WiFi; especially where schools were left to allocate school funds to these. The report has been instrumental in raising the issue about access to digital resources in country and remote regions, disadvantaged communities, and in smaller schools. The Connecting Country Schools program is redressing this situation to deliver a modern digital footprint to all country and regional schools by the end of 2019.

A further benefit recognised from the report has strengthened the governance of projects allowing us, for the first time, to take a 'systems' approach to solving some of these complex issues. Resulting in a coordinated response from three divisions who have partnered together to form a Technology Steering Group (TSG) to oversee and govern department-wide needs.

Should further information be required regarding this response, please contact the Chief Information Officer, Mr Stephen Loquet, on telephone 02 9302 7422.

Yours sincerely

Peter Riordan
Deputy Secretary, Corporate Services

27 July 2018

IMPLEMENTATION OF RECOMMENDATIONS

RECOMMENDATION	ACCEPTED OR REJECTED	ACTIONS TO BE TAKEN	DUE DATE	STATUS (completed, on track, delayed) and COMMENT	RESPONSIBILITY (Section of agency responsible for implementation)
1	Accepted	a) Monitor resource effectiveness of T4L.	June 2018	Recommended uplift of T4L to increase device access, as part of a platform for digital age learning. As an initial measure, the forward projection of funding for T4L has been reviewed and aligned with expected student enrolment increases and options for future school ICT support resourcing. Ongoing	IT – Teaching and Learning Experience
		b) Revise the TAPS Steering Group and governance to provide cross-directorate oversight	June 2018	A department-wide review of IT steering groups and project governance found differences in project terminology, project methodologies, governance and reporting mechanisms. The LMBR governance framework was used to form the basis of a new standard IT Portfolio and Project governance framework. In January 2018, the newly formed cross-divisional Technology Steering Group (TSG) commenced as the Department's Peak IT governing group. The TSG provides strategic direction and oversight of all strategic IT and information management initiatives, including those proposed in response to the Audit Office recommendations. The former TAPS Steering Group was disbanded. Completed	ITD - CIO
2	Accepted	a) Connecting Country Schools.	Dec 2019	Funding for the Connecting Country Schools project was extended to \$69.5M based on an amended business case, which addressed additional network remediation works identified in pilot tests. Implementation is progressing to plan, with upgrades at more than 100 schools now complete and a further 237 schools currently in progress, culminating in 484 schools completed in 2018. The remaining 427 are scheduled to be completed in 2019, when all in scope (~911) country schools will have been upgraded with WiFi. Ongoing	ITD – Customer Experience and Service Delivery
		b) Connecting Metro Schools	June/July 2018	A Connecting Metro Schools business case was prepared and a successful Gateway (Gate 2) review of the business case was finalised in June 2018. The CMS business case seeks to modernise and address variability in over 1,300 metro schools to the same level provided in the Connecting Country Schools program. The CMS business case is pending a funding decision of \$163M over 3 years. Pending Funding Consideration	ITD – Customer Experience and Service Delivery
3	Accepted	a) ITD to extend the CCS platform to provide dashboard report to schools on network Use and Usage.	Dec 2019	The Connecting Country Schools infrastructure upgrade allows for data feeds into the ITD telemetry and dashboard reporting system. These features are available at CCS sites that have been upgraded. Ongoing	ITD – Infrastructure Services ITD – Customer Experience and Service Delivery
		b) The CCS project includes a site audit of learning spaces.	Dec 2019	Following a market engagement exercise, a standing offer arrangement exists for site surveys. Each school within the CCS program requires a mandatory site audit completed as part of the upgrade. Once a CCS is upgraded the equipment and site design documents are recorded in a Configuration Management Database (CMDB) Ongoing	ITD – Infrastructure Services ITD – Customer Experience and Service Delivery
		c) ITD to implement remote monitoring of WAPS and LAN infrastructure. The network probe will provide metadata for planning purposes.	June 2019	The CCS telemetry and the Configuration Management Database (CMDB) system are used for support and planning purposes. Ongoing	IT – Customer Experience and Service Delivery
		d) Restructure the Customer Experience & Service Delivery (CESD) to support effective use of ICT in schools. model will be dynamic and will evolve over time.	Dec 2018	A preliminary review of options to provide onsite ICT support for schools has been developed and put forward as a budget pressure funding submission. Support for CCS is currently supported with existing ITD resources. Supplementary funding will be required in the forward budget. (Our ref: <i>Additional School ICT Support Resourcing - DGS17/1507</i>). Ongoing	IT – Customer Experience and Service Delivery

IMPLEMENTATION OF RECOMMENDATIONS

			e) ITD to develop an ICT strategy template for schools (with supporting guidelines and tools), to assist schools in developing and linking ICT to their schools plan.	June 2019	Work has commenced on the development and delivery of the ICT PLUS+ toolkit, providing schools with an online set of resources to enhance their Planning, Leading, Utilisation and Strategic implementation of ICT within the school environment. Release 1 of the project was delivered in March 2018, providing a CIO Dashboard to the Chief Information Officer (CIO) with essential performance indicators to report the relative ICT rating for each school, and the appraisal of ICT investments in schools. Further releases (scheduled for release in 2019) will deliver information and tools to schools, to enhance schools effective use of ICT to augment student engagement and performance. Ongoing	ITD – Teaching and Learning Experience ITD – Infrastructure Services
			f) ITD to design and implement an ICT maturity rating (STAR rating), that will be utilised to identify those schools that require greater focus, investment and support. It is proposed that this model will be dynamic and will evolve over time.	June 2019	The CCS telemetry and the Configuration Management Database (CMDB) system are used for support and planning purposes. A prototype Power BI reporting tool is in planning and this view will be added to the telemetry dashboard. Ongoing	ITD – Teaching and Learning Experience ITD – Infrastructure Services
4	Improve the use of evidence to inform plans and strategies, including: • more detailed monitoring of teacher and student access to and use of ICT • evaluating the impact of teacher professional learning on student outcomes • further examining the links between ICT and student outcomes.	Accepted	Development of an analytics platform and reports to show 1. The relationship of ICT use and student outcomes. 2. Effectiveness of professional learning and student outcomes	June 2018	A governance group has been established to oversee the implementation of the recommendations and has provided the Department's Executive with two research papers: <ul style="list-style-type: none">• Primary Teacher Professional Learning and Student Outcomes - 26 June 2018• ICT Usage in Schools and Student Outcomes - 26 June 2018 Initial Research Completed Further data collections will occur, and supplementary updates published at regular intervals (updates to the research results to occur between 12-24 months). Ongoing	Centre for Education Statistics and Evaluation
5	Improve teacher access to devices for use outside of the classroom to improve how effectively they integrate ICT into teaching and learning.	Accepted	Develop a cost model for the supply and ongoing support of suitable mobile devices to run complex teaching and learning applications inside and outside the classroom	June 2018	A Laptops for Teachers (L4) business case was prepared and an economic appraisal completed. A funding source is yet to be identified. Pending Funding Consideration	ITD – Teaching and Learning Experience
6	Improve teacher professional learning by providing more: • online learning opportunities for teachers in regional and remote areas • courses focused on pedagogy to make best use of ICT.	Accepted	Increased number of MyPL courses in ICT pedagogy and technology related courses. ITD is modernising core infrastructure to support delivery of new teaching material, multi-media streaming, webinar and cloud collaboration tools – Zoom, Webcasting, Content Searching and Lynda.com Develop a multi-disciplinary approach with Learning Business Systems, CESE and ITD	Dec 2018	Education Services is currently reviewing the quality of professional learning offered by the division, which will enhance the quality and delivery of courses. A business case for a Digital Classroom program to develop and deliver professional learning across the State was prepared. A small team has worked with 5 schools to prototype new professional learning. A program of registered, hands on and classroom focused professional learning has been designed to support the implementation of the STEMShare program in the classroom. The program is currently being trialled in 6 locations across the State. Accredited professional learning courses are being offered in rural areas of the state in partnership with Microsoft and the Coder Academy. Further online courses are in development by the Learning Systems unit and Futures Learning team. Ongoing	Learning and Business Systems
7	Identify the ICT skills students' need, and provide teaching resources to develop these skills and monitor their achievement.	Accepted	a) ITD will partner with CESE and Learning & Business Systems in terms of data-points and data-lake for big data analysis. b) ITD to provide core infrastructure to support skills gap.	June 2018	The Secretary's Office has commissioned a series of papers that address future Frontiers in Education and highlighted the skills and knowledge required in a rapidly changing work environment. These are published on the department's website. CESE has commissioned a series of review reports that will help inform future focus for PL and ICT skill development: - Primary Teacher Professional Learning and Student Outcomes - ICT Usage in Schools and Student Outcomes The Learning Tools selector has been reviewed and enhanced, providing every teacher with access to a rich array of online tools with learning and support material provided. Ongoing	Learning and Business Systems

