

# ICT, Cyber Security and Digital Government Strategy plan for 2020 to 2025

## Progress update for 2021



Government  
of South Australia

Department of the  
Premier and Cabinet

# ICT, Cyber Security and Digital Government Strategy Reporting

## Status update for 2021

The Department of the Premier and Cabinet is responsible for providing a broad portfolio of ICT, cyber security and digital services to the South Australian community and the South Australian Government.

The ICT, Cyber Security and Digital Government Strategy outlines the aspirations and deliverables for South Australia over the next three and five years respectively. The strategy is presented through the lens of four key principles that guide our actions, and three priorities to enable the state to be: 1) accessible and inclusive, 2) collaborative, and 3) secure and trusted. These priorities are underpinned by internal enablers.

In October 2021, organisational changes were announced separating ICT and Digital Government (IDG) into two divisions: Office of the Chief Information Officer (OCIO) and the Office for Digital Government (ODG).

This report provides a status update on achievements made by OCIO and ODG against the strategy in 2021 and outlines the priorities for 2022.



## Priority areas 2020/21

The priority areas for Office of the Chief Information Officer and Office for Digital Government (formerly ICT and Digital Government) and the achievements as of December 2021.

Priority area	Update
<p>1. Provide more inclusive access and seamless service delivery for citizens and businesses to securely interact with government online.</p>	<p><b>Achieved</b></p> <p>Improved the citizen and business interaction with government through digital delivery of services including the Government (SAGOV) Services Portal.</p> <ul style="list-style-type: none"> <li>• The initiative delivered the foundations for providing a broad range of modern, secure and intuitive services to both individuals and businesses across South Australia.</li> <li>• The functionality to securely manage individual identity and to transact on behalf of a business was built.</li> <li>• A roadmap of services for onboarding to the Portal is progressing.</li> </ul> <p>Supported the government's response to the COVID-19 pandemic by developing:</p> <ul style="list-style-type: none"> <li>• the COVID-Safe Check-in functionality in the mySA GOV digital wallet</li> <li>• the COVID testing online booking system</li> <li>• the Home Quarantine SA app</li> <li>• three new digital solutions to support the reopening of SA including HealthCheck SA, EntryCheck SA and integration of digital COVID-19 vaccination certificate into the mySA GOV app.</li> </ul>
<p>2. Build resilience and improve protection of government assets and data.</p>	<p>The SA Cyber Security Framework – whole of government policy framework, guidelines and templates.</p> <p>Ongoing activities – Office for Cyber Security Watch Desk, Annual Training program (cyber crisis planning, preparedness and response exercise).</p> <p>Creation of critical new roles to proactively detect, isolate and response to advanced threats that evade automated security solutions.</p> <p>Partnered with the Australian Cyber Security Centre (ACSC) to promote the Act Now, Stay Secure campaign and have a co-branded (SA Government and ACSC) awareness campaign to promote easy-to-follow tips for users to be more secure when transacting online.</p>

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Progress on improving SA Government's security posture through increased monitoring and incident response capabilities to protect government data – ongoing initiative to uplift the SA Government's security posture.

Progress on the work program under the State Emergency Management arrangements to be appointed the State's Cyber Hazard Lead.

Design and development of the Office of the Chief Information Officer, Cyber Security, risk and assurance program.

Development of a government Cyber Security Resilience Program within OCIO that has been initiated to uplift the cyber security posture of the South Australian Government.

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3. Enable a connected, productive government, underpinned by the central Office 365 tenancy.

**Achieved**

Approval of the State's Connectivity Infrastructure Strategy by the Chief Executive Council in November 2021.

All agencies in the central Office 365 tenancy have Multi-Factor Authentication applied to all their users.

Further deployment of M365 capabilities to protect the state's people and information assets.

**In progress**

All Office 365 tenancy users applying Protective Markings for email as per SA Government requirements.

Development of the Office 365 Operating Model and associated business case, and gain endorsement/approval.

Working in partnership with agencies to leverage whole of government licences increasing agency usage of Office 365 capabilities and tools across agencies (including Defender, InTune, Sentinel and other Microsoft products).

**Ongoing**

Implementation of risk treatment to Office 365 tenancy.

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4. Enable modern communications services.

**Voice and Unified Communications Program achievements**

Deliver and support cloud-based call centre solutions to enable agility and service continuity through disruptions such as lockdowns.

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Address critical risks in aged PABX hardware.

Decommission end of life Skype for Business service and migrate users to Microsoft Teams.

Deliver interoperability of video conferencing services.

Commence first stage of upgrade to Core Voice Network (CVN) to address end of life infrastructure.

**In progress**

Development of Enterprise Voice Strategy with agency consultation based on common agency user persona to ensure economy of scale.

**Ongoing**

Upgrades to the Core Voice Network as required.

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5. Enable government with modern network architecture and capabilities.

**Achieved**

Stronger and more robust governance practices are in place with the establishment and implementation of the Enterprise Architecture Framework providing guiding principles for agencies to follow.

Enterprise Architecture Framework and Principles have been released and available for agencies, to help standardise Enterprise Architecture.

Enterprise Architects community of practice has been established bringing together Enterprise Architects across SA Government to share knowledge, resources and best practice.

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## Accessible and Inclusive

Design and deliver technology, cyber security and digital services that are accessible and meet the needs of South Australian businesses, community and government.

### Services to SA’s Businesses and Community by 2023

Aspiration	Status
<p>Deliver improved citizen and business interactions with Government via the personalised SA Government Services Portal initiative, in partnership with agencies.</p> <p>(Office for Digital Government)</p>	<p>Refer to priority 1 for 2020/21 above - Provide more inclusive access and seamless service delivery for citizens and businesses to securely interact with government online.</p>
<p>Support agencies to design new services incorporating digital inclusion, architecture principles and security from the start.</p> <p>(Office of the Chief Information Officer and Office for Digital Government).</p>	<p><b>In progress</b></p> <p>Enterprise Architecture Framework and Principles have been released and available for agencies, to help standardise Enterprise Architecture.</p> <p>A strategic review of standards and policies to take place.</p> <p>SA Government websites provided by OCIO are certified Web Content Accessibility Guidelines (WCAG) compliant.</p>
<p>Deliver high speed, low cost, ubiquitous connectivity across more of South Australia.</p> <p>(Office of the Chief Information Officer)</p>	<p><b>In progress</b></p> <p>The State’s Connectivity Infrastructure Strategy will drive a unified and coordinated approach to connectivity, allowing agencies to continue to deliver for their business while following an agreed strategic direction.</p>



**Accessible and Inclusive - Services to SA Government by 2023**

Aspiration	Status
<p>Deliver Enterprise Voice solutions based on agency user personas for consolidated investment, economy of scale and value realisation. (Office of the Chief Information Officer)</p>	<p><b>In progress</b> Refer to priority 4 for 2020/21 – Enable modern communication services. An Enterprise Voice Strategy is in development.</p>
<p>Active communities of practice across government, informing better ways of delivering services.</p>	<p><b>Ongoing</b> Enterprise Architects community of practice brings together Enterprise architects across SA Government to share knowledge, resources and best practice.  This aspiration is also an enabler.</p>
<p>Provide a robust set of whole of government digital platforms, including surveys, community engagement, forms, websites and others as required. (Office of the Chief Information Officer)</p>	<p><b>Ongoing</b> OCIO provides services so that South Australia Government agencies can better service our community – we deliver resilient and innovative ICT services:</p> <ul style="list-style-type: none"> <li>• YourSAy – community collaboration platform</li> <li>• iApply – forms platform</li> <li>• SA government websites as a service</li> <li>• A survey tool being investigated.</li> </ul> <p>This item is also an enabler.</p>



## Collaborative

Enable government innovation, efficiency and effectiveness through the provision of the latest digital collaboration tools, to produce better outcomes and services for citizens and businesses.

### Services to SA’s Businesses and Community by 2023

Aspiration	Status
<p>Meaningful and streamlined engagement with the ICT industry through presentations at various forums to share SA Government’s priorities and opportunities, aligned with an outcomes-based, early engagement approach.</p> <p>(Office of the Chief Information Officer and Office for Digital Government)</p>	<p><b>Ongoing</b></p> <p>Industry Forums are held several times each year – a range of topics/issues discussed related to the industry including privacy, mental health and growing SA’s ICT talent.</p> <p>State-wide engagement activity on YourSAy seeking feedback on the Digital Inclusion Strategy draft principles.</p>
<p>Co-design initiatives with strategic ICT, digital and/or cyber security suppliers to deliver social and economic benefit to the state.</p> <p>(Office of the Chief Information Officer)</p>	<p><b>Ongoing</b></p> <p>Based on this whole of government ICT, cyber security and digital strategy, identify meaningful areas of collaboration for social and economic benefit with the state’s most strategic ICT suppliers, is continuously undertaken throughout the year.</p>
<p>Lead the development of easily consumable services that make it easy for businesses to use a digital identity (partner with Commonwealth, agencies, business etc. to develop).</p> <p>(Office of the Chief Information Officer and Office for Digital Government)</p>	<p><b>In progress</b></p> <p>An identity exchange has been built, through Memorandum of Understanding with the Commonwealth’s Digital Transformation Agency, enabling better citizen experience.</p> <p>Pilot to test the Trusted Digital Identity Framework progressed during 2020/21.</p>
<p>Establish partnerships with cyber security organisations to enhance cyber security capabilities and resilience in SA’s small to medium businesses.</p> <p>(Office of the Chief Information Officer)</p>	<p><b>Ongoing</b></p> <p>Responsibility for this item has been transferred to the Department for Innovation and Skills.</p>



**Collaborative - Services to SA Government by 2023**

Aspiration	Status
<p>Continue to mature the model for service transformation to enable widespread agency adoption of and capability to transform service delivery for citizens and businesses. (Office for Digital Government)</p>	<p><b>In progress</b> Refer to priority 1 for 2020/21 - Provide more inclusive access and seamless service delivery for citizens and businesses to securely interact with government online.</p>
<p>Expand the identity ecosystem to encompass other sectors, including finance and retail. (Office for Digital Government)</p>	<p><b>In progress</b> Completing pilot to test the Trusted Digital Identity Framework and working on the development of common digital identity ecosystem for SA Government.  Continuing work on improving the SA citizen credential (MySA GOV).  Working with a number of government agencies to including Electoral Commission and Department for Energy and Mining to commence transforming digital services. Discussions with other government agencies commenced.</p>
<p>Widespread agency adoption of contemporary network security approaches, including zero trust network principles for government systems and applications. (Office of the Chief Information Officer)</p>	<p><b>In progress</b> Refer to priority 5 for 2020/21 - Enable government with modern network architecture and capabilities.  State Connectivity Infrastructure Strategy approved November 2021 to modernise StateNet and commence the journey towards zero trust networking principles.  Increased security and governance model that is integrated with operational capability - with the establishment and implementation of the Enterprise Architecture Framework – provides guiding principles for agencies to follow.</p>

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Continuously develop easily customisable toolkits to enable agencies to adopt new functionality as conveniently and quickly as possible (Office 365).

(Office of the Chief Information Officer)

**In progress**

Refer to priority 6 for 2021/21 above - Enable a connected, productive government, underpinned by the central Office 365 tenancy.

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Deliver Enterprise Voice solutions based on agency user personas for consolidated investment, economy of scale and value realisation.

(Office of the Chief Information Officer)

**In progress**

Refer to priority 4 for 2020/21 above - Enable modern communications services.

Enterprise Voice Strategy development in progress.

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Exit government hosting services business.

(Office of the Chief Information Officer)

**In progress**

Working in collaboration with agencies to develop strategy and approach to exit hosting services, with a new data centre(s) to host central government services offered by OCIO.

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## Secure and Trusted

Protecting the safety and prosperity of South Australians online.

### Services to SA's Businesses and Community by 2023

Aspiration	Status
<p>Build community trust in transacting with government online. (Office of the Chief Information Officer)</p>	<p><b>Ongoing</b></p> <p>Ongoing initiatives to improve SA Government's security posture through increased monitoring and enhanced incident response capabilities.</p> <p>Full mandatory integration of security considerations in design and implementation of online services.</p>
<p>Increase South Australia's cyber security capacity through Australian Cyber Collaboration Centre (A3C), Joint Cyber Security Centre (JCSC) and AustCyber supported programs. (Office of the Chief Information Officer)</p>	<p><b>Ongoing</b></p> <p>Office of the Chief Information Officer has a partnership arrangement, with the Australian Cyber Collaboration Centre, to increase the skills for SA Government agencies.</p> <p>Responsibility for the relationship with AustCyber has been transferred to the Department for Innovation and Skills.</p> <p>Increased engagement and collaboration with A3C through supporting training programs.</p> <p>Supporting the JCSC with training programs and increased engagement with Commonwealth government partners.</p>
<p>Contribute to the implementation of the SA Cyber Capability Strategy for industry (cyber action plan to support economic growth, skills, protecting defence and SMEs). (Office of the Chief Information Officer)</p>	<p><b>Ongoing</b></p> <p>The Department for Innovation and Skills has been taking the lead for the implementation of the SA Cyber Capability Strategy.</p> <p>Responsibility for this item has been transferred to the Department for Innovation and Skills.</p>

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SA Government to be a significant employer of new cyber security trainees.

(Office of the Chief Information Officer)

**Ongoing**

The South Australian Government is committed to growing the future generation of cyber security professionals. 25 cyber security trainees began their traineeship in 2021.

OCIO convenes the traineeship community of practice to build their connections with each other, colleagues across government and professional development opportunities to make the most of their traineeship experience.

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**Secure and Trusted - Services to SA Government by 2023**

Aspiration	Status
<p>Deliver mature analysis of events and forecasts of cyber risks. (Office of the Chief Information Officer)</p>	<p><b>Ongoing</b> Formation of Threat Hunting team and expansion of incident response capability of the Office for Cyber Security Watch Desk.</p>
<p>Proactively investigate and identify possible breaches and take appropriate action to mitigate exposure and risk. (Office of the Chief Information Officer)</p>	<p><b>Ongoing</b> Data breach support service, through IDCARE. The South Australian Government has begun using the Australian Cyber Security Centre’s Protective Domain Name System (PDNS), providing an additional layer of protection to our internal networks and systems.</p>
<p>Monitor user behaviour to minimise risk of insider threat and address when it occurs. (Office of the Chief Information Officer)</p>	<p><b>Ongoing</b> Cabinet approval of cyber security initiatives to address the South Australian Government’s significant cyber security vulnerabilities across the South Australia Government.</p>
<p>Improve maturity of ability to defend, detect and respond to security incidents through training. (Office of the Chief Information Officer)</p>	<p><b>Ongoing</b> Increased collaboration with training partners, including the A3C, JCSC and external training providers.</p>
<p>SA’s Cyber Security Framework embedded and embraced as security standard. (Office of the Chief Information Officer)</p>	<p><b>In progress</b> Compliance with the SACSF is mandatory for all SA Government agencies. Attestation and reporting period is in progress.</p>
<p>Enterprise security architecture framework embedded across government (secure by design).</p>	<p>Not started</p>

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(Office of the Chief Information Officer)

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Bolster security operational capability for whole of government services managed by OCIO.

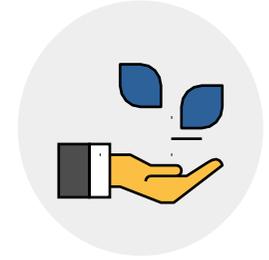
(Office of the Chief Information Officer)

**Ongoing**

Development of a Security Operations Centre (SOC) to provide a centrally managed and holistic view of the state's networks and services.

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## Enablers by 2023

We facilitate a whole of government governance structure that provides leadership, direction and advice to set the standards, policies and frameworks for the development of ICT, digital and cyber security solutions for SA Government, connecting agencies to share information and best practices.

Aspiration	Status
Use the annual Agency Survey to inform improvements and priorities. (Office of the Chief Information Officer)	<b>Ongoing</b> Inaugural survey was launched in October 2020 Action Plan in response to findings was socialised with agencies in June 2021 with further update provided to agencies early December 2021. Actions as part of the action plan have been completed, some are ongoing. Next survey planned for early 2022.
Technology roadmap to inform technology investments across government. (Office of the Chief Information Officer)	<b>Ongoing</b> Forward procurement plan indicating technology procurement intentions now available online.
Cyber security roadmap to inform security investments. (Office of the Chief Information Officer)	<b>Ongoing</b> Forward procurement plan indicating cyber security related procurement intentions now available online.
Digital government roadmap to inform government service improvements. (Office for Digital Government)	<b>In progress</b> An internal roadmap for digital initiatives is in draft for further development in early 2022 post the delivery of pandemic-related emergency initiatives.
Resourcing profile to articulate where increased capability is required. (Office of the Chief Information Officer)	<b>In progress</b>

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	<p>Resource requirements are understood with work being undertaken to:</p> <ul style="list-style-type: none"><li>• Review recruitment practices</li><li>• Review salary bandwidth for critical roles</li><li>• Review retention and attraction allowance policy</li></ul>
<p>Continually update OCIO Service Catalogue providing a comprehensive overview of services to agencies. (Office of the Chief Information Officer)</p>	<p><b>Ongoing</b></p> <p>The Service Catalogue continues to be updated on a regular basis.</p>
<p>Optimise the maturity of product portfolio development and delivery.</p>	<p><b>In progress</b></p> <p>Intention to transform to a product owner and service owner support mechanism for products and services.</p> <p>Critical programs and projects for delivery in 2022 understood and programs are underway.</p>
<p>Active communities of practice across government informing better ways of delivering services. (Office of the Chief Information Officer)</p>	<p><b>Ongoing</b></p> <p>Refer to Accessible and Inclusive Priority – Services to SA Government.</p> <ul style="list-style-type: none"><li>• Enterprise Architects community of practice</li><li>• Architecture Review Group implemented</li><li>• Cyber Security traineeship community of practice launched</li><li>• O365 user group live and thriving</li><li>• InTune User Group created.</li></ul>
<p>Provide a robust set of whole of government digital platforms, including surveys, community engagement, forms, websites and others as required. (Office of the Chief Information Officer)</p>	<p><b>Ongoing</b></p> <p>OCIO provides services so that South Australia Government agencies can better service our community – we deliver resilient and innovative ICT services:</p> <ul style="list-style-type: none"><li>• YourSAy – community collaboration platform</li><li>• iApply – forms platform</li><li>• SA government websites as a service</li><li>• Survey tool being investigated.</li></ul>

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