

ICT, Cyber Security and Digital Government Strategy - Update for 2021

Plan for 2020 to 2025



**Government
of South Australia**

Department of the
Premier and Cabinet

SA Government's priorities:

More jobs, lower costs for families and business, and better government services.

Introduction

The South Australian Government is focused on providing improved services to the local community to create a more prosperous and liveable state.

The COVID-19 pandemic has demonstrated that the South Australian community, including businesses and individuals, as well as government agencies, rely upon secure, resilient and innovative ICT, cyber security and digital services.

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

This bold and ambitious strategy outlines the aspirations and deliverables for South Australia over the next three and five years respectively, and is designed to contribute to the success

of broader South Australian Government strategies.

Due to the interdependencies between technology, cyber and digital services, this strategy brings together these three domains to ensure there is focus on the right priorities, in close collaboration with agencies.

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.

The strategy also highlights that services are delivered to SA's businesses and community as a broad stakeholder group, as well as SA Government agencies. It identifies the strategy's goals for the next three and five years.

Update for 2021

Foreward

Over the last year, ICT and Digital Government (IDG) has led the development and delivery of critical COVID-19 management technology to support the state's response to the COVID-19 pandemic to keep South Australia safe and strong. This includes the COVID-Safe check-in functionality, the COVID-19 testing booking system, the Home Quarantine SA app, Entry Check SA border application online form, Health Check SA

app and integration of proof of vaccination digital certificates into the COVID-Safe check-in.

At the same time, IDG achieved a major uplift in the South Australian Government's cyber security posture, including working with all agencies to help address risks in legacy ICT infrastructure and assisting with the implementation of the SA Cyber Security framework, all while maintaining critical government

infrastructure and rapidly standing up technology and platforms to meet the changing needs of work from home requirements so that government agencies can continue to operate effectively.

With additional expectations to support the government's 'Easy to do business with' strategic priority and recognition of the significant benefits already delivered to the community, organisational changes were

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

This new structure acknowledges the significance of our work program and ensures the department is well placed to operate effectively and appropriately for a digitally enabled government.

Update for 2021

Leader's foreward

I am privileged to lead a team of professionals committed to providing effective and innovative services to our customers across government. We do this by working in collaboration with our industry partners to ensure critical infrastructure and services provided to government agencies are resilient and innovative to enable the SA Government to serve the South Australian community.

We provide whole of government services in a number of key areas, including Cyber Security, Unified Communications, ICT and Cyber governance, strategic engagement, architecture and critical government infrastructure.

I am committed to delivering on our bold and ambitious strategy in partnership with agencies so they can continue to be responsive to the needs of their customers and support the achievement of government's broader objectives.

Dr. Eva Balan-Vnuk
Chief Information Officer
Office of the Chief Information Officer

Throughout the COVID-19 pandemic, digital technologies have, and continue to be a key enabler in keeping our community safe, and our economy strong. My team has worked tirelessly to design and develop innovative and customer-centric digital platforms and functionality to support South Australia's response to the COVID-19 pandemic in close collaboration with service delivery agencies across government.

As more and more services are offered online, my team is focused on an ambitious digital transformation program to make it easier for citizens and businesses to simply, securely and seamlessly access government services online.

I am proud to be at the forefront of improving the experience of customers interacting with government, providing digital services that meet the needs of South Australian businesses and the community.

James Galdes
Chief Digital Officer
Office for Digital Government



Our priorities:

1. Accessible and inclusive
2. Collaborative
3. Secure and trusted.

Vision

As the thought leader and provider of many across government technology, cyber security and digital government services, OCIO and ODG are working towards:

- Enabling South Australians to live and thrive in a digital world.
- Embedding a co-design approach in everything we do, to ensure SA Government's services are designed and built around the needs of businesses and the community.
- Providing leadership through strategy, partnership and action to ensure SA Government delivers smart, simple and secure services to businesses and the community.

Guiding principles

The following guiding principles are adopted when creating new services, modernising existing services, and supporting agencies and the community:

- **Smart** services that make the best use of modern technology and resources.
- **Simple** services that are easy to use.
- **Connected** services that deliver better shared outcomes.
- **Secure** services that ensure trust, privacy and peace of mind.

Our people

OCIO is led by:

- **Dr. Eva Balan-Vnuk** - Chief Information Officer
- **Will Luker** - Chief Information Security Officer
- **Nici Smith** - Director, Internal Operations and Governance.

ODG is led by:

- **James Galdes** - Chief Digital Officer
- **Robert Templeton** - Program Director, Government Services Portal.

OCIO and ODG have a highly skilled, diverse workforce to meet the demands of a constantly evolving technology, cyber security and digital landscape.

Priority areas 2020/21

1. Provide more inclusive access and seamless service delivery for citizens and businesses to securely interact with government online
2. Build resilience and improve protection of government assets and data
3. Enable a connected, productive government, underpinned by the central Office 365 tenancy
4. Enable modern communications services
5. Enable government with modern network architecture and capabilities.



SA Government priorities

SA Government agencies are working collaboratively to accelerate the state's economic recovery from COVID-19, and to ensure the state is an attractive place to live and do business, through leveraging existing assets, and building new ones. OCIO and ODG actively collaborate and partner with agencies to achieve positive outcomes for the state, including and not limited to, the following initiatives:

1. Develop a more resilient and innovative cyber security industry centred in Adelaide's innovation hub, Lot Fourteen, through the Australian Cyber Collaboration Centre (A3C)
2. Address and reduce the cyber and digital skills gap by developing education, training and pathways through cyber security traineeships for government, development of cyber school curriculum, and other skills growth activities.
3. As a major end user of ICT platforms, cyber security and digital government services, ensure industry is aware and engaged with government's strategic direction
4. Improve online accessibility of government services for people living with disadvantage or a disability, in partnership with other agencies
5. Improve the state's cyber security posture by implementing the South Australian Cyber Security Framework (SACSF) across government, and improve the industry's awareness of the SACSF.

What the strategy strives to achieve:

As SA's lead agency and the service provider of many across-government technology, cyber security and digital government services, OCIO and ODG are working towards achieving the following:

Better access

Enable a better digital experience for government employees and the community.

Shared responsibility

Cultivate a collaborative cyber security approach that brings together all levels of government with academia and the private sector.

Seamless service delivery

Readying central digital services for the future.

1. Accessible and inclusive

Build resilience

Strengthen the prevention of, detection of, response to and recovery from cyber security threats and incidents.



2. Collaborative

3. Secure and trusted

A connected government

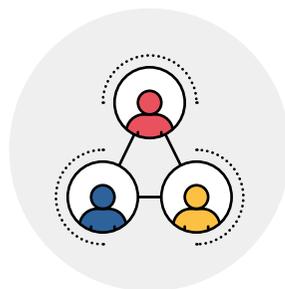
Enhance integration and collaboration across South Australian Government to deliver shared outcomes.

Contemporary architecture

Lift government's capability to make it easy for citizens and businesses to interact with government with a cloud-first approach.

Influence leadership

Strengthen the role of government in providing sound governance and clear accountabilities for a whole of government approach to cyber security.



Priorities:

1. 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.

The South Australian Government is aware that it can be difficult for individuals and businesses to transact with government. ODG is working on improving the way individuals and businesses interact with government through a consent-based digital portal that will, over time, bring together a user's interactions with the South Australian Government into a convenient single location. This is a multi-year, multi-agency initiative that adopts a human centred design approach, consulting with

users as services are redesigned for a better experience.

In 2019, the South Australian Government was a finalist for the Australian Human Rights Awards for the development of a publicly available online accessibility policy and toolkit, to ensure government digital platforms can be accessed and used by citizens, regardless of disability, digital literacy, device or location. This initiative has also been awarded two Australian Access Awards, including Accessibility Initiative of the Year in 2019.

South Australia's approach to online accessibility has received further accolades including the Plain English Campaign's Internet Crystal Mark in 2019, 2020 and 2021 and

nomination for the 2021 United Nations Public Service Awards.

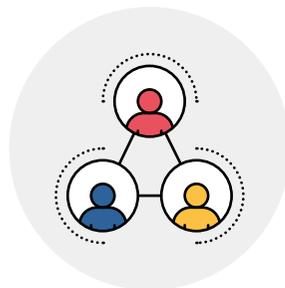
SA Government websites provided by OCIO are certified Web Content Accessibility Guidelines (WCAG) compliant, improving digital inclusion in South Australia.

In response to the COVID-19 pandemic, SA Government established a dedicated COVID-19 website in April 2020 for South Australians, providing a dashboard of daily cases and a single trusted source of information regarding government directives and restrictions. There have been more than 27 million unique sessions since the website was launched, and more than 1 million COVID-Safe plans have

been generated online to ensure compliance with restrictions.

Since the introduction of QR codes in November 2020 there have been over 870,000 plans created for around 85,000 defined public activities, private activities or private functions. These plans are automatically updated by OCIO to incorporate any changes in restrictions and then sent to the impacted businesses.

Over the last decade, more than 120,000 South Australians have registered to provide feedback on government policies and initiatives through the YourSAy community engagement platform.



Priorities continued:

1. Accessible and inclusive

Agencies run more than a hundred community engagements each year to gain insights, feedback and suggestions from South Australians on initiatives ranging from single-use plastics to the use of public spaces.

Collaboration with other governments across Australia also brings benefits, such

as the Memorandum of Understanding between the South Australian Government and the Commonwealth's Digital South Australian Government and the Commonwealth's Digital Transformation Agency, signed in December 2018, to allow South Australia to leverage the significant federal investment in the Trusted Digital Identity

Framework, to make it easier for Australians to access services and transact with government.

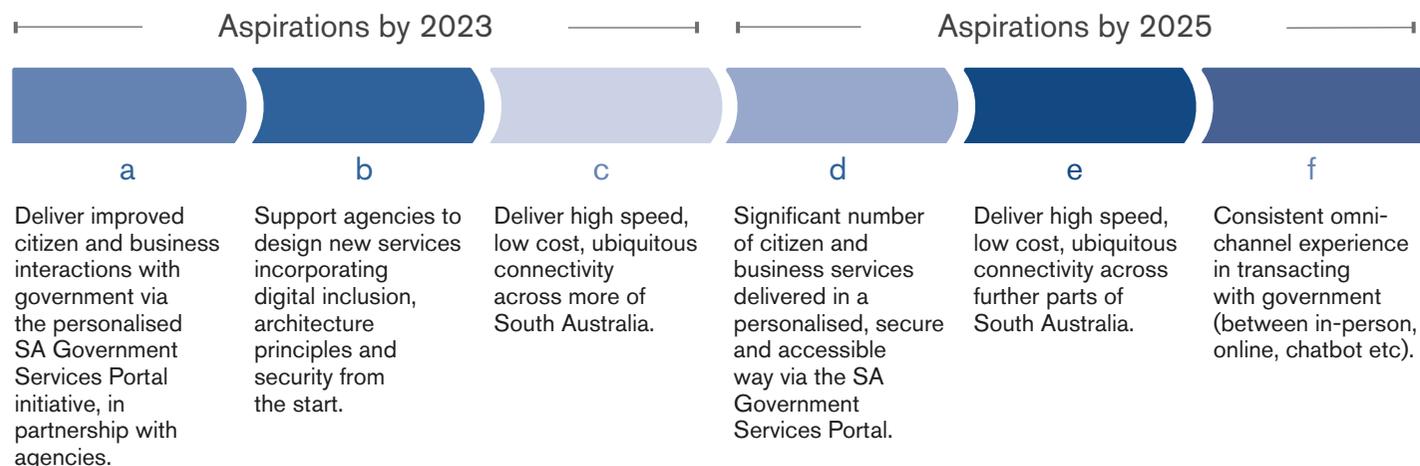
SA Government's core network, StateNet, has provided significant value over the years, however now is the time to adopt zero trust network principles.

This modern approach, approved in the state's Connectivity Infrastructure Strategy in November 2021, will not only improve the state's security posture, it will also make it easier for agencies to adopt cloud-based services so agencies can be more responsive to the needs of their customers.

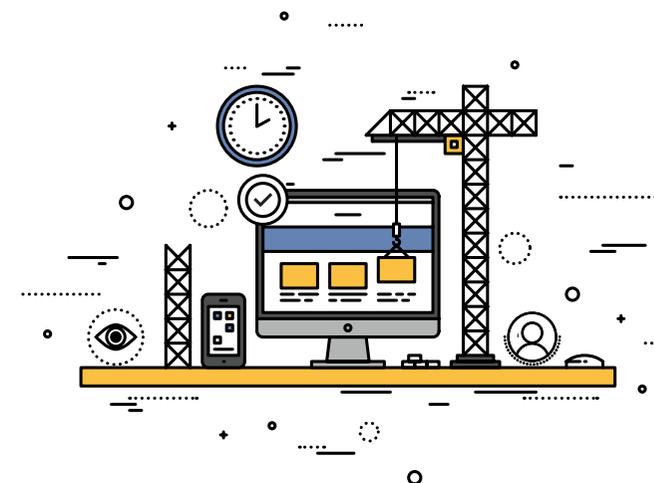
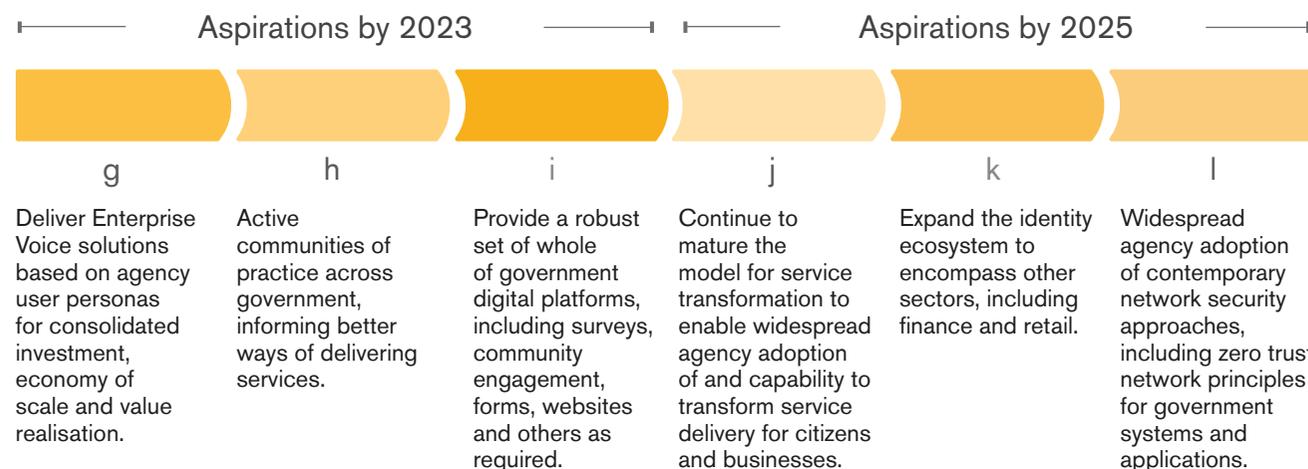
1. Accessible and inclusive

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



Services to SA Government





Priorities:

2. 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.

As a significant buyer of goods and services, the South Australian Government has an obligation to engage professionally and responsibly with partners and suppliers for the benefit of the state. A number of industry forums have been hosted over the last two years to share government's ICT, cyber security and digital government priorities, as well as host unique conversations with industry, such as the role of ethics in digital services, and the role of technology to support mind health and wellbeing.

Ongoing dialogue about this strategy with industry will ensure our partners and suppliers can

better support us in achieving our strategic aspirations.

The South Australian Government recognises that industry has many innovations and approaches that can benefit the state and how we operate. Engaging at a strategic level with key partners and suppliers will increase the opportunity for government to adopt relevant new approaches and solutions that allow agencies to deliver better services to the South Australian community.

The South Australian Government acknowledges that private providers are best positioned to offer specific services, such as hosting and cloud-based services. Therefore it is intended that OCIO will cease offering hosting services to agencies within the next three years.

The South Australian Government has a set of unique assets that make inter-agency collaboration and communication seamless

and secure, including the state's central Office 365 tenancy used by the majority of agencies and managed by OCIO. As evidenced through COVID-19, rapid establishment of secure collaboration and communication environments that allow for inter-agency problem solving has been critical to delivering better services for South Australians.

The South Australian Government will build on the existing foundation of services to continue to improve the way agencies work together. OCIO will continue to provide technical and strategic leadership, functionality deployment roadmaps, and practical toolkits and resources that agencies can use to improve their own productivity and internal capabilities.

OCIO will leverage its unique perspective to bring together specialist communities of practice across government to inform

decision making, identify new and emerging technological solutions, confirm core shared service end user needs for government, apply best practice across agencies, and to inform strategic priorities.

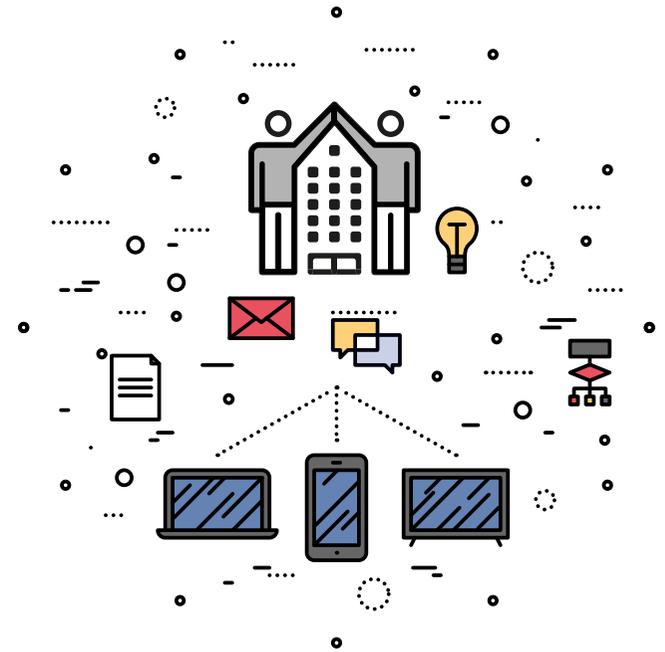
OCIO will actively support the establishment and continuation of communities of practice, for example for enterprise architects, community engagement specialists, and those committed to enabling online accessibility.

There is an ongoing need for government to provide modern, user friendly and efficient voice and unified communications services. It is intended that the set of voice and unified communications services provided by OCIO will consolidate based on agency user personas to ensure economy of scale, thereby enabling agencies to more efficiently and effectively deliver services to the South Australian community.

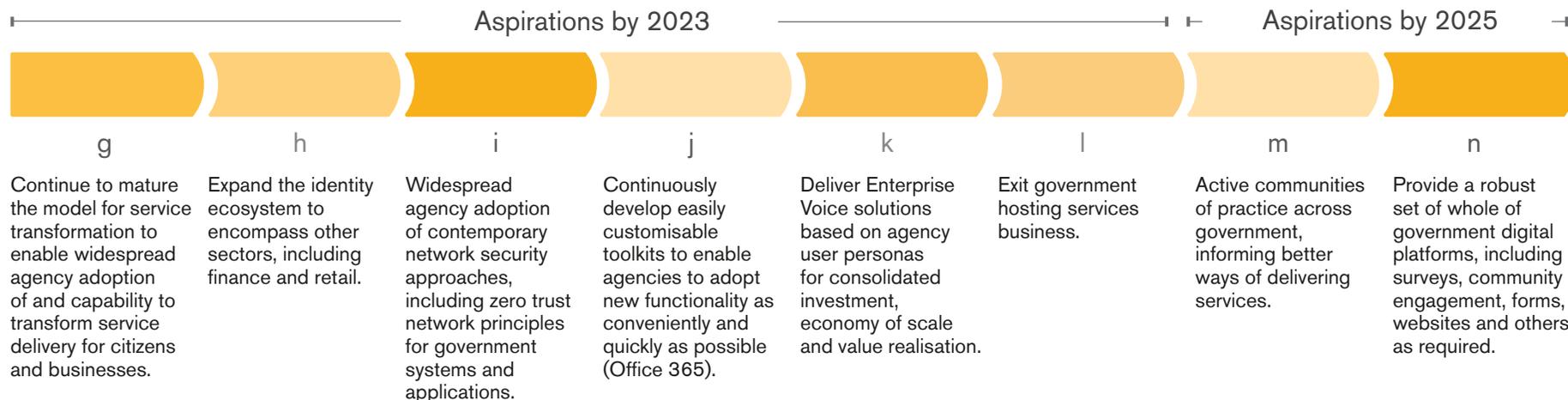
2. Collaborative

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



Services to SA Government





Priorities:

3. Secure and trusted

Protecting the safety and prosperity of South Australians online.

It is imperative that the South Australian Government demonstrates its commitment to ensuring the privacy and security of South Australians is respected and preserved, particularly as more transactions and interactions move to a more convenient and secure consent-based digital format.

This requires the South Australian Government to continue to improve its own security posture and capabilities, and support South Australian businesses to be more cyber resilient.

There is a global shortage of cyber security capability, and through key partnerships with the Australian Cyber Collaboration Centre (A3C) at Lot Fourteen, Joint Cyber Security Centre (JCSC) and AustCyber, along with the Department for Education and Department for Innovation and Skills, the strategy supports the development of new training and qualification opportunities for secondary students and small businesses.

In partnership with other agencies, OCIO in collaboration with the Department of Innovation and Skills is supporting the development of initiatives to improve industry capabilities in cyber security

resilience, particularly for small and medium businesses.

The South Australian Cyber Security Framework (SACSF), approved in December 2019, replaces the Information Security Management Framework (ISMF), and OCIO is supporting agencies to adopt the new framework based on their requirements with the development of standards, policies, toolkits and artefacts that will accelerate the ability of agencies to comply with the SACSF, and improve the state's security posture.

The government welcomes the support of suppliers in

adopting the SACSF when engaging with agencies.

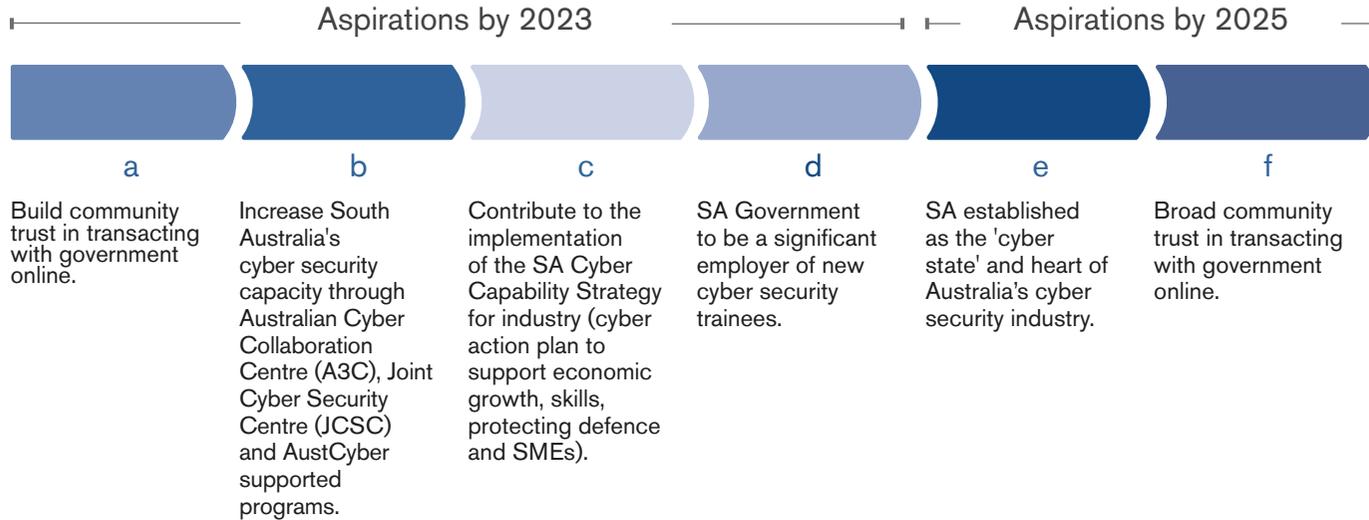
This strategy will address the creation and establishment of enterprise architecture principles and artefacts in collaboration with agencies, enabling best practice sharing across government, particularly benefiting smaller agencies with fewer specialist resources.

OCIO will convene a governance structure to improve alignment across government to support the secure adoption of cloud-based services.

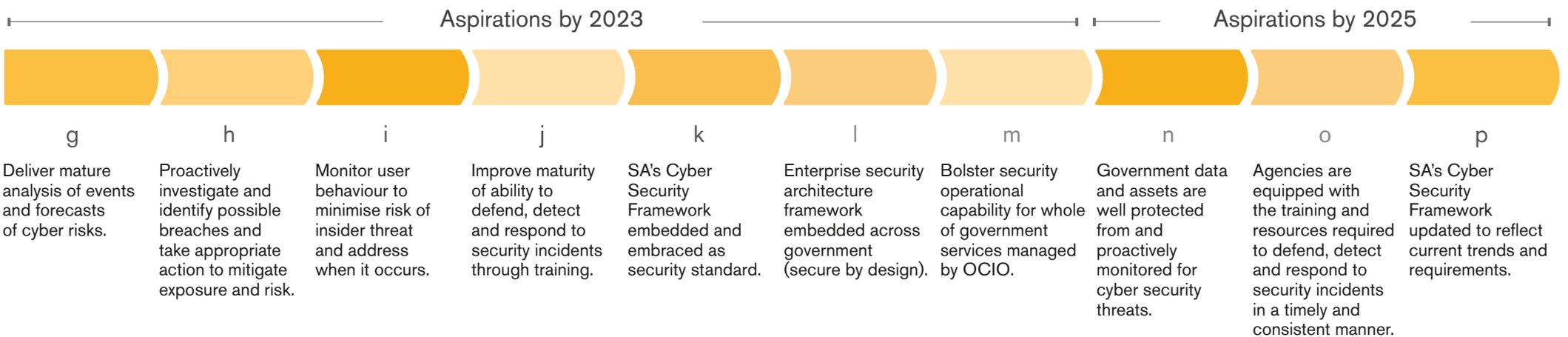
3. Secure and trusted

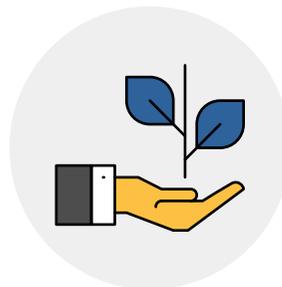
Protecting the safety and prosperity of South Australians online.

Services to SA's businesses and community



Services to SA Government





Enablers:

Internal to government approach

OCIO facilitates a whole of government governance framework for the South Australian Government 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.

An inaugural Satisfaction Survey was launched to agencies in late 2020 to gain valuable feedback on the services provided to agencies, and inform continuous improvements.

The insights will also inform the technology, cyber security and digital government roadmaps that will influence the South

Australian Government's investments in these areas.

The survey will be repeated annually to ensure OCIO is responsive to feedback and delivers improved value to agencies.

OCIO will maintain a comprehensive Service Catalogue outlining services offered to agencies.

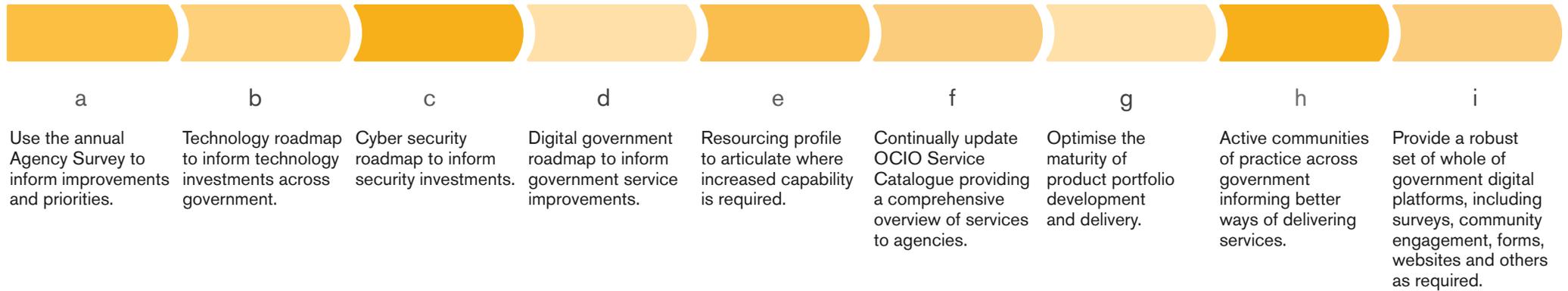
This will be updated regularly and include the addition of new services as they become available.

OCIO and ODG will continue to maintain frequent communications with stakeholders across government, focused on colleagues in ICT, digital and cyber security areas, and expanding to business stakeholders as relevant.

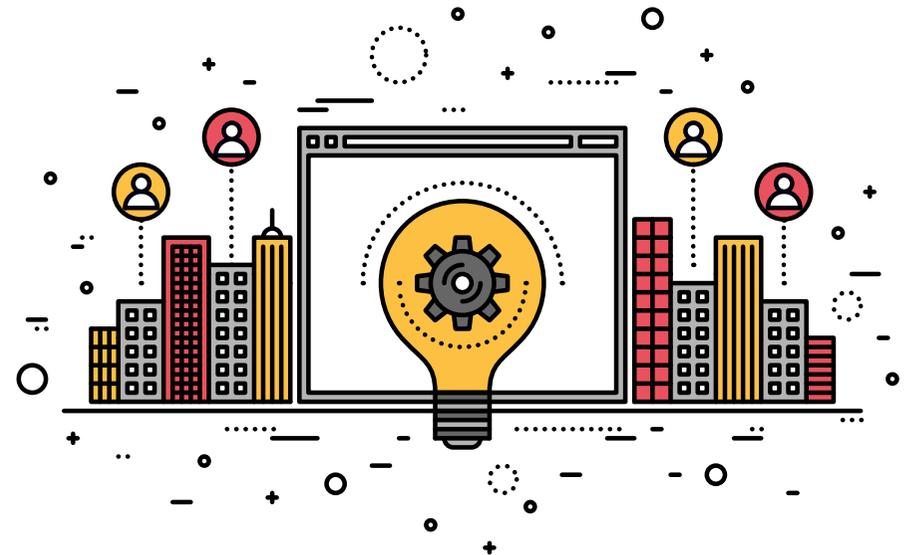
Enablers

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.

Aspirations by 2023



Aspirations by 2025





**Government
of South Australia**

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