

TOWARDS
2028

DEPARTMENT FOR EDUCATION

**STRATEGIC
PLAN**

**MAKING A
DIFFERENCE SO
SOUTH AUSTRALIA
THRIVES**



Government
of South Australia



OUR VISION

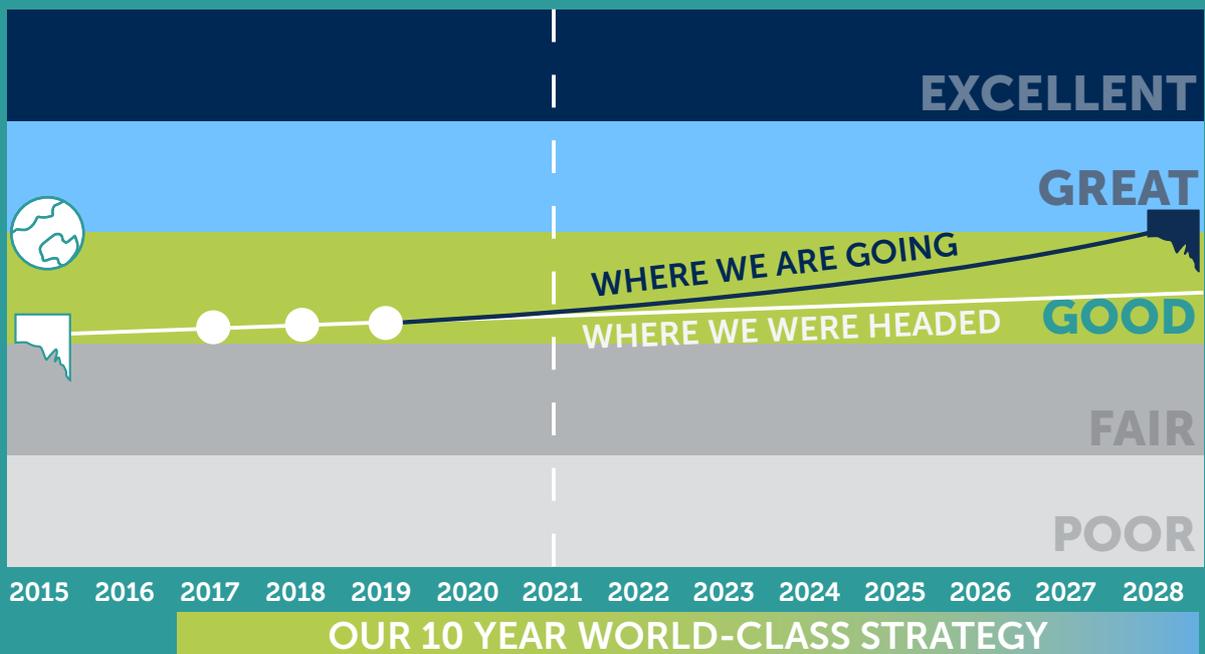
Provide **world-class education** that achieves **growth** for **every child and student** in **every preschool and school**.

What does 'world-class' mean for our children and students?

We've measured the standard of education on a universal scale that compares school systems across the world. It's mapped using a range of national and international skill based assessments.

In 2017 the achievement levels of students in South Australian public schools was sitting at the bottom of good. The world-class standard is great.

Our strategic plan will help us to accelerate achievement from good to great and beyond.



Our progress on this scale will be compared annually.

We know we have a good education system but we are capable of so much more.

Our students and staff deserve the best.



CHIEF EXECUTIVE'S FOREWORD

We have set our sights on building an education system which is genuinely recognised as world-class. Where every public preschool and school is great and where there is growth for every child and student.

This strategic plan outlines why we have set unapologetically high expectations for every child and student's growth and achievement and how we plan to raise the standard of South Australia's public education system from good to great.

This is an exciting time for education in South Australia. Since 2018 we have laid the foundations for improvement across 6 key levers that will provide growth in achievement for every child and student. Early results are encouraging. Our students' results in phonics, PAT, NAPLAN and SACE continue to improve year on year.

Now it's time to build on those foundations and accelerate improvement. We have an ambitious goal for learning improvement so we remain focused on the areas we know will improve educational outcomes for our children.

This plan outlines the work we have done so far and the steps we are taking next as we build world-class public education in South Australia.

Rick Persse
Chief Executive

The work undertaken to develop the Department for Education Strategic Plan - Towards 2028 took place on the lands of the Kaurna people, custodians of the Adelaide region.

We also pay respects to the cultural authority of traditional owners from other areas across South Australia.



6 KEY LEVERS

To ensure our public education system is truly world-class we are focusing on 6 key levers that will help us achieve growth for every child and student, preschool and school. These levers are evidence-based and are common across all of the best performing education systems globally. They are:



Expert teaching



Quality leadership



Engaged parents and communities



Stronger services



Resourcing and investment



Accountability and support

We are working across each of these areas to improve our public education system as a whole.

The timing, sequence and focus of these key levers will change based on the need of the preschool, school or wider community at any point in time.

Details of these key levers can be found from page 6.



OUR STORY SO FAR

“ Every school and preschool has an improvement plan that focuses on improving outcomes for every child and student. ”

South Australia has a good public education system according to international comparison, but we're capable of so much more. In 2018 we began reforms to make it a great public education system.

We studied some of the most improved education systems around the world and what they had in common. We've used this information to shape our 10-year improvement strategy.

We have a plan to take the statewide standard from good to great and be recognised as one of the best public education systems in the world by 2028 - where every preschool and school is world-class.

To get there we need to raise the learning outcomes of every child and student, in every preschool and school.

A great education can transform a life. Our children and students deserve the best.



GETTING THE RIGHT FOUNDATIONS IN PLACE

Every preschool and school has a different starting point and needs tailored support to achieve their improvement goals.

We started by gaining a shared understanding of how a school is performing, what it needs to do to improve and the targeted support it needs.

We introduced a model for school improvement which focuses on data, evidence-informed planning and teaching practice.

Local education teams were expanded across the state to support excellence in teaching and learning in every preschool and school.

An improvement dashboard, a planning handbook and a suite of tailored literacy and numeracy guidebooks were launched to support this new approach.

Long-term education strategies were introduced to guide learning improvements, as well as a 10-year strategy to particularly improve learning outcomes for Aboriginal children and young people.

We launched a new cutting edge professional development academy, Orbis, to provide exemplary learning for teachers and education leaders.

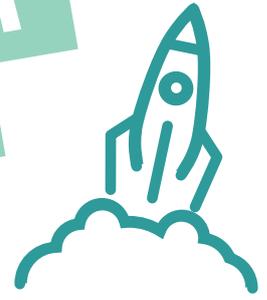
We put data about workplace culture and student wellbeing into the hands of our leaders.

By 2019, leaders and staff at every school developed and delivered a plan to accelerate learning outcomes for their students, with a particular focus on literacy and numeracy. We started with literacy and numeracy because they are the proven foundations that allow children to learn across the entire curriculum.

This work was expanded to include preschools. Every preschool now has a quality improvement plan, supported by a preschool improvement planning handbook and preschool literacy and numeracy guidebooks.

In 2020, we expanded our school improvement resources to support teachers to bring all learning areas of the Australian Curriculum to life in their classrooms.

BUILDING MOMENTUM TO TAKE US FURTHER



We are building on these strong foundations by diversifying our approach to make sure we can achieve growth for children and students.

A dedicated Aboriginal learner achievement leaders' resource is supporting schools to raise achievement in literacy and numeracy for all Aboriginal learners. NAPLAN results from 2017 to 2019 show our Aboriginal learners are improving at a faster rate than their peers. We will build on this momentum.

We are improving parents' engagement with their child's learning by getting their insights through the annual parent survey and then acting on what we learn.

We've developed a new Early Learning Strategy to target better support to preschools, and strengthen universal child development services for children aged 0 to 5 years old.

New curriculum resources, created by South Australian teachers for South Australian teachers, will help to raise achievement across the board. They outline what is to be taught, the sequence in which it is best taught and the intended learning outcomes.

We are piloting an online mathematics tutoring service that, when deployed at scale, will give South Australian public school students access to high-quality, one-on-one tutoring with experienced teachers, regardless of where they live.

We are creating options for young people through our career education and vocational education and training reforms.

The new *Education and Children's Services Act 2019*, effective from 1 July 2020, modernises the way we deliver children's services and education in South Australia.

We are putting better data into the hands of our leaders through our Digital Strategy and Education Management System (EMS) to help them make more informed decisions to improve learning for students.

Next, we'll increase our focus on developing our workforce.

We will continue developing our teachers and leaders. There will be particular emphasis on curriculum – supporting teachers to drive learning and improvement in their classrooms.

We are committed to this long-term plan for improvement and will update it periodically. We will issue an annual plan of actions and report regularly on our performance.

We still have a long way to go, but by remaining steadfast in our ambition and focused on our 6 key levers for improvement we can deliver world-class education in South Australia.

CHANGE AND COVID-19



COVID-19 tested the ability of South Australia's preschools and schools to quickly adapt the way learning is supported.

Our leaders and educators, supported by those in central office, responded with exceptional dedication and professionalism, ensuring all students could continue to access a quality education.

New technology, remote learning options and teaching resources were introduced within weeks, and students were supported to learn from home or in the classroom.

The role of parents actively engaging in their child's learning was critical.

Our preschools and schools showed how agile, responsive and innovative they can be.

We will capitalise on these changes and use them to accelerate improvement across our entire public education system.

EXPERT TEACHING



Expert teaching is proven to be the number 1 lever in improving a child's education outcomes.

Our teachers will be supported with the best curriculum resources, high-quality professional development, access to better student data, and the support they need in their classroom.

2018 - 2020 What we've done	2021 - 2022 Current focus	2023 - 2024 What's next
<p>Established literacy and numeracy as the foundations for all learning through a tailored suite of evidence-based, differentiated guidebooks.</p> <p>Established the Literacy Guarantee Unit to give all students a strong foundation in literacy by providing schools with experienced literacy coaches, regular professional development for teachers, and phonics checks for all year 1 students.</p> <p>Established Orbis to provide exemplary learning for teachers and leaders in partnership with global experts.</p> <p>Strengthened learning design, assessment and moderation practices.</p> <p>Designed and implemented nationally recognised development programs for highly accomplished and lead teachers, and early career teachers.</p> <p>Focused on performance development plans and regular reviews for every employee.</p> <p>Partnered with employee associations and other key stakeholders.</p> <p>Released the first wave of high-quality curriculum resources to support teachers to deliver the Australian Curriculum.</p>	<p>Release Improvement Dashboard 2.0 to place data and evidence in the hands of teachers to support individualised learning.</p> <p>Deliver our Aboriginal Education Strategy to improve learning outcomes for Aboriginal students by developing successful foundations in the early years, supporting excellence at school and establishing pathways to success.</p> <p>Improve outcomes in a range of learning areas through focused educational strategies.</p> <p>Continue to release high-quality curriculum resources developed by South Australian teachers, for South Australian teachers.</p> <p>Expand Orbis' program offering.</p> <p>Pilot new approaches to teacher recruitment.</p> <p>A targeted focus on children in care to support greater learner achievement.</p> <p>Use teacher feedback to refine the Inclusive Education Support Program (IESP) and One Plan (individual plan for each student) to ensure these tools are fit-for-purpose in supporting teachers working with children with a functional need.</p> <p>Start rolling out a new Education Management System to improve access to student and curriculum information, reduce administration for teachers and school leaders, and provide the data to support and measure school improvement.</p> <p>Build our Aboriginal workforce by implementing actions in our Aboriginal Workforce Plan.</p> <p>Design the next chapter of our Workforce Strategy: Educational Leaders and Teachers for release in 2022.</p> <p>Strengthen pathways into teaching.</p> <p>Develop practice guidance resources for preschools and schools to support the inclusion and learning of students with functional needs in mainstream settings.</p>	<p>Provide greater support for teachers to drive learning improvement through the provision of high-quality curriculum resources.</p> <p>Transform recruitment and selection practices.</p> <p>Work with teacher education providers to ensure qualifications reflect the needs of contemporary classrooms.</p> <p>Embed Aboriginal histories and culture in areas of the curriculum and ensure all staff have the knowledge and skills to deliver culturally responsive curriculum.</p> <p>Work with the Australian Education Research Organisation to translate evidence-based information into practical tools for all teachers and leaders.</p> <p>Develop the right resources to support teachers in delivering excellent practice in the early years.</p> <p>Complete the roll out of the Education Management System to all preschools and schools.</p>

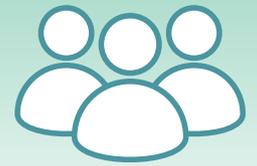


GOAL:

For our teachers to have the skills, knowledge and support they need to enable growth for children and students.



QUALITY LEADERSHIP



Quality leaders will lead change, provide clear direction, foster great culture, and will be accountable for educational performance.

We will support their continued development and growth, succession plan and have people prepared, able and willing to step into leadership roles across the state.

2018 - 2020 What we've done	2021 - 2022 Current focus	2023 - 2024 What's next
<p>Implemented a new school improvement planning cycle to support leaders to develop their improvement plans.</p> <p>Developed a new preschool improvement planning process.</p> <p>Established Orbis to provide exemplary learning in partnership with global experts.</p> <p>Increased the number of education directors and local education teams to support preschools and schools.</p> <p>Implemented the Perspective employee survey so leaders have important insights into their school or preschool culture and can act on that to support improvement.</p> <p>Implemented MyWellbeing program to support employees, with a focus for leaders.</p> <p>Worked closely with employee associations and key stakeholders.</p> <p>Strengthen the process to identify and appoint quality leaders within preschools and schools.</p>	<p>Expand access to Orbis programs for education leaders in preschools and schools.</p> <p>Develop a strong and diverse leadership pipeline to have quality leaders in every school and preschool.</p> <p>Focus on supporting leaders with performance and development aligned to their improvement goals and career aspirations.</p> <p>Allow for reappointment of high-performing principals and preschool directors within their current school or preschool.</p> <p>Strengthen the Leader Advisor Program to build the confidence of new leaders as they transition to school leadership.</p> <p>Facilitate an effective induction program for new leaders.</p> <p>Design and launch a culturally responsive framework to build the capability of the department.</p>	<p>Strengthen curriculum leadership.</p> <p>Transform recruitment and selection practices.</p> <p>Build attraction, retention and depth in the teaching and leadership workforces in regional, rural and remote schools.</p> <p>Cultivate peer-led learning for teachers and principals.</p> <p>Fast-track development opportunities for up-and-coming leaders.</p> <p>Develop the right resources to support leaders to drive consistency in excellent practice in the early years.</p>



GOAL:

For all preschools and schools to have quality leadership that drives achievement and improves professional practice.



ENGAGED PARENTS AND COMMUNITIES



The best education is one in which parents and carers understand the value of a good education and are active in their child's learning, from the earliest age.

We'll take a greater lead in fostering that vital partnership between parent and teacher, and classroom and home.

2018 - 2020 What we've done	2021 - 2022 Current focus	2023 - 2024 What's next
<p>Established expert external advisory panels to bring independent input to our major strategies such as Aboriginal education and music education.</p> <p>Enhanced career education to give secondary school students more meaningful interactions with the workforce and access to reliable career guidance that parents can have confidence in.</p> <p>Established Flexible Industry Pathways to ensure the vocational education delivered in schools is high-quality, linked to local employment opportunities and endorsed by industry.</p> <p>Surveyed parents to give preschool and school leaders important insights into the views of parents and carers.</p> <p>Partnered with employee associations, parent associations, key stakeholders and governing councils.</p>	<p>Implement reforms that improve completions of VET qualifications and SACE, and drive transitions to skilled careers.</p> <p>Move year 7 into high school.</p> <p>Develop and deliver a Parent Engagement Strategy that provides parents with ideas and strategies to support their child's learning, develop strong partnerships with schools and directly assist in supporting a child's learning.</p> <p>Support schools, in collaboration with industry, to enhance career education with linked curriculum to career-based competencies and industry immersion activities.</p> <p>Provide all students with Flexible Industry Pathways that have clear links to industry and lead to employment or further education.</p> <p>Provide parents and carers with improved school communication and greater insight into learning through the Education Management System.</p> <p>Launch Skilling SA in our schools, employing secondary students on a VET pathway.</p>	<p>Provide an opportunity for all children and young people to interact and engage with Aboriginal elders and community members in a respectful way.</p> <p>Expand and grow Flexible Industry Pathways and create clear pathways to employment or further education for all students.</p> <p>Secondary schools will partner with local employers to give students more study and employment pathways post school.</p> <p>Develop better ways to track student success post school to make sure our students transition to employment or further education.</p> <p>Complete the roll out of the Education Management System to all preschools and schools.</p>



GOAL:

To partner with parents, carers, industry and employers to support children and young people's learning.



STRONGER SERVICES



Learning relies on being safe, well, and having access to the right support services when they are required.

Every child will have access to the individual support they need to thrive and learn.

2018 - 2020 What we've done	2021 - 2022 Current focus	2023 - 2024 What's next
<p>Supported preschools and schools to remove barriers to education participation with strategies such as attendance and anti-bullying.</p> <p>Built a consistent, statewide service for students with particular needs.</p> <p>Provided a strong foundation for children requiring extra help through the roll out of the Inclusive Education Support Program funding model and One Plan.</p>	<p>Implement the Early Learning Strategy to ensure all children arrive at school ready to learn and thrive.</p> <p>Improve access to student support services, and trial new service models, including for children with complex needs.</p> <p>Implement and evaluate the impact of trauma-informed practice in giving children the best opportunities to engage in learning.</p> <p>Use preschool and school feedback to refine and embed Inclusive Education Support Program and One Plan.</p> <p>Review current supports for the (1 in 4) children with an identified functional need to ensure teachers and schools are supported to provide best outcomes and growth for every child.</p> <p>Establish the Office for the Early Years to provide strategic direction to a range of agencies and commission new services, including new child development checks.</p>	<p>Improve collaboration with preschools and schools and better use data to target the right interventions for the right students.</p> <p>Support employees to be culturally responsive to create safe and welcoming environments.</p> <p>Improve how preschools and schools develop strategies and policies to address racism and build reconciliation processes.</p> <p>Improve the effectiveness of the behaviour support system.</p>



GOAL:

To have robust learning and support services in place to improve the learning outcomes for children and students.



RESOURCING AND INVESTMENT



Students and teachers will have access to the latest technology, uninterrupted internet connectivity, adaptive, modern learning environments, and all the other resources to support our goal of world-class education.

2018 - 2020 What we've done	2021 - 2022 Current focus	2023 - 2024 What's next
<p>Introduced high-speed, reliable internet and upgraded ICT hardware for schools to enable further improvements to learning.</p> <p>Invested in upgrading preschools, schools, classrooms and accessible spaces that meet the current and future needs of the South Australian community.</p> <p>Secured extra funding through the National School Reform Agreement along with extra funding for reforms including formative assessment, senior secondary pathways, the Australian Education Research Organisation, and unique student identifier.</p> <p>Delivered resources to students on the basis of functional need, not diagnosis, through the Inclusive Education Support Program.</p> <p>Invested in the development of our people through the establishment of Orbis' facilities in Hindmarsh and Orbis Digital.</p>	<p>Introduce high-speed, reliable internet for every preschool.</p> <p>Deliver capital projects worth \$1.4 billion, including fast-tracking projects to stimulate the economy.</p> <p>Build 5 new state-of-the-art schools in Angle Vale, Aldinga, Goolwa, Rostrevor and Whyalla.</p> <p>Streamline administration, reduce red tape and improve learning through a new Education Management System.</p> <p>Create a statewide warehouse of high-impact learning materials and curriculum resources for every teacher.</p> <p>Manage strategic planning and budget strategy to make sure the decisions target growth for every child and student.</p> <p>Develop a digital strategy to improve digital connections in every classroom across the state so teachers can use the latest technology to support learning and professional development.</p>	<p>Help everyone in education improve their use of technology to maximise children's learning and workplace productivity.</p> <p>Develop infrastructure master plans for every school and preschool.</p>



GOAL:

Ensure that resources are deployed where they are most needed.

Make strategic investments to ensure the quality and sustainability of public education.



ACCOUNTABILITY AND SUPPORT



Change requires improvement, support and accountability from all of us.

Reducing administrative processes, making more informed decisions using better data, and more tailored support from central to preschools and schools is vital for growth.

2018 - 2020 What we've done	2021 - 2022 Current focus	2023 - 2024 What's next
<p>Launched a new approach to school improvement with data, planning and tailored literacy and numeracy resources.</p> <p>Benchmarked our understanding of how a school is performing and what it needs to do to improve.</p> <p>Developed an improvement dashboard as a single source of truth for school-level measures of improvement.</p> <p>Supported preschool and school improvement cycles through external school reviews and partnership roundtables.</p>	<p>Build capability through the school improvement planning cycle.</p> <p>Establish transparent and accessible reporting to better partner with families and communities, as outlined in the Closing the Gap Strategy.</p> <p>Refine metrics to better track the impact of services supporting students and schools.</p> <p>Reduce the administrative load for preschools and schools so they can spend more time on improving learning for every child and young person.</p> <p>Develop a Country Education Strategy focusing on strengthening our workforce, site supports, learning and pathways for students.</p>	<p>Share effective practice in preschools and schools through local partnerships and across the system.</p> <p>Provide student learning progress data to every teacher to better support teaching and learning in every classroom.</p> <p>Explore new digital innovations to continue to streamline and simplify employee services.</p>



GOAL:

A balance of support, accountability and shared responsibility to improve the performance of our public education system.





ONE TEAM

Everyone working in public education works together as a connected team to make all children and students successful.

High achievement, growth, challenge, collaboration and equity are central to our culture and we uphold the Public Sector values.

Central teams provide system-wide corporate and educational support services to preschools and schools, allowing staff in preschools and schools to focus on teaching, learning and student growth.

Education Directors, in partnership with leaders, Principal Consultants, Curriculum Leads and Early Childhood Leaders, drive improvement in preschools and schools, and bring in extra support where it is needed.

Experts in curriculum support and student support work directly with leaders, teachers, students and schools.

We understand learning starts from birth and we support young children in the critical early years of learning.

Our central workforce aims for world-class practice in their fields and regularly evaluates for impact.

MEASURING OUR IMPROVEMENT

We have high expectations for all of our students. We track the progress of all students against the Standard of Educational Achievement at preschool, school, partnership and system level.

We will measure our success in delivering a world-class public education system using a number of metrics based on academic achievement and developmental markers.

Educators now have access to an improvement dashboard as a single source of truth for school-level measures of improvement and consistent information about student wellbeing and culture.

We have developed formative assessment tools to provide educators with a broad range of measures.

Next we will focus on teacher assessment of learning against the Australian Curriculum Achievement Standards to support efforts to lift the quality and consistency of teaching and learning in every South Australian public school classroom.

We will stay connected to our students once they finish school and make sure our students transition to further education or employment.

To achieve our goal we need a coalition committed to our world-class ambition.

A coalition of leaders, educators, classroom and student support, corporate and administrative professionals, families and carers, communities, employers and industry.

We want every single student leaving our public education system with multiple options, leading them to further study or employment so they can carve the future of their choice.

Our South Australian public education system can have a global reputation, known the world over for quality. A reputation that positions our graduates on the world-stage and gives them the edge they need to succeed in their chosen fields.

A great education can transform a life.

What we're doing today will improve the futures for the majority of children in South Australia.

A handwritten signature in white ink, appearing to read 'Rick Persse', with a long horizontal line extending to the right.

Rick Persse
Chief Executive



Government of South Australia
Department for Education

For more information visit
education.sa.gov.au/world-class