CAMPBELLTOWN CITY COUNCIL

Confidential Item

For Council meeting to be held on

Tuesday 15 October 2024 at 7:00 pm

Refer Item 11.7

Confidential Item

11.7 ICT Digital Strategy

Manager Information & Communication Technology, Tarun Sidhwani's Report

Purpose of Report

This report seeks support from Council to commence the purchase and implementation of key initiatives from the ICT Digital Strategy.

Strategic Plan Link

Focus Area 4.3.2 Deliver stable, secure and innovative ICT systems and services

Previous Council/Committee Resolution

Nil.

Background

The ICT Digital Strategy, Overview and Strategy on a Page (attached), focuses on the development of a five-year plan that is customer focused and provides short-term and long-term guidance for Council's information technology needs whilst assessing the current ICT conditions for all departments and locations of the Council.

During the development of the strategy, the scope of the development has adhered to the following approach:

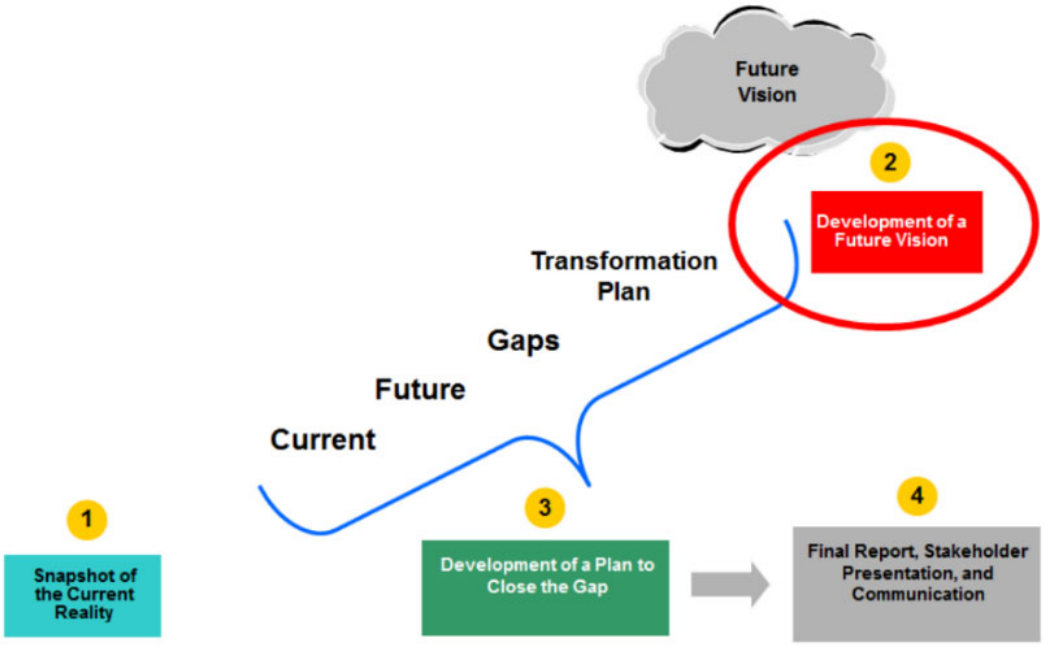


Figure 1: Strategy Development

In the development of the ICT Digital Strategy, organisation-wide consultation was considered vital to develop it. Consultation has taken place with Council's and business units, where a range of issues and opportunities have been identified.

A maturity assessment was conducted based on the South Australian Government Digital Maturity Index which rated Council's ICT at a score of 1.24 out of a possible 5.

The target states that completion of key initiatives identified in the strategy, Council would achieve a score of 3.24 out of 5 which is a significant improvement to its existing score of 1.24. A level 5 on the Digital Maturity Index reflects an organisation that is fully digital, data-driven, agile and responsive, delivering top-tier services through cutting-edge technologies and fostering high levels of citizen engagement and satisfaction.

The objective for the maturity assessment is to gain a picture of the current level of maturity to help identify what is being done well and where the improvements can be made. By understanding where Council is on its digital journey, it is possible to:

- Understand strengths and weakness to enable mitigation strategies to be put in place
- Inform the prioritisation of resources and projects that will help accelerate advancing along the digital journey, and
- Understand what full transformation looks like to provide a picture of the future state to aim for.

Pillar	Maturity Level Rating
Governance and leadership	1.4
People and culture	1.4
Capacity and capability	1.4
Innovation	0.8
Technology	1.2
Overall digital maturity rating	1.24

Table 1: Current ICT Service Maturity

Pillar	Maturity Level Rating
Governance and leadership	3
People and culture	3.4
Capacity and capability	3.4
Innovation	2.8
Technology	3.6
Overall digital maturity rating	3.24

Table 2: Future State ICT Service Maturity

Extensive analysis and consultation with the business units identified several key issues and opportunities for improved and streamlined customer service practices through investment in Digital and ICT facilities.

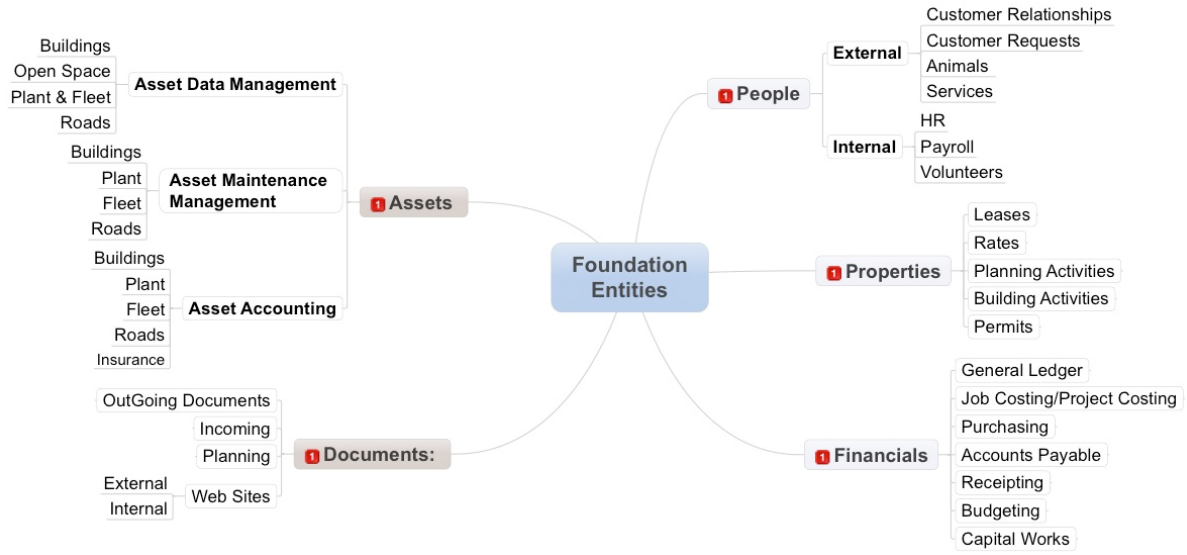
A recent survey from Datacom suggests Australian Council's are under pressure to embrace technology to improve their service delivery and meet residents' expectations.

A survey of more than 2000 homeowners across Australia found that just 37% of respondents believe Councils have a positive relationship with technology. 70% of homeowners said they would be more confident in their Council if they embraced technology. This number increased with Gen Z at 85% more confidence and 62% saying they would have more trust in Council with increased technology investments.

Discussion

Formation of Enterprise Architecture Strategy:

A high-level Enterprise Architecture forms part of this strategy. Enterprise architecture refers to the overall design and structure of an organisation's ICT systems, applications and processes. It involves a strategic approach to aligning technology with business objectives and creating a blueprint for the organisation's technology infrastructure. The strategy provides a plan of how technology systems and people will work together to help the organisation meet its goals. This may require an upgrade to technology, change of processes and the addition of new systems:



As part of this Enterprise Architecture (above), several key themes have been proposed including:

- A cloud-first approach to deployment of new systems
- Adoption of enterprise-wide Enterprise Resource Planning (ERP) systems to consolidate organisational functions around a limited number of different systems
- Deployment of Microsoft 365 as core enabling infrastructure to support business systems
- Wherever possible, mobile devices will be deployed to support capture of information and service delivery information in the field. Systems will continue to evolve to champion convenience for our customers, while also supporting the growing need to support flexibility in the workplace
- To protect customers and the organisation, Staff will ensure the ICT environment maintains compliance with security, privacy and overall ICT Governance requirements
- Council will aim to provide comprehensive ICT continuity of service solutions, ensuring uninterrupted access to critical systems, applications and data.

The ICT Digital Strategy consists of a series of Key Initiatives that are designed to move Council from its current state to meet the Strategic Direction. Each action has been classified as ‘Must Do,’ ‘Should Do’, ‘Could Do’ or ‘Continue to Do.’

Key Initiatives

Adoption of enterprise-wide ERP system, currently Technology One, is the preferred starting point. Where Technology One cannot provide the functionality required then alternative systems that can integrate with Technology One will be investigated.

Using systems not fully integrated in an ERP has the following disadvantages:

- Fragmentation of data, duplication of efforts, Staff often having to enter the same data in multiple systems, increasing likelihood of errors, requiring additional resourcing and effort. Having systems outside of an ERP, processes often become manual and time-consuming, reducing overall operational efficiency
- Supporting multiple systems can lead to higher ICT costs due to the need for additional maintenance, support and training on different platforms. Disparate systems may generate reports based on different data sets, making it difficult to get a comprehensive view of business performance
- Managing data across multiple systems increases the risk of non-compliance with regulations, as organisations may struggle to maintain consistent data protection practices. Each additional system can introduce new security vulnerabilities, making it more challenging to protect sensitive information and ensuring proper access controls
- Employees may become frustrated when having to navigate multiple systems, which can lead to lower user adoption rates and decreased productivity. Integrating disparate systems can become increasingly complex and costly, hindering scalability and flexibility in operations.

Technology One Projects

- CiA Live Transition and Property and Rating Module

  As from 1 October 2024, all support, including security patches and technical assistance, for Ci will cease. Therefore, it is imperative to move all Technology One modules utilised by Council from legacy Connected Intelligence (Ci) to the newer Ci Anywhere (CiA). Moving to CiA offers several advantages including improved security, flexibility and innovation. Most importantly, TechnologyOne is ending support for the Ci platform as part of its transition to a cloud-based SaaS model known as CiA (Connected Intelligence Anywhere).

  The immediate risk is low as it has only just become unsupported, however, the longer the time taken to implement the upgrade, the larger the risk becomes.

  Unsupported software poses several significant risks. Unsupported software no longer receives security updates or patches, making it an easy target for hackers. Without support, any bugs, errors, or crashes in the software may not have resolutions. This can lead to costly downtime and productivity loss, as there might not be a way to troubleshoot or fix issues effectively. Unsupported software might not be compatible with newer systems or technologies. As surrounding software and hardware continue to evolve, unsupported software can cause operational disruptions or force businesses to maintain outdated infrastructure. With no support for data recovery or integrity checks, there's a higher risk of losing valuable information due to system errors, corruption, or attacks.

Technology One's Property and Rating Module is the last legacy module that needs to move to CiA. The commitment to signing up to the CiA Live Transition at a cost of $44,000, will place Campbelltown in a queue to proceed with the work of moving over to CiA. There is currently an approximate 12 month waiting period for this to occur, once Council has committed to sign on.

The Property and Rating Module is very specialised and customised for each Council. Unlike other modules of Technology One, where Technology One will lead and implement the upgrade as one set price as a continuing licence cost, the Property and Rating Module is implemented as a licence fee plus a once-off cost for the contract work undertaken by Technology One consultant to achieve the implementation. This has been estimated at $235,000 with an on-going licence fee of $270,000.

- Digital Customer Experience (DXP)

  The current customer experience is very person dependant and requires input and update from multiple sources. As Council does not have an integrated customer portal, DXP will enhance operational efficiency and improve customer satisfaction.

  DXP allows organisations to offer a personalised and engaging experience for customers through self-service portals, streamlined online interactions and enhanced mobile accessibility. This reduces customer effort and boosts satisfaction by making services more accessible and intuitive. DXP also allows public users to view existing defects and issues which will reduce the hassle to log a separate request. They can subscribe to notifications for the defect or issue and will get notified once resolved. DXP can have a Councillor portal to manage requests for Elected Members to improve communications process.

  DXP automates many routine tasks like request submissions, issue tracking and service management. It enables customers to access services anytime, reducing wait times and improving overall response times. This can lower the burden on customer service teams, allowing them to focus on more complex tasks.

  DXP is designed for cross-device usage, ensuring that customers have a seamless experience whether they're on a desktop, mobile or tablet. This increases accessibility, allowing users to engage with the system from anywhere. By automating repetitive tasks, reducing manual errors and enabling easy data management, it reduces administrative overhead and streamlines processes. This may lead to cost savings and operational efficiency gains across departments.

  A thorough investigation of DXP will be conducted in the coming weeks and a further report will be prepared for Council's consideration if required.

- Asset Management

  The management of Council's current asset information is split across multiple systems with little to no integration between finance, asset database and geographical information system.

  An integrated asset management system provides real-time monitoring, improves decision-making through data insights, enhances operational efficiency and reduces both downtime and costs, making it a valuable solution for managing assets in automated environments.

  In a fragmented system, financial insights are delayed and require manual consolidation, which increases risk of errors. Whereas, within an integrated system, financial data is automatically linked to asset records, providing timely insights into asset costs, budget forecasting and financial planning.

  Disparate systems do not link the entire lifecycle of the asset, making it difficult to manage asset depreciation, retirement or replacement and asset revaluations.

  Currently, work orders need to be printed and assigned manually, with CiA, Staff can access work orders from any location through their mobile devices, ensuring they have the latest information on asset maintenance tasks. Mobile work orders can work offline, allowing technicians to continue updating and processing orders even in areas with poor connectivity, ensuring continuous workflow.

  Staff can easily view and update asset's maintenance history, including past work orders, on their mobile devices. This ensures that the asset management system is always up to date with the latest information. Furthermore, Managers can track the progress of work orders in real-time, seeing which assets are being worked on and which require attention, allowing for better oversight and decision-making.

  Staff are in the process of evaluating whether the Technology One Asset Management System can provide the same services currently offered by the various disparate models in use. A further report will be prepared for Council's consideration if required.

- Human Resource and Payroll (HRP)

  Council currently uses some of the Technology One HRP module, mainly for payroll purposes. Council currently has a learning platform system and recruitment system that sit outside of Technology One that are not integrated. In addition, Payroll does not have an award interpreter that means compliance of payroll is undertaken manually by Staff.

  An award interpreter is a tool that ensures that payroll calculations are accurate and compliant with the applicable industrial laws or agreements, including pay rates, allowances, leave entitlement and compliance with laws and regulations.

  Technology One's HRP module streamlines payroll, reduces manual work and errors. Its features include Staff self-service, talent management and real-time reporting, improving HR efficiency and decision-making. In addition, Integrated Workforce Planning enables organisations to forecast Staffing needs, optimise resource allocation and manage labour costs. Workforce planning is a Strategic goal for Council and People and Culture team currently do not have the tools in place to undertake this.

Staff are currently evaluating whether the Technology One HRP module can deliver the services currently provided by multiple systems, noting it does not provide an award interpreter and this would need to be purchased separately. While having modules within one ERP system is preferable, Staff are also investigating the suitability of any off the shelf products that can integrate with Technology One, noting previous disadvantages of systems that sit outside of the ERP. Staff will prepare a further report for Council's consideration if required.

Other Priority Initiatives

- Cybersecurity

  Staff have undertaken investigations in relation to Council's vulnerability and maturity level in relation to Cybersecurity. The Essential Eight cybersecurity strategies were developed by the Australian Cyber Security Centre (ACSC). The ACSC is part of the Australian Government's Department of Home Affairs and aims to improve the cybersecurity posture of Australian organisations by providing guidance, resources and support for managing cyber risks. The Essential Eight framework is designed to help organisations prioritise their cybersecurity efforts and implement effective controls to mitigate the most common and significant cyber threats. The Australian Cyber Security Centre developed a set of 'Essential Eight' cybersecurity strategies to provide guidance and support for managing cyber risks. The attached document 'Essential 8 – Cyber Security Framework' outlines the 8 strategies and describes the domains to be addressed.

  These strategies focus on preventing and responding to cyber incidents, particularly those that could lead to data breaches or significant disruptions. Organisations are able to be assessed against these Essential Eight and determine their current maturity level.

  Council has taken action to mitigate any high risks that were identified however to achieve maturity level 2 across the eight strategies, an investment in additional resources is required in the short term.

  Essential 8 is scaled across Maturity Levels 0 to 3. The Local Government Information Technology South Australia (LGITSA) recommends that local Council's based on size, complexity of financial transaction and PCI compliance decide on a Maturity Level. Based on the guidelines, Campbelltown should aim for at least Maturity Level 2 within the Essential Eight cybersecurity framework. This level signifies that Councils are implementing basic cybersecurity practices to mitigate risks and enhance their security posture, including:

  - Protection of Sensitive Data: Local Councils manage sensitive information, including personal data of residents, financial records and public service information, necessitating foundational cybersecurity measures
  - Regulatory Compliance: Councils are subject to regulatory requirements regarding data protection and privacy. Achieving Maturity Level 2 helps ensure compliance with relevant laws and regulations
  - Budget Constraints: Many Councils operate with limited budgets, making it essential to prioritise and implement cost-effective cybersecurity measures that align with Maturity Level 2

- Community Trust: Ensuring robust cybersecurity measures helps maintain public trust, as residents expect Councils to protect their data and provide reliable services.

Staff have determined a prioritised project time frame and resources required to achieve Maturity Level 2. This requires one additional Staff resource for 2 years at a cost of $135,000 per year and $19,000 on-going for the necessary security applications.

As there is an 8-month gap until financial year 2025/2026, Council could consider funding this position through the next Budget review with expenditure commencing January 2025 through to 31 December 2026, as Cyber Security remains a significant threat and risk for Council.

There are several other initiatives in the ICT Digital Strategy that have been highlighted below, most will be funded through Capital Renewal and Replacement. Where additional budget is required, there will be a report prepared for Council's consideration.

These initiatives include:

- Contracts and Grants Management
- Additional financial modules including intelligent invoice processing
- Leisure Management System
- Telephony Unified communication as a service (UCaaS) System
- Wi-Fi enhancements
- Audio/Video Device upgrade in Meeting Rooms.

Staff are seeking approval to fund the mandated upgrade of the Property and Rating module to CiAnywhere and the additional resource and tools required to achieve Maturity Level 2 in Essential 8 Cybersecurity framework.

Once Staff have investigated the DXP, Asset Management and HRP systems, should there be a significant efficiency gains for Council, Staff will prepare further reports for Council's consideration. Other initiatives or enhancements not able to be achieved within budget will also be brought back for Council's consideration.

Social Implications

There are no social implications in relation to this report.

Environmental / Climate Change Implications

There are no environmental / climate change implications in relation to this report.

Asset Management Implications

There are no asset management implications in relation to this report.

Governance / Risk Management

Delaying or not implementing the ICT Digital Strategy poses significant risks to Council's internal efficiency and security risks. Delays will lead to continued Staff and customer dissatisfaction.

If Council does not move its Property and Rating module to CiA, it will carry the risks of operating an unsupported application.

Council's current maturity level for Essential 8 is low across most of the 8 criteria, achieving Level 2 is expected for a Council of this size and requires a resource investment if this is to be achieved.

Council's ICT Digital Strategy will see it continue to have the Community at the centre of everything it does. It will be well placed to provide improve efficiency and feedback, maintain compliance and support its workforce to be mobile and dynamic.

Community Engagement

There are no Community engagement implications in relation to this report.

Regional Implications

There are no regional implications in relation to this report.

Economic Development Implications

There are no economic development implications in relation to this report.

Financial Implications

The move to Property and Rating CiAnywhere will be an increase in an annual software licence cost of $270,000 and a once-off consultancy cost to implement of $235,000. In order to commence the upgrade and book a time in the queue, a licencing cost to move to CiA of $44,000 will need to be paid this financial year. It is anticipated that consulting costs will be required in 2025/2026 whereas the Property and Rating's annual licence fee of $270,000 will commence from 2026/2027.

Cybersecurity resourcing is estimated at $135,000 per year for 2 years commencing 2025/2026 with an annual on-going software security application cost of $19,000, commencing 2025/2026, noting than an alternative option may be to approve this from January 2025 in the next Budget Review. Bringing forward this resource request to achieve maturity Level 2 earlier would require:

- $56k to be allocated in the First Budget Review for 2024/2025
- $135k to be allocated in the LTFP for 2025/2026 and
- $70k allocated in the LTFP for 2026/2027.

If Council supports the requested funding, it will be included in the updated LTFP being presented to the Audit Risk and Advisory Committee later this month.

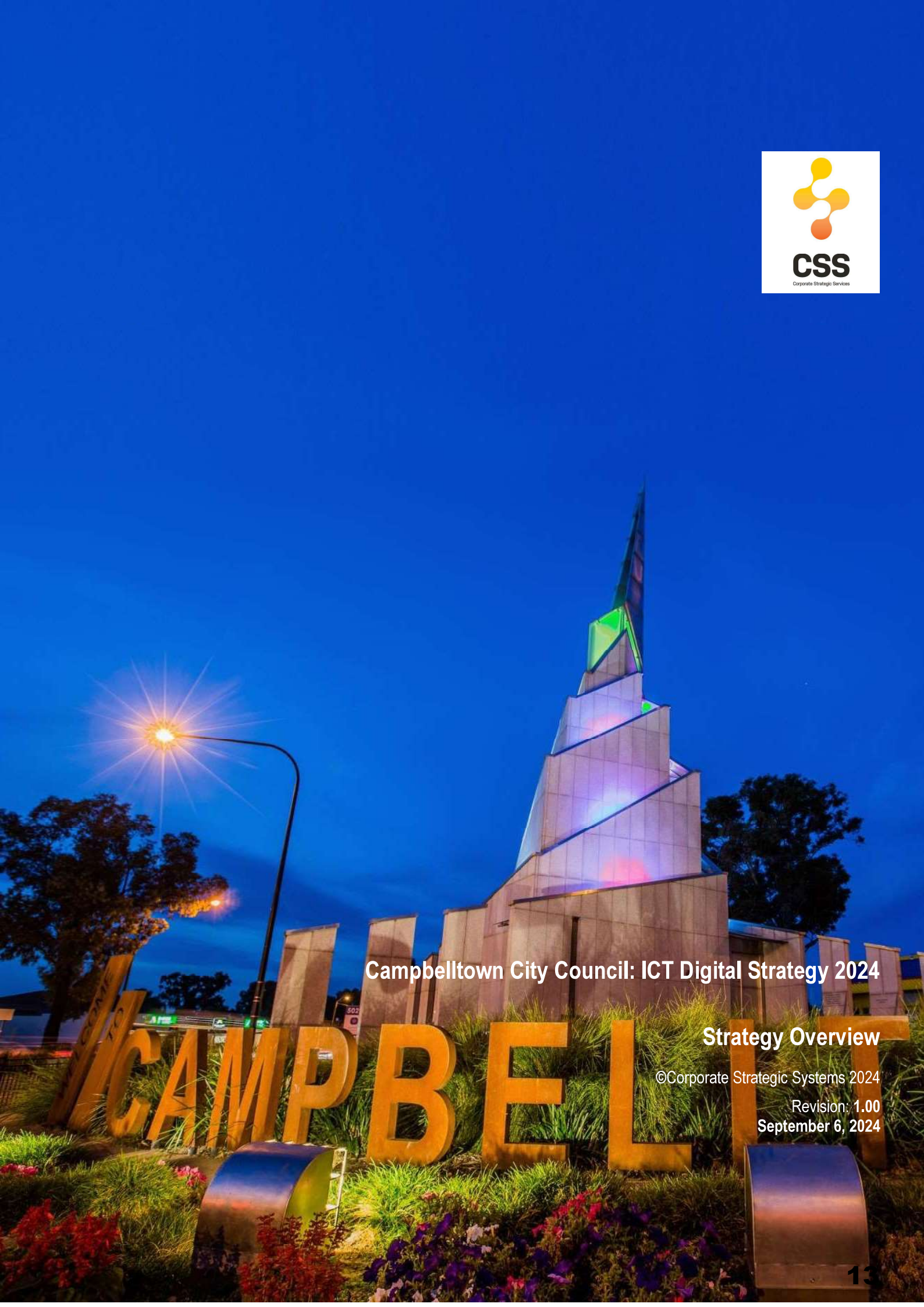
Additional Licencing costs may be incurred for other initiatives identified; however, these will be identified in future Council reports.

The fees for Property & Rating have been negotiated based on a bundle offer acceptance from Technology One. If the decision is taken to implement selected modules from the bundle, the prices may change due to varying discount levels.

Recommendation

That Council:

- **notes the Initiatives derived from the ICT Digital Strategy and supports the initial request for the upgrade of Property and Rating Module to CiA and the resourcing required for Cybersecurity**
- **allocates the following at the first Budget Review for 2024/2025:**
  - **$44,000 to commit to the upgrade of the Property and Rating to Ci-Anywhere as an additional on-going operating software licence expense**
- **notes the following allocations be included in Council's Long Term Financial Plan:**
  1. **$235,000 for the consulting cost to upgrade to CiAnywhere for Property and Rating commencing in 2025/2026 as a once-off contractor cost**
  2. **an annual allocation of $270,000 for the software licence expense for the Property and Rating Module commencing 2026/2027**
  3. **$135,000 per year for the additional Staff resources required to achieve Maturity Level 2 in the Essential Eight Framework for 2025/2026 and 2026/2027**
  4. **$19,000 per annum for cybersecurity software tools as on-going software licence expense from 2025/2026**
- **notes further investigation and review of required software upgrades as identified in the ICT Digital Strategy will continue to be undertaken and further reports will be prepared for Council's consideration if required.**



Campbelltown City Council: ICT Digital Strategy 2024

Strategy Overview

©Corporate Strategic Systems 2024

Revision: **1.00**
September 6, 2024

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GLOSSARY

Term	*Description*
Core Business Applications	A term that encompasses applications that will be used over a significant number of functions. In Council's case, applications such as Customer Requests and GIS, Assets, Records Management and Financials are core business applications because they are used widely across most or all functions.
Cloud	A term that embraces ICT services that can be provided via the Internet, from simple applications hosted by external organisations, through to full deployment of ICT Infrastructure as a service from external organisations.
Digital Services	A general term to group the various services that can be provided to customers using digital capabilities, particularly but not limited to via the Council web site or Intranet.
Disaster Recovery (DR)	Disaster Recovery within an IT setting effectively means facilitating duplicate ICT environment/s in a separate location from the main site, to be used in the case of a loss of the main site/s ICT Environment
ERP	A term that originally stood for Enterprise Resource Planning systems, but has generally become to represent Enterprise systems, where a single system fulfils as many functions as possible for an enterprise.
ICT	ICT means **Information Communications Technology** and is a term that reflects the convergence between Information Technology and Communications technologies. For the purposes of this strategy. ICT covers all services and systems relating to Information Technology, including all voice and data components of communications technologies.
ICT Environment	The ICT Infrastructure and Applications that supports the organisation including: • Servers and Server Operating Systems • Switches and Network Components • LAN for each site • WAN for connections between sites • Backup components • Suite of applications that support the organisation including Authority, Assetic, Microsoft Dynamics, Microsoft 365, and other applications. • Personal Computers, Laptops and Mobile Devices.
ICT Governance Framework	A framework to ensure the continued effective governance and management of all ICT systems and infrastructure.
Mobile Computing	A specialist branch of the ICT industry which focuses on the use of mobile computing devices and services. Such devices include smart-phones, tablets, and other mobile devices.
Project Reference Group	A group of staff members from across the entire organisation who have been involved in the review, validation, and testing of the findings from CSS in the development of the strategy. During the development of the strategy, the group has assisted in providing the organisational requirements overlay from CSS's review and have assisted in development of priorities applied to the initiatives in this strategy.
On-Premise	ICT resources are deployed in-house and within an enterprise's IT infrastructure. An enterprise is responsible for maintaining the solution and all its related processes.
SaaS	A software distribution model in which third-party provider hosts applications and makes them available to customers over the Internet. Rather than making large software licensing payments at the start of the use, the payments are typically made on a 'as consumed' basis, spreading the licensing payments across the period of usage for the software.

Term	*Description*
Smart Cities	The overarching mission of a smart cities technologies is to optimise city functions and drive economic growth while improving quality of life for its citizens using smart technology and data analysis. Value is given to the smart city based on what they choose to do with the technology, not just how much technology they may have.
Specific Purpose Systems	Applications that are vital to the operation of a specific function, but not widely used (if at all) outside the function. An example of this is the Aged Care systems.
Wide Area Network	A term relating to the computer network for Council, including all sites located outside of the main office such as Depot, Community Centres, Library and Maternal & Child Health Care Centres. These sites are connected to the network at the Civic Centre via several different technologies, when grouped together are referred to as the Wide Area Network (or WAN).

1 INTRODUCTION

BACKGROUND

Local governments have responsibility for many functions and activities that are relevant to local communities. As the level of government often seen as 'closest' to the community, local government activities relate to matters that are fundamental to people's lives and impact strongly on their quality of life.

Campbelltown City Council delivers a diverse range of services which have been delivered under the following organisation structure and organisational model:

- Infrastructure, Planning & Sustainability responsible Infrastructure, Environment & Sustainability, Operations and Planning & Regulation services.
- Corporate Services incorporating People & Culture, Finance, Governance and Business & Technology Services functions.
- Community Connections providing Community & Social Development, Customer Experience, Library and Recreation & Leisure Services to the community.

With recent changes to personnel and responsibilities for ICT services, and the lack of a current ICT Strategy, it was decided that an ICT and Digital Strategy should be developed.

Extensive consultation took place across the business to identify the current state, as well as major opportunities present to improve customer service and overall service delivery which ICT systems and processes could support.

THE ICT STRATEGY

APPROACH

The ICT Digital Strategy focuses on the development of a five-year master plan that provides short-term and long-term guidance for our information technology needs; and assesses the current Information Technology conditions for all departments and locations of the Council.

During the development of the strategy, the scope of the development has adhered to the following general approach:

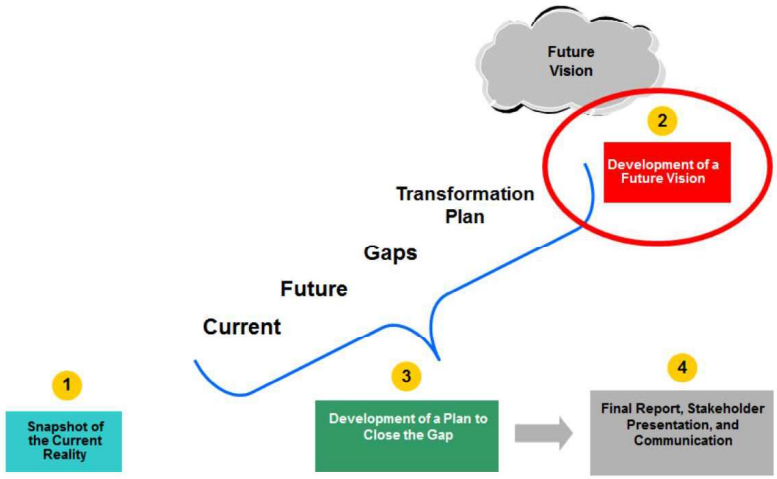


Figure 1: Strategy Development

Because of the lack of any existing ICT or Digital Strategy, organisation-wide consultation was considered vital to develop the ICT and Digital Strategy. Consultation has taken place with councils key stakeholders and business units, where an range of issues and opportunities have been identified.

Working with the Project Control Group (PCG) put in place for the development of the strategy, the focus has been on:

- Development of an overarching Strategic Direction and Vision statement for the ICT service.
- Development and reviewing of a detailed roadmap to address as many of the identified issues and opportunities identified from the consulting phase.
- Identification of funding requirements, resourcing, and timing necessary to meet the roadmap delivery.

This document encompasses our 5 year ICT and Digital Strategy which includes a detailed 5 year roadmap to significantly enhance the ICT capability of our business.

The strategy reinforces a series of Strategic Pillars adopted through the ICT Digital Strategy that all ICT and Digital Services activities are viewed and aligned.

These Pillars are aligned to the newly developed Strategic Plan 2028:

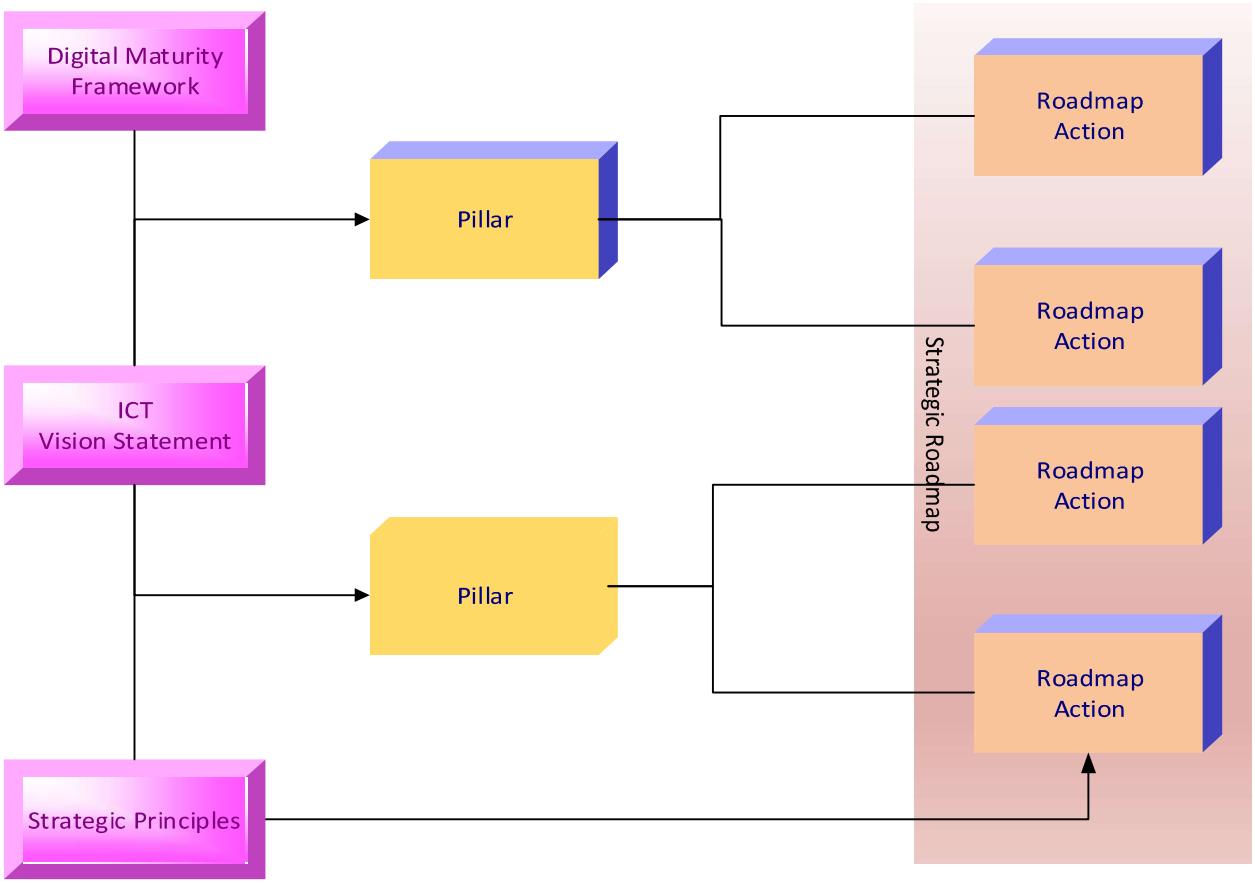
Goal	Objective
Support our Community and Businesses	We are dedicated to enhancing service capability, deliver excellent customer service, address current and future needs, ensuring equitable service delivery, and upgrading our ICT systems to support customer experience.
Protect and enhance our Environment	We will support councils' ability to investigate and implement environmental initiatives by providing technology that enables evidenced based decisions and development of best practice action plans.
Manage our Assets effectively	Development and implementation of an Asset Management Plan that covers Information Technology Assets used to provide services to the community. Ensure councils IT assets are maintained in a financially sustainable manner, meeting the current and future demands of council.
Deliver Strong Leadership	We prioritise effective governance, financial sustainability, informed decision-making based on reliable evidence, and bolstering cyber security and governance through advanced systems, all of which are crucial for our success.

Table 1: Strategic Plan Goals

The current state review, and target state direction, are based on these specific pillars for ICT service delivery.

ICT AND DIGITAL STRATEGY STRUCTURE AND OVERVIEW

This ICT and Digital Strategy adopts an overall structure, as depicted below:



A series of ***Strategic Principles*** make up the ***Future State*** of the strategy, underpinning all aspects of the strategy delivery, and guiding the approach to the delivery of Digital services for the strategy period.

Strategic Pillars are identified for Digital Service Delivery.

Within each Pillar, specific ***Strategic Roadmap Actions*** identify the necessary activities that need to be undertaken to improve and/or enhance ICT support for the Digital Vision Statement. The Strategic Roadmap Actions form the Action Plan for this ICT Digital Strategy.

2 CURRENT STATE

COUNCIL'S ICT SERVICE MATURITY

The ICT service capabilities of any organisation are influenced by five key themes as illustrated in the following diagram.

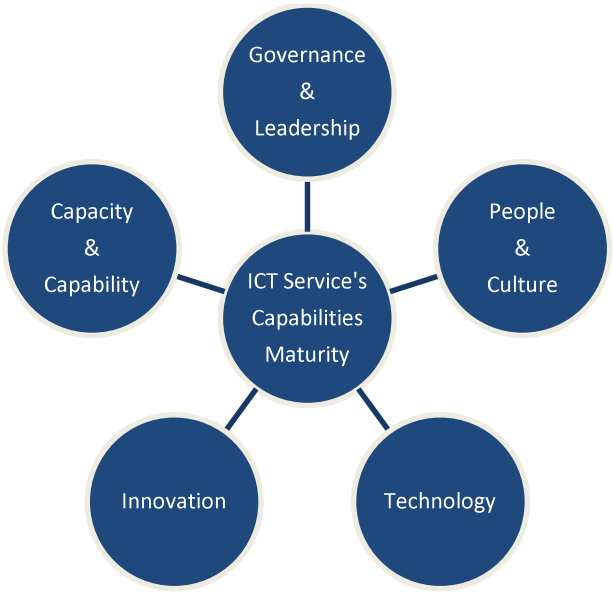


Figure 2: Themes and Strategic Pillars

The Business Transformation Strategy considers Councils ICT service's capabilities maturity in the context of each of these themes, and the findings provide a reference point for the proposed ICT framework and resulting key initiatives.

ASSESSMENT METHODOLOGY

Based on the common categories gleaned from both consultation with Councils stakeholders and archival review of key documentation, the level of digital maturity has been assessed using the Government of South Australia's digital maturity assessment tool. This tool can be used to rate Councils operations against a maturity scale which ranges from minimal (Level 1) to transformed (Level 5).

The objective for the maturity assessment is to gain a picture of the current level of maturity to help identify what is being done well and where the improvements can be made. By understanding where Council is at in our digital journey, it is possible to:

- Understand strengths and weakness to enable mitigation strategies to be put in place.
- Inform the prioritisation of resources and projects that will help accelerate advancing along the digital journey; and,
- Understand what full transformation looks like to provide a picture of the future state to aim for.

CURRENT COUNCIL ICT SERVICE MATURITY

Current ICT Service Maturity assessment is based on the South Australian Government Digital Maturity Index[1]. Whilst a higher index should be our long-term aim, the strategy position needs to identify a workable target for the organisation for the strategy period.

Pillar	Maturity Level Rating
Governance and leadership	1.4
People and culture	1.4
Capacity and capability	1.4
Innovation	0.8
Technology	1.2
Overall digital maturity rating (add pillars then divide by 5)	1.24

Table 2: Current ICT Service Maturity

A target position has been developed and is included in the Future State.

[1] Refer to https://www.dpc.sa.gov.au/responsibilities/ict-digital-cyber-security/toolkits/digital-transformation-toolkit for information on Digital Maturity assessments using the SA Government model.

CURRENT STATE SUMMARY BY STRATEGIC PILLAR

Extensive analysis and consultation with the business identified 44 issues and opportunities[2] for improved and streamlined customer service through investment in Digital and ICT facilities. Key issues identified are summarised below.

GOVERNANCE AND LEADERSHIP

Issues and Opportunities Identified	Activities and Opportunities
ICT Governance is not in place with implementation of an overall ICT Governance Framework necessary. This lack of framework extends to a lack of overall data management, resulting in various sources of truth for key data records including customer.	Roadmap action needs to be included in the Strategy to implement overall Governance Framework.
The need for an Enterprise Architecture has been identified through the lack of strategic approach to systems deployment. (Best of Breed vs ERP)	High-level Enterprise Architecture is needed to guide the procurement and deployment of updated and/or replacement system/s.

Table 3: Governance and Leadership Current State

EMPOWERED CUSTOMER

Issues and Opportunities Identified	Activities and Opportunities
Council do not have a specific responsibility defined in the business for the management of our customer database. This results in a myriad of different customer databases being managed in a variety of different tools without any overarching approach and coordination.	To support customer focus within the Strategy, we need to establish appropriate responsibilities to effectively manage the customer database.
Customer experience for our customers is variable depending on the service (and the systems/tools supporting the service). It lacks overall cohesion for the delivery of services to our customers based on their preferred service channel.	Strategy must focus on the customer, and our ability to provide consistent and cohesive service delivery regardless of service and/or channel.
Council currently operates with 3 different solutions for HRP along with many manual workaround processes due to the solutions inability to meet council requirements. Timesheets are a major issue for council. These are captured using the T1 Timesheet capability, but council is attempting to use it for award interpretation which it is not designed.	Council needs to determine whether ERP or Best-of-Breed is the best application strategy then implement solutions that meet council requirements for HRP.

Table 4: Empowered Customer Current State

[2] The document CCC 2024 ICT Digital Strategy - 03 – Workshop Issues contains a complete list of these issues as referenced in Section 5.

CAPACITY AND CAPABILITY

Issues and Opportunities Identified	Activities and Opportunities
The lack of an Enterprise Architecture has resulted in an inconsistent approach to systems deployment. (Best of Breed vs ERP) Council's core platform is TechnologyOne which has been transitioned to the cloud. However, only the Core Enterprise Suite components have moved to the newest technology CiA. The major customer facing components are still on the old Ci, limiting councils' ability to improve customer service.	After determining the preferred systems deployment approach update the TechnologyOne platform to CiA. This will enhance councils' ability to deliver consistent and efficient levels of customer service.
Council is operating multiple Asset Management systems to meet current requirements, as well as having most of the Asset Maintenance activities recorded and managed manually. Integration between key financial and customer management systems is non-existent.	Asset Management functions need to be consolidated within a single system, and fully implemented including works maintenance.
Council currently manages all contracts and tenders manually using either Word documents or Excel files. The final contract documents are scanned and stored within the TechnologyOne ECM solution, but the signing of all documents is also manual with Electronic Signatures not in place.	Implementation of Contract and Tender Management capability that also integrates with TechnologyOne Financials.
All Grants are currently managed using either manual processes or Excel files. Personal Achievement Grants have been digitised from the application process using TechnologyOne CiA BPA Forms bringing the Grant information and Documentation straight into Technology ECM.	Need for an interactive Grants Management program to facilitate management of these grants, probably something such as SmartyGrants or new capability within the TechnologyOne ERP.

Table 5: Capacity and Capability Current State

INNOVATION

Issues and Opportunities Identified	Activities and Opportunities
Council have a few point solutions such as Weedy and Forestree that allow staff to operate via mobile devices in the field. Outside of these point solutions council have attempted to operate T1 Ci via tablets in the field with suboptimal results and also customised QGIS (GIS Solution) to allow the capture of asset condition details. The majority of work performed by field staff is done manually using pieces of paper collected from the offices/depots. Once jobs have been completed the paper is returned to the office for staff to transcribe into corporate systems.	An overall focus on Mobile capabilities is needed through all roadmap actions within the strategy to reinforce the need for mobile capabilities.
Our web presence – consisting of our externally facing web site through to our internal intranet and knowledge base tools – are adequate but lack consistent self-service capabilities.	Self Service capabilities need to be refined and updated to better meet customer requirements.
Council currently sign all documentation manually and then scan and store that documentation within the TechnologyOne Records Management Solution.	Digital Signatures capability will drive efficiencies through improved workflow, cost savings and security in regards corporate records.
It was noted across the workshops that the capture of most information is through manual processes or paper based forms. There has been some use of electronic forms, mainly in the ECM space where the SME has developed a suite of TechnologyOne BPA Forms for the electronic capture of what was previously paper based documents. This capability needs to be extended through out council.	Electronic forms will provide improved customer service, through convenience, improved communication, accuracy, cost savings and real time feedback.

Table 6: Innovation Current State

Issues and Opportunities Identified	Activities and Opportunities
ICT Service Delivery	
Key ICT functions/responsibilities weren't being effectively managed. Functions such as: Change Management Configuration Management Continuous Improvement Service Catalogues	Implementation of ITIL will provide council with better business alignment, enhanced efficiency, continuous improvement and better collaboration between the business and ICT.
Whilst ICT resource levels are adequate, there are several key functions that are either under-resourced or not resourced: • Limited capability for proactive systems review and improvement with business units, particularly struggling to keep pace with T1 requests/improvements • Project Management capabilities for ICT projects is reliant on individuals within the team, no formal PMO within council • Resourcing at minimal levels for BAU, no ability to take on major ICT projects	Revision to the ICT Service Delivery Model is needed to support deployment of existing and new roadmap actions.
Basic ICT Application Training was mentioned as lacking during several of the workshops, especially in regards the TechnologyOne solution. This was training for both end users and also ICT staff supporting the application. Microsoft Office was another area of focus in regards training.	Formalisation of training courses/resources for all staff to be able to access. Including internal user groups where SME share knowledge on particular solutions.
ICT Infrastructure and Tools	
There are still several Server and Storage systems that have yet to be transitioned to the cloud. A plan needs to be developed as to how to move these systems to the cloud where possible and or replace with appropriate cloud based solutions.	Transition to Cloud Server and Storage should be planned for in the strategy period. No more local storage and server upgrades should be planned.
Reflecting the overall lack of Asset Management planning for ICT assets, Laptop, Desktop hardware, mobile devise and other ICT infrastructure is not on any form of planned renewal cycle, despite much of the fleet approaching end of useful life.	Establishment of effective Asset Management planning for ICT Infrastructure, including need to address replacement of existing Infrastructure.
Council currently operate 4-5 different CCTV solutions making it extremely difficult for ICT to manage and maintain these solutions. Council is currently trialling a multi-purpose CCTV solution that's cloud based and also offers data capture capabilities such as people counting.	Consolidation of the CCTV network into a single solution across the period of this strategy.
Cyber Security has been identified as needing to be addressed regarding current and ongoing cyber security maturity levels.	Establishment of a cyber security framework and planned ongoing cyber security actions and initiatives.

Table 7: Technology Current State

3 FUTURE STATE

ICT DIGITAL VISION STATEMENT

Our vision of Digital Service Delivery is:

> ***To deliver innovative digital solutions that enhance Campbelltown City Council's commitment to being a customer-focused organisation, delivering efficient and effective services to the community.***

We must ensure wherever possible that ICT decisions are made in the context of an appropriate ICT Governance Framework which ensures:

- ICT systems and infrastructure are managed in an environment which ensures continued alignment with the business requirements of the organisation.
- Return on investment is demonstrated through productivity improvements, improved service levels and/or increased organisational service capability.
- ICT systems and infrastructure are of suitable standard that minimises basic maintenance and manual effort, releasing ICT resources to focus on value-adding to the business and focusing on continued improvement.
- An appropriate and realistic Enterprise Architecture is established to ensure that current and future applications can meet and take advantage of current and future technologies as they may be relevant to our operations.

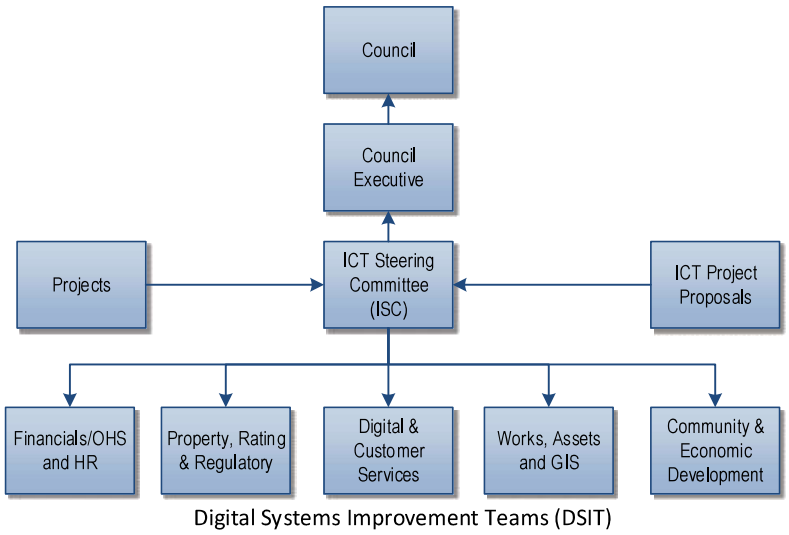
STRATEGIC PILLAR: GOVERNANCE AND LEADERSHIP

GOVERNANCE FRAMEWORK

We recognise the importance in effective management of its investment in ICT systems and infrastructure and will adopt a Governance Framework for ICT services.

Governance focuses on ensuring that the ICT Digital Strategy delivers a better service for our customers, whilst maintaining and enhancing standards for ICT operations, and ensuring effective management of existing investments in current application suites.

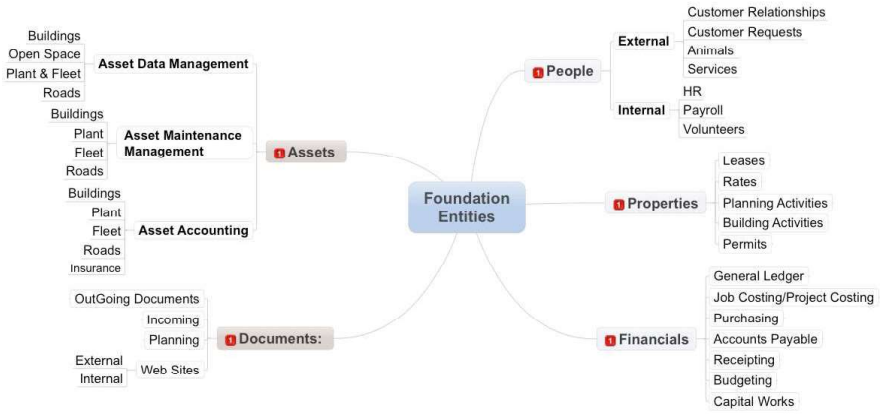
We will adopt a modern ICT Governance framework which aligns to the strategic requirements along the following:



Group	Role in Digital Governance
Council	Ratification of, and managing change to, the Strategic Direction for the Digital Strategy
Council Executive	Ratification of, and ongoing management, of all aspects of the Digital Strategy
ICT Steering Committee	Ongoing delivery of the Digital Strategy.
	Ongoing management of the Digital Strategy Roadmap
Digital System Improvement Teams	Working effectively as internal 'user groups' in the management of ICT systems for the relevant functions and areas. Business cases for changes to Digital Strategy Roadmap will be presented from these groups for consideration by the ICT Steering Committee
Project Steering Committee/s	Management of specific project delivery for projects supporting actions within the Digital Strategy Roadmap
ICT Project Proposals	Proposals by business units – capital or non-capital projects – which have ICT/Digital implications must be approved – from an ICT/Digital perspective - by the ICT Steering Committee.

Enterprise Architecture

We will adopt a high-level Enterprise Architecture which forms part of this strategy:



As part of this Enterprise Architecture, several key themes have been proposed including:

- A cloud-first approach to deployment of new systems
- Adoption of enterprise-wide ERP systems to consolidate organisational functions around a limited number of different systems.
- Deployment of Microsoft/365 as core enabling infrastructure to support business systems

Mobile Focus and Flexible Workplace

We will progress to more mobile friendly applications which will allow:

- Our staff to interact with systems wherever they are located, be it in office, in the field, at customer locations or external to the municipality.

- Convenience for our customers, allowing them to interact with our services using technology that suits them at a time that suits them.



Wherever possible, mobile devices will be deployed to support capture of information and service delivery information in the field. Our systems will continue to evolve to champion convenience for our customers, while also supporting the growing need to support flexibility in the workplace.

Security and Compliance



To protect our customers and our organisation, we will ensure the ICT environment maintains compliance with security, privacy, and overall ICT Governance requirements. With increased security and privacy risks – particularly through greater systems availability and transparency of information – we will continue to work within relevant standards and policy requirements.

It is expected that compliance with industry standards as well as policy and security requirements will increase during the strategy period. Wherever possible, we will meet and/or exceed the requirements of the continually developing and refining security environment.

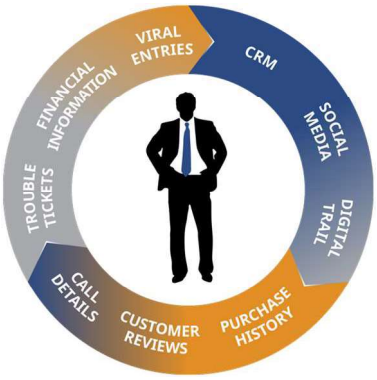
Continuity of Services

We will aim to provide comprehensive ICT continuity of service solutions, ensuring uninterrupted access to critical systems, applications, and data. By leveraging redundant infrastructure, robust disaster recovery plans, fault tolerance mechanisms, proactive monitoring, and regular maintenance, we enable our business to confidently navigate unexpected disruptions and seamlessly sustain operations.



STRATEGIC PILLAR: EMPOWERED CUSTOMER

CUSTOMER FOCUS AND 360 DEGREE CUSTOMER



We will put our customers at the centre of everything we do. This means, we will transition away from silos of customer information to an integrated whole of organisation view of customers.

This strategy identifies a series of strategic actions to deliver a program supporting a single view of customer across all organisational activities and services. This ensures the safety and security of information, while also delivering customer insights that help us to serve our community better. This includes:

- Establishment of a new Customer Data Management approach.
- Cleansing of existing Customer Databases.
- Establishment of a Customer Database to record and manage all customer data as a first step towards complete customer management.
- Transitioning toward a complete Customer Relationship Management (CRM) system.

Significant improvements to overall customer service will be achieved through a single view of the customer, in conjunction with delivery of services online. Customers will be able to self-serve through a convenient one-stop-shop portal, offering full 360-degree view of services delivered to the specific customer.

IMPROVE AND REFINE PROCESSES



In an environment where we are expected to be able to "do more with less", significant efficiencies can be gained through improved processes and eliminating unnecessary and often redundant processes. Whilst time savings are often measured in minutes for some processes, the repetitive nature of many processes can result in significant overall efficiency and productivity savings for the organisation. Most importantly, a refinement of process will a seamless and much improved customer experience.

We envisage as an adjunct to the various strategic actions identified across the organisation, the ICT Digital Strategy will drive a program of efficiency and improvement across council. Using a defined and disciplined methodology should increase customer satisfaction and productivity by streamlining operations, improving quality, and eliminating defects in every organisation-wide process.

DIGITAL COLLABORATION



Through development of alliances with our customers and our external business partners, we will develop our collaboration capability through all functions and process streams to provide for more efficient and customer-focused service delivery.

Wherever possible, collaboration platforms for both internal and external service delivery will be utilised for sharing and development of information, specifically moving away from traditional file sharing processes only.

STRATEGIC PILLAR: CAPACITY & CAPABILITY

DIGITAL CUSTOMER EXPERIENCE

We will design and deliver services for our customers using a **Digital-by-Choice** approach. In a local government setting, this is all about creating services for our customers first in a digital electronic format, and then building out the end-user services around the digital medium.



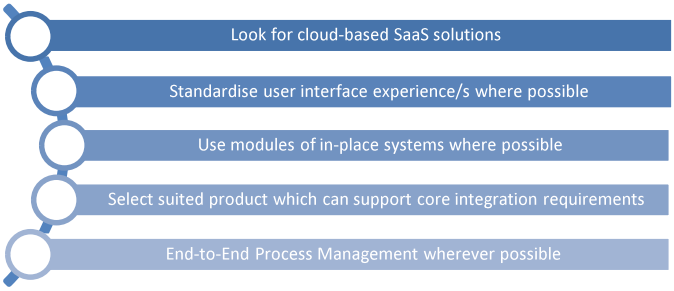
For internal customers – our staff – the use of digital systems that are integrated will eliminate duplication of processing and effort across the organisation, whilst ensuring as much information management and delivery is undertaken digitally, rather than in manual and/or paper form.

The focus on the adoption of digital measures for communicating with and delivering services to customers will ensure an excellent customer experience for the community we serve. A key concept in our Customer Experience strategy is to provide our customers with the channels of their choice, such as a self-service portal. This means, we will maintain multi-channels to suit the various communication preferences of our community members, for example, phone, online, face-to-face, email or letters by post.

Digital technologies will underpin and support the multi-channel services to improve and drive a consistent and high-quality customer experience.

OPTIMISED BUSINESS SOLUTIONS

A complex range of systems can cause training and usage issues, combined with integration issues across the organisation. Strategically, the smaller number of systems is preferred as end users already struggle with the array of systems in place



We currently manage core functions through the combination of TechnologyOne, Conquest, Attekus and related software package suites for Financials, Asset Management, Revenue and Regulatory functions, combined with an array of different supporting systems for key functions such as GIS, Events, Bookings and others.

We will consolidate our organisational functions around a limited number of different systems, with integration in place for core functions wherever possible.

ADOPT NOT ADAPT

Deploy → Adopt → Adapt

With our customers in mind, we will adapt our processes and activities to best practice approaches that are embodied in modern technology solutions. Too often organisations take-up new systems, and then attempt to adapt the new system and its processes to old ways of organisation. We will be prepared to adopt best practice approaches inherent in business systems, and adapt our processes to approaches to fit wherever possible.

REDUCING OUR FOOTPRINT

Reducing our environmental footprint is a clear direction for the organisation.

The Digital Strategy embraces this direction, with all initiatives identified incorporating assessment of environmental impact with the clear intention of reducing resource consumption and related environmental impact/s.



STRATEGIC PILLAR: INNOVATION

EVIDENCED BASED DECISION MAKING

Our decision making is based on data-derived evidence. We will take an objective approach and will evaluate our efforts according to impact on metrics or business operations.

Digital systems and processes will be in place to support such decision making. ICT systems will incorporate capabilities to support data driven decisions, through full support of data analytics, dashboards, and other relevant technologies.



COLLABORATION



There are significant opportunities for us to work with other nearby councils in the development of digital systems across the entire technology landscape.

Ongoing development of collaboration opportunities will be reinforced, with the expectation that such opportunities will continue to be developed during the strategy period.

INNOVATE AND ADAPT

It is imperative we build a customer-centric culture and that we support the organisation to be creative, innovative, and modern in approach.



Innovation is defined as the process of ideation, evaluation, selection, development, and implementation of new or improved products, services, or programs. The intended results of this objective are:

- Increased number of new ideas.
- Improved quality of ideas.
- More efficient implementation of quality ideas.
- Improved resultant success achieved from the implementation of new ideas.

STRATEGIC PILLAR: TECHNOLOGY

CLOUD TRANSITION



Cloud is broadly accepted as being the most disruptive and game changing technology for this decade. Services have developed rapidly in the delivery of cloud applications, infrastructure, and platforms to subscribers of all sizes across industry verticals.

This concept will drive us to a position of consumer of services rather than owner/builder of technology solutions.

Prioritising utilisation of externally provisioned or managed services to allow ICT team to focus on delivering greater value. Consuming as-a service offerings changes the traditional skill set to enable ICT to focus further on business support, implementing quality change programs and improving user experience and service.

The benefits of a cloud-first approach are significant but most directly for the Campbelltown City Council team, is the realignment of internal staff towards delivering organisational value as opposed to an equipment-centric supportive approach. More broadly, the proposed principle allows the organisation to adopt and take advantage of cloud services to maximise capacity utilisation, improve ICT flexibility and responsiveness, and minimise cost to the ratepayer.

Furthermore, it is our intention to transition major applications and residual ICT infrastructure to cloud services wherever possible during the strategy period.

MICROSOFT/365



Standardisation on Microsoft/365 based solutions where possible and practical, imbedding the Office environment and experience into the organisation.

Adopting Microsoft/365 standards will offer many benefits including transitioning key infrastructure away from in-house deployments to the cloud, as well as offering improved integration capabilities for core applications with Office tools, used by most staff in their day-to-day activities.

Furthermore, Microsoft/365 introduces technologies that will assist Campbelltown City Council to improve key business functions for collaboration between staff, as well the potential for streamlined records management functions using collaboration tools and facilities.

ICT Services



ICT services will be realigned to provide a focus on business systems delivery and support, whilst combining existing service desk and core infrastructure support.

The ICT team will work proactively with business units – using an ICT Business Partner model – to ensure business units can rely on ongoing support of the ICT unit to assist in development of ICT capabilities for their specific business functions.

Business Transformation capabilities will be developed within the ICT unit as a specialised focus, ensuring that transformation activities can be focused on by the team away from normal Business-As-Usual support and management.

Funding



We are a service organisation, and it is imperative that we transform the way we are working through process improvements and investments that put our customers at the heart of our business.

As we transition towards a digital enabled future, with service delivery to customers being streamlined and delivered through improved systems and processes.

Current levels of funding need to be realigned to support the delivery of the digital enabled future. Changes in the direction for ICT services include:

We will transition away from capital expenditure towards operating expenditure as part of the overall growth of cloud-based services. Significant additional funding is planned to transition towards recurrent/operating during the life of this strategy, reducing the reliance on capital funding further.

The operating expenditure spend requires baseline capture for consumption to control for costs creeping up from poorly managed cloud services, such as monitoring for costs of un-used or underutilised services. Effective management of these services becomes paramount.

4 GETTING TO THE FUTURE STATE

STRATEGIC ROADMAP

INTRODUCTION

The Strategy Roadmap consists of a series of actions that are designed to move us from its current state to meet the Strategic Direction. Each action has been classified in several ways:

- All actions have been aligned within a specific Pillar, with a total of 46 Roadmap Actions being developed.
- A ***Rating*** has been applied – developed with conjunction of Council's Project Reference Group - that provides a local perspective on the perceived status of each Action:

No	Rating	Description	Number of Actions
1	**Must Do**	Action must be undertaken to maintain service delivery, improve customer experience, support staff service delivery, or generally support the implementation of the Strategic Plan. Note that some actions are underway.	23
2	**Should Do**	Not mandatory but should be undertaken to support the business and its Strategic Plan.	13
3	**Could Do**	Action could be undertaken but should be assessed annually.	6
0	**Continue to Do**	Action is already in progress.	4

Table 8: Roadmap Action Summary

- Actions rated as ***Must Do*** are *Critical Must-Do* items that must be undertaken to ensuring effective ongoing support for the organisation from the ICT Digital Strategy. ***Should Do and Could Do*** actions are discretionary within the strategic roadmap and should be reviewed annually.
- Most Actions has been assessed as to a potential start and completion date within the strategy period.

Summary information for the Roadmap Actions is detailed in this document. All actions are detailed in full in supporting documents to this Strategy, and these documents should be referenced for further details as required.

ICT Digital Strategy 2024-2029

Vision Statement	***To deliver innovative digital solutions that enhance Campbelltown City Council's commitment to being a customer-focused organisation, delivering efficient and effective services to the community.***				
Strategic Positioning	Customer-focused services and digital delivery Customer-centric systems with single view of customer/s supporting electronic services Drive efficiencies through optimised business solutions Enabling mobile, in-field use of systems and processes Adapt processes and procedures to enhance service levels and customer satisfaction Ensure the protection and resilience of our digital infrastructure through cybersecurity best practices				
Strategic Pillars	**Governance & Leadership**	**Empowered Customer**	**Capacity & Capability**	**Innovation**	**Technology**
Objective	Management and Governance of Digital Service Delivery to ensure maximum value from ICT Investments	Organisation culture to support customer focus, innovation and enhanced digital collaboration for better service	Adopt a Digital-by-Choice approach, streamline systems and embrace best practices to enhance customer experience and operational efficiency	Use data-drive decisions, enhance collaboration with councils and foster innovation to build a customer centric culture	Adopt a cloud-first strategy, realign ICT services to focus on business support and enhance collaboration and innovation
Summary of Roadmap	Executive sponsorship for the ICT & Digital Strategy roadmap and timelines Establishment of an effective ICT Governance framework – including appropriate application standards - including the establishment of an effective ICT Steering Committee Review ICT resource levels to position Council for effective implementation of the strategy. Collaborate with other councils to share ICT initiatives and projects for mutual benefit.	Implement customer management and interaction tools, including an effective customer data management program and organisational role Improve customer digital experience through delivery of customer portal/s, and standardised service delivery processes regardless of service and/or channel Consolidate HRP solutions, implement a suitable award/timesheet solution and streamline processes to empower staff and improve efficiency	Develop an Enterprise Architecture and transition all customer facing components to TechnologyOne CiA for improved service delivery Implement an Asset Management system that is integrated with financial and customer management capability for streamlined operations Digitise contract and tender management into a core enterprise solution delivering efficiency, compliance, document accessibility and security Implement Grants Management capability that is integrated with existing financial management solution	Mobile capabilities for service delivery wherever possible. Electronic forms capability to streamline data collection, improve accuracy and enhance customer convenience Implement Digital Signatures to enhance security, streamline workflows, and reduce paper usage	Establish effective Cybersecurity through the implementation of appropriate tools and technology Implementation of Strategic Asset Management plan/s for ICT assets, ensuring adequate replacement programs are in place Ensure ICT unit resources are adequate and deployed most effectively to support the implementation of the ICT & Digital Strategy Plan for transition of ICT server and storage to cloud services.

Cyber Security – Essential 8 Framework



A summary of the Essential 8 strategies
The following is a summarized version of the Essential 8 strategies:

1. **Application Control**: to protect from malicious code, including executable files such as .exe and DLLs. Antivirus software can't detect all unapproved programs, so this control is necessary to add the extra level of security needed for business systems.

2. **Configure Microsoft Office Macro Settings**: since they can contain malicious code. If you are running a macro, then it is best to enable it only

from a trusted location, giving limited access or ensuring that the certificate used in signing the macro is trustworthy.

3. **Update Programs**: such as Flash Player, Microsoft Office and internet browsers. Addressing system weaknesses by staying current with software updates or steering clear of flawed patches can prevent hackers from exploiting vulnerabilities to gain unauthorised access.

4. **User Application Hardening**: the process of deciding what an application is allowed to do on a system. Deactivate any unnecessary functions in Microsoft Office, PDF readers, or internet browsers.

5. **Restrict Administrative Privileges**: allow employees to only access applications and systems programmed for their job duties. Users with minimal computer privileges should not be given any more than is necessary to carry out daily tasks.

6. **Multi-factor Authentication**: passwords alone are no longer adequate means of authenticating users and protecting them against hacks. With stronger multi-factor authentication, it is much more difficult for threat actors to gain unauthorised access.

7. **Patch Operating Systems**: this is a strategy that not only mitigates the risk of attack but also reduces any potential damage. Upgrade to the newest operating system and patches instead of using unsupported versions.

8. **Daily Backups**: of course, not every action you take will prevent cyber security incidents, but the one thing we know for sure is that if you have backups or an alternate system all ready to go, in the event of ransomware or another kind of operational failure, your data and software are more likely to be recoverable.