

EEBC – Information Technology Strategy & Roadmap 2023 - 2027

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Information Technology Strategy

Purpose of this Strategy

This Information Technology (IT) Strategy defines the principles, governance, standards and methodology by which Epsom & Ewell Borough Council (EEBC) will source, procure, implement, maintain and deliver IT services. Its main purpose is to ensure that IT services, of whatever nature, are aligned to business requirements and complement each other within a holistic service ecosystem.

To achieve this, the IT Strategy is but one element in a suite of documents which clearly link (“The Golden Thread”) the council’s long-term vision for the borough to corporate, department, team and individual deliverables.

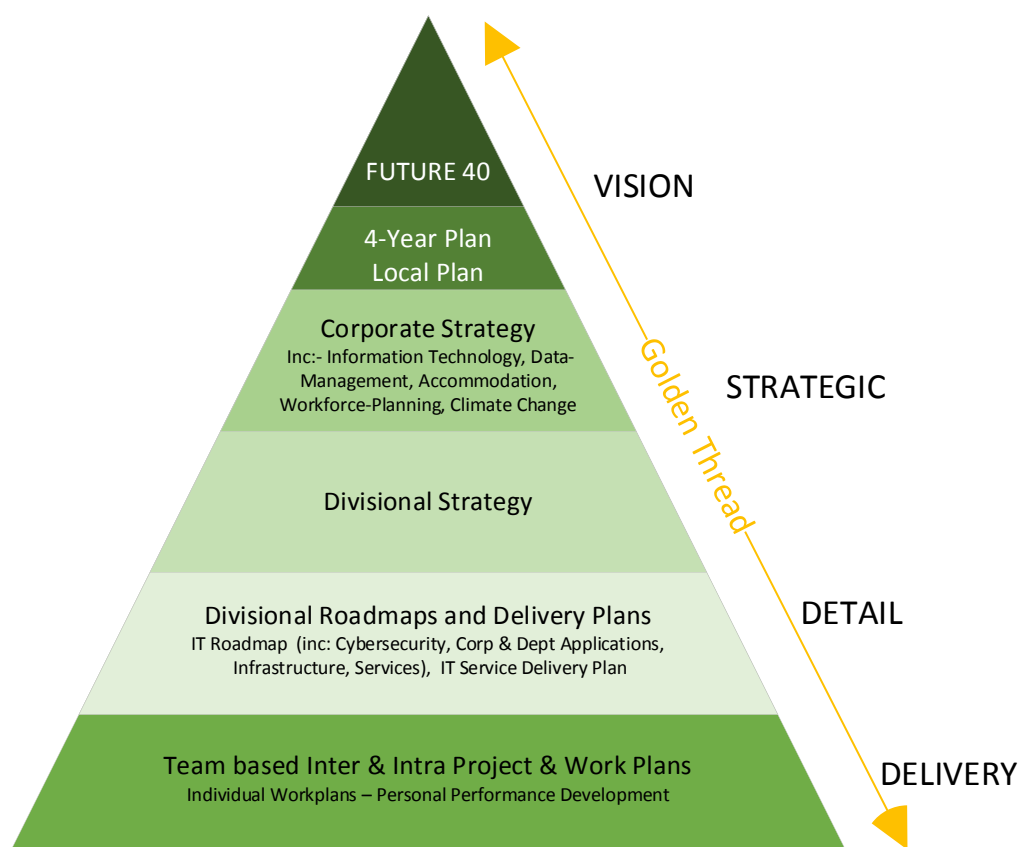


Figure 1: The IT Strategy in a corporate context.

Benefits of this Strategy

The benefits of this IT Strategy are:-

- A clear vision of where we want to be and what is important to us.
- Clear principles by which our services are selected and delivered.
- A defined governance framework within which IT Services are managed.

Constraints

This IT Strategy defines ‘where we are’, ‘where we want to be’ and the principles we will use to move from one state to the other. It also defines our agreed, priorities. The strategy section of this document is,

by its very nature, high-level and consequently not constrained by the inevitable pressures and limits on the resources (people, financial, technical) required to deliver it. The Roadmap section aims to provide a more detailed view of the intended project work and major changes, setting out the currently envisioned phasing of these over the coming three years, noting major milestones and interdependencies.

It must be appreciated that most projects are yet to be fully scoped, and as such timing, duration and sequencing of them is indicative. Further, the largest constraint to delivery is staff resource, both technical IT staff and end users, the latter who often have a major roll in determining design, testing, providing data, etc. Given the many work pressures and slim resources available project planning is a challenge and often delays in one area have a knock-on impact elsewhere.

Background

In Spring 2022, following on from the global Covid pandemic, a wide-reaching review was instigated with the aim to ensure EEBC IT services could meet the near-term and future requirements of the organisation. Maple Networks were commissioned to undertake this review. The outcome of the IT Strategic Review provided a clear understanding of the current state of EEBC IT services, the capabilities of both the IT Team and the wider user base, constraints (technical, financial, resource and skills) and a clear set of tactical and strategic objectives to better align IT Services with the requirements of the organisation.

The review noted that there had been a long-term underinvestment in IT services and that, in part as a consequence of this, there was a significant number of aged, legacy systems and stored technical debt¹. The report also noted that despite the multiple challenges and constraints, recent progress had been made in remediating a number (although by no means all) of the legacy issues and stabilising the infrastructure platform upon which IT services are delivered.

This EEBC IT Strategy builds on the findings of that review and defines the framework in which future EEBC IT services will be delivered.

IT Service Goals

The IT Service Review afforded the opportunity to set clearly defined goals for the future delivery of IT services. These are summarised as:-

- The infrastructure should be highly available, highly secure, and high performing, providing the flexibility and agility for the council to deliver services as required and at pace.
- The application landscape should be simplified, centralised and easy to use, with particular focus on resident facing applications including the website and obtaining access to their data.
- The internal user experience should be improved, thereby enabling increased officer mobility, effectiveness and efficiency.
- The resident experience of public facing services should be reviewed and improved. Online resident services should be easy and intuitive to use, thereby encouraging channel shift to more efficient means of engagement and service delivery².
- Data should be consolidated with a single point of truth (Golden record).
- All systems and data should be secure.

¹ Technical debt arises from lack of investment (resources, time, financial) in the IT ecosystem. If unplanned and unmanaged, over time technical debt leads to inefficiencies, an inability to innovate and progress, poor performance and increased costs to maintain systems that do not meet business requirements.

² Channel shift must consider and address individual requirements arising from disability (disability discrimination act) and/or socio economic deprivation. This will involve working with residents/citizen panels to ensure customer needs are properly defined.

IT Service Principles

To meet the identified service goals, IT services will be scoped, sourced, implemented and delivered in accordance with the following principles:

Cloud Centric

In line with the Government's Cloud First policy, IT services will be sourced and delivered through Cloud services as opposed to on-premise hardware and software. Adopting this approach will enable the council to migrate away from on-premise hardware and software, which are increasingly difficult and costly to maintain, onto services and platforms which are modern, scalable, resilient and secure.

There are various forms of "Cloud" and in migrating services EEBC will adopt the following approach.

1. **Software_as_a_Service (SaaS)**

SaaS is the provision of cloud based applications and software solutions. Implicit within SaaS is the provision of the application and the underpinning hardware, operating system, middle-ware and management software. Examples of those currently used by EEBC are Microsoft 365 (Email and MS-Office applications such as Word and Excel), Civica Financials and iTrent (HR).

2. **Platform_as_a_Service (PaaS)**

PaaS sits between SaaS and IaaS. In a PaaS environment you rent the hardware (like IaaS) and additionally the operating system, database management and development tools.

3. **Infrastructure_as_a_Service (IaaS)**

IaaS is a type of cloud computing service where compute, storage, and networking resources are rented on demand. Effectively you are renting hardware only, installing and managing the operating system and other software or applications yourself.

Within the scope of IaaS we include also hosted data centre services. This is the renting of rackspace, power, network connectivity within a secure and resilient environment, thus negating the need to build and maintain an on-premise environment.

4. **On-Premise:**

Consists of hardware and software which is typically owned outright and is run and managed within an on-premise datacentre or server room by internal teams supporting by 3rd party contracts.

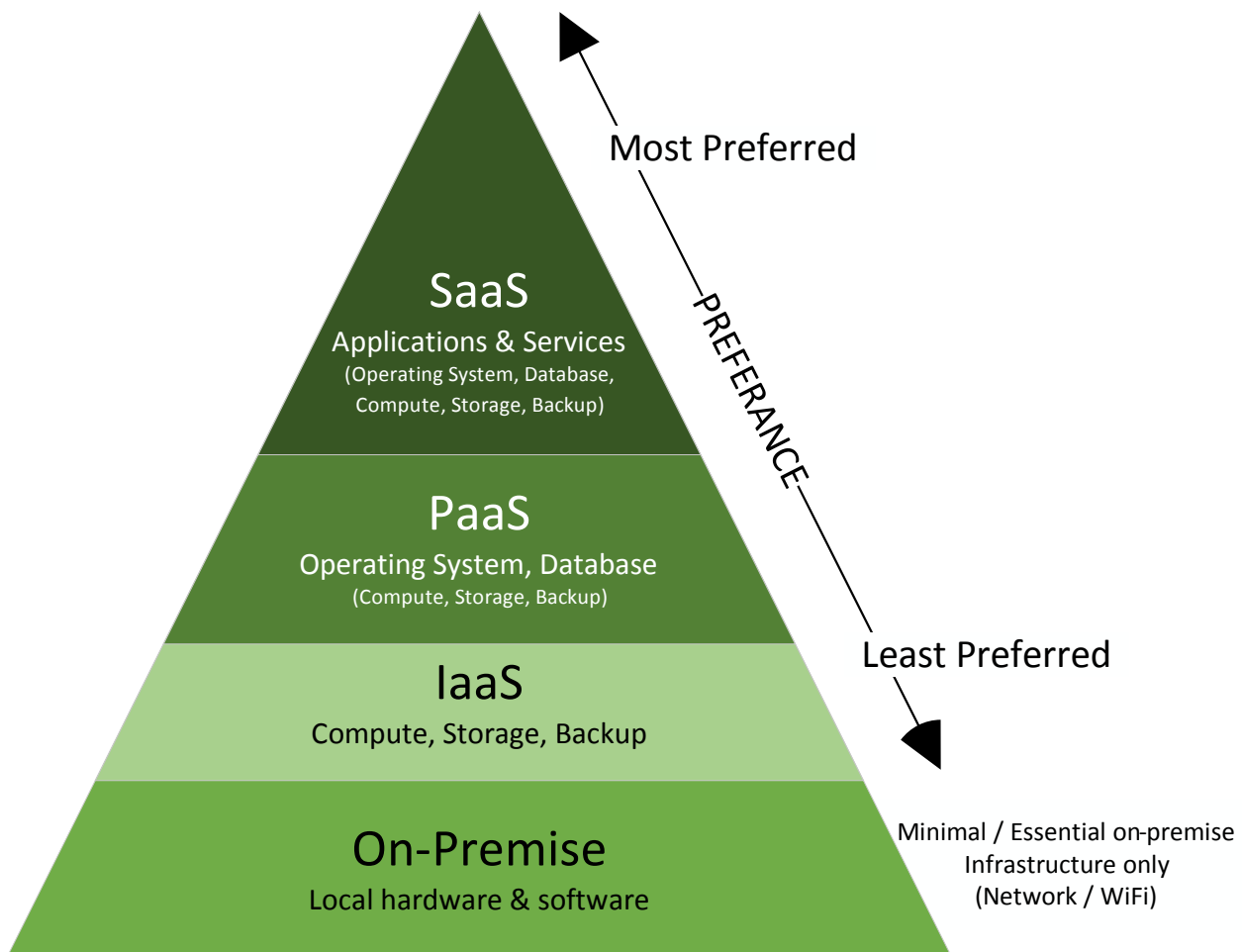


Figure 2: Cloud adoption preference.

Customer Centric

In procuring IT services we will ensure that;

- The customer (whether that be internal colleagues, external residents, or both) is at the forefront of our choice of service.
- IT services are intuitive and easy to use.
- IT services are reliable and available when required.
- Staff are trained and supported in order to derive the greatest value from our digital services

Digital by Default

Our IT services will be designed as part of a holistic ecosystem to;

- Provide (authorised) staff with a seamless view of the customer.
- Enable the customer to access the services they consume regardless of the backend application in which their data is held.
- Enable business process reengineering and automation to be implemented, thereby increasing service efficiency and data accuracy.

Secure by Default

Our IT services will be;

- Secure from internal and external threats.

- Maintained and patched to the appropriate level.
- Current (in contract and mainstream support). By direct consequence all existing, non-current, legacy systems will be decommissioned.
- Used by staff who are appropriately trained in IT security.

Interlinked with Corporate Strategies & Plans

In addition to the four core principles set out above, IT services will align with and actively support the principles and outcomes defined in related corporate strategies and plans.

- Accommodation Strategy:
 - IT services will support and facilitate the developing corporate Town Hall/70 East Street reviews by ensuring that end user devices and applications enable flexible work styles, mobility and collaboration, thereby potentially reducing the overall office space requirement.
 - The migration to Cloud services and related reduction in on-premise hardware will reduce the requirement for dedicated IT equipment rooms and associated power usage.
- Climate Change Action Plan:
 - The migration to power efficient Cloud services and related reduction in on-premise hardware will significantly reduce IT related power use³, supporting the council's aim of becoming carbon neutral by 2035.
 - The deployment and use of laptops will better support officers to work flexibly, reducing travel and associated emissions.
- Workforce Strategy:
 - The implementation of appropriate devices, services and training will enable staff to work seamlessly from multiple locations and become more effective and efficient in the tasks they perform. This will support staff wellbeing, making the council a more attractive place to work and supporting staff retention.

IT Service Governance

We will implement a governance structure which ensures that;

- IT (in conjunction with Senior Management Team) own the IT Strategy and all IT resources.
- Our agreed IT Strategy principles are adhered to.
- There is the required clarity on reporting channels and approval processes (inc: Project initiation and funding decisions).
- IT services remain aligned to business requirements.
- There is the requisite level of oversight and scrutiny.

It is inevitable that the call on IT Team resources to deliver what is an extensive and ambitious programme of work whilst maintain the existing infrastructure and services will exceed the available capacity. Our governance and principals will ensure that ALL IT programmes, project and work is co-ordinated, of value, strategically aligned and prioritised within the resource available.

³ The power usage of the councils main Town Hall server room is c157,000Kw (c£60,000) per annum.

Resource Ownership

As we implement our strategy it is important that IT services are seen as a corporate resource. IT will therefore be responsible for the selection, procurement and management of IT resources including, but not limited to, laptops, monitors, mobile devices, applications, licences, etc. By taking a clear, corporate approach to IT resources we will avoid situations whereby they are underutilised or deployed less effectively than they could be.

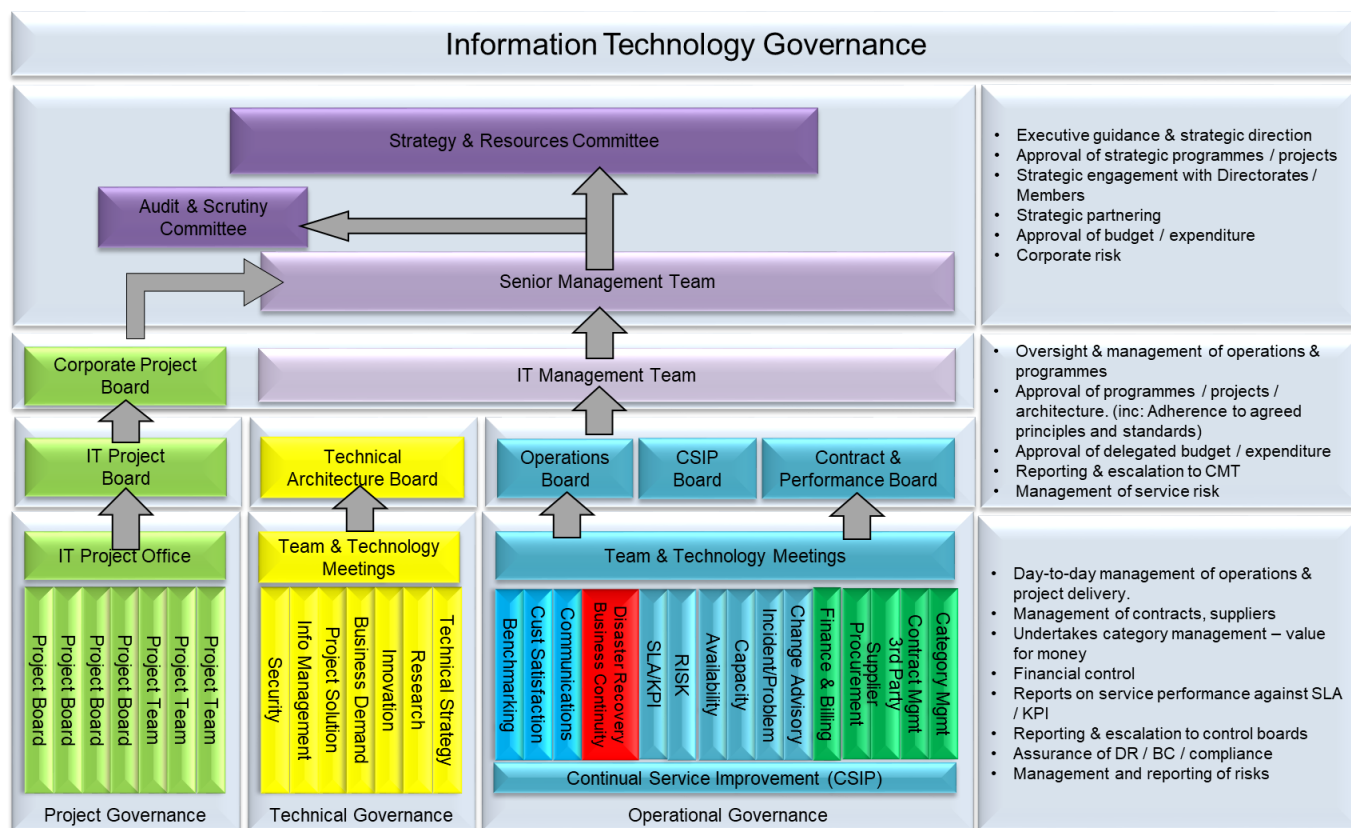


Figure 3: IT Service Governance

IT Service Quality & Standards

IT services will be delivered to appropriate standards using agreed methodologies to ensure compliance and quality criteria are met.

- ITIL – We will design and deliver services using the IT Infrastructure Library (ITIL) methodology.
- GCSx/PSN – We will connect to secure government services and in doing so we will ensure IT services are secure and comply with the required standards including the Code of Connection.
- PCI/DSS - Payment Card Industry Data Security Standard (PCI DSS) is an information security standard used to handle credit cards from major card brands.
- Project Management – We will deliver projects using project management methodologies appropriate to the size and type of project. Eg: Prince 2/Agile.

IT Services Collaboration & Shared Services

EEBC is a small council and as such has limited resources and few internal opportunities to benefit from economies of scale. To address this, IT Services will actively seek to learn from councils (and other relevant organisations) who have previously implemented services on our roadmap and not just “reinvent the wheel”.

Where appropriate, we will collaborate and partner with others, thereby sharing resources, risks and costs. Whilst this may extend to joint procurements we do not envisage entering into any form of shared service arrangement.

The in-house IT Team, in conjunction with internal stakeholders, will be responsible for defining and delivering services. We will consider selective outsourcing of low-level services where it is most cost effective and efficient to do so.

Information Technology Roadmap

Purpose of this Roadmap

The Information Technology Roadmap details the direction and priority projects scheduled to run throughout the period 2023 – 2027. This roadmap will:

- State our vision for delivering technology services and contributing to the council's carbon emissions targets.
- Map the current state of IT infrastructure and services and the issues which need to be addressed.
- Define our priorities and the areas we will invest in to deliver services aligned to business requirements.

By planning, prioritising, and resourcing the IT Roadmap, will enable us to move from our current “as is” state to the required “to be” state, enabling a clear and focussed programme of work to be delivered with increasingly less resource being required to maintain legacy systems and to “fight fires”.

To achieve the desired outcomes all projects will need to be fully scoped, resourced and funded. They will also require the appropriate level of authority in order to proceed. All work will be delivered in the context of our corporate ‘Golden Thread’, which links the high-level, strategic vision of councillors to the actions by officers required to achieve it.

There are multiple factors which determine the extent to which the roadmap will be followed as defined and where it may be deviated from. Unanticipated or changing business requirements, availability of required resources (staff, funding) or changes to technology may all have an impact. Further, the roadmap focuses on strategic and project work and therefore does not detail the entirety of the IT workload, which contains a significant element of “business as usual” (undertaking minor upgrades, responding to Service Desk requests and incidents and otherwise maintaining our IT systems) which forms in excess of 60% of the IT workload.

Target State

Our roadmap starts with our intended target state. This is how we envisage EEBC IT services being delivered in the future.

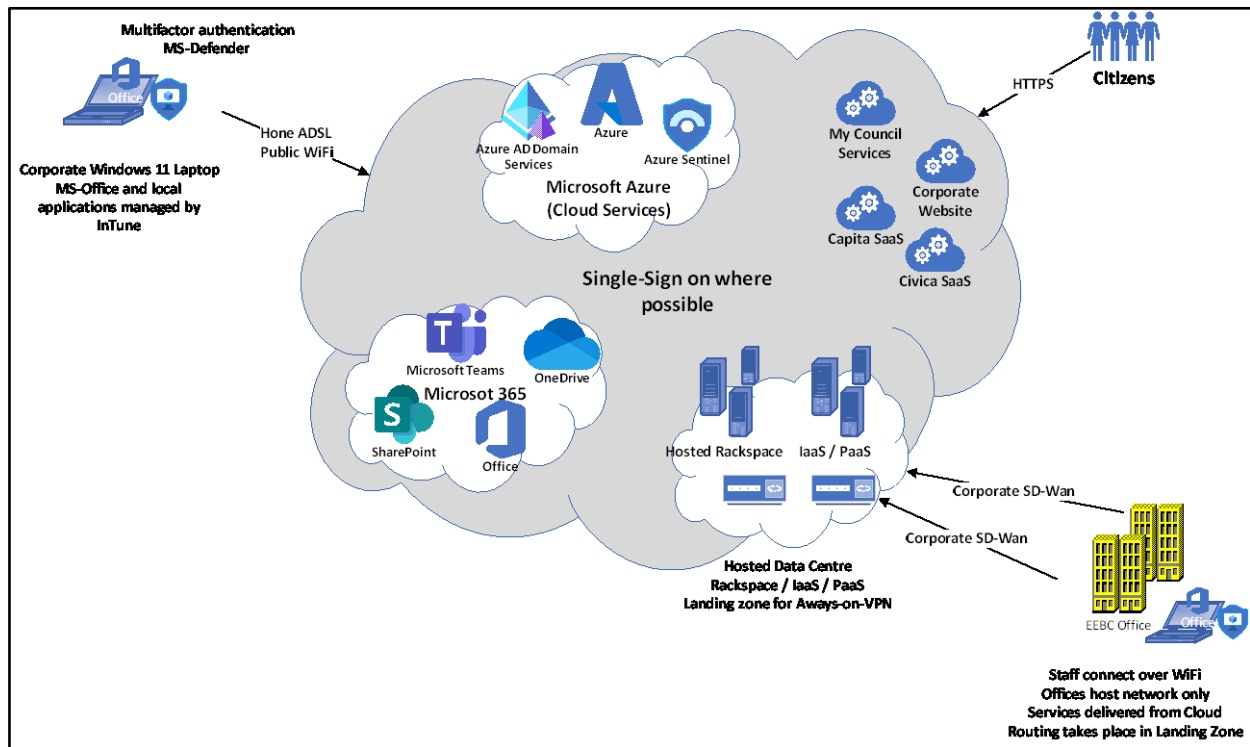


Figure 4: IT Infrastructure – Target State

Core Infrastructure Services

Data Centre Services

EEBC's on-premise IT services are run primarily from a server-room located in Town Hall. This on-premise environment uses a significant amount of electricity to power and cool the servers, storage and related IT equipment. Server room electricity accounts for 10% of the council's total electricity use and 2.8% of the council's total carbon emissions.

The server room is largely unfit for purpose, having no air-cooling resilience or fire suppression, and only limited (90 minute) power resilience. Given the lack of resilience, a serious incident within the server room has the potential to have a significant, adverse impact upon IT services and consequently EEBC public facing services. The councils present mitigation for such an event is a disaster recovery data-centre contract (providing access to a 3rd party data centre in Basingstoke) and a separate contract for provision of a small quantity of hardware in order to recover critical services.

Whilst our Cloud-centric strategy is gradually reducing the number of on-premise services there will remain a medium term need for a physical hosting requirement and, in view of the Town Hall/70 East Street reviews, it is timely to consider our service requirements, strategic priorities and the existing service risks.

Having considered the available options it is proposed relocate our existing IT server hardware to a hosted data centre. This will:-

- Provide a more secure and resilient environment for existing EEBC IT hardware.
- Reduce or negate the requirement for separate disaster recovery data centre and hardware contracts.
- Negate the requirement for a server room to be built as part of the Town Hall/70 East Street reviews, with associated build and on-going maintenance costs avoided.
- Contribute to the council's carbon neutral by 2035 target.

The “as is” move of existing hardware and services will be the one phase of a multi-phased migration to our desired target state. To facilitate this journey we will procure services of a hosted data centre provider offering rack hosting, network and telephony infrastructure, IaaS and PaaS. In conjunction with Microsoft-365, Azure and other vendor specific SaaS, this will provide a number of options for future service provision as existing hardware reaches end of service life and/or service requirements change.

Whilst further work is required, initial estimates indicate that data centre hosting services for our existing hardware will be broadly cost neutral (when compared to existing run costs and the likely future replacement cost of hardware) whilst providing a number of significant benefits as detailed above.

The diagram below shows the broad phasing, although delivery of the roadmap will require multiple phases to migrate and upgrade individual components of our complex technology infrastructure and services.

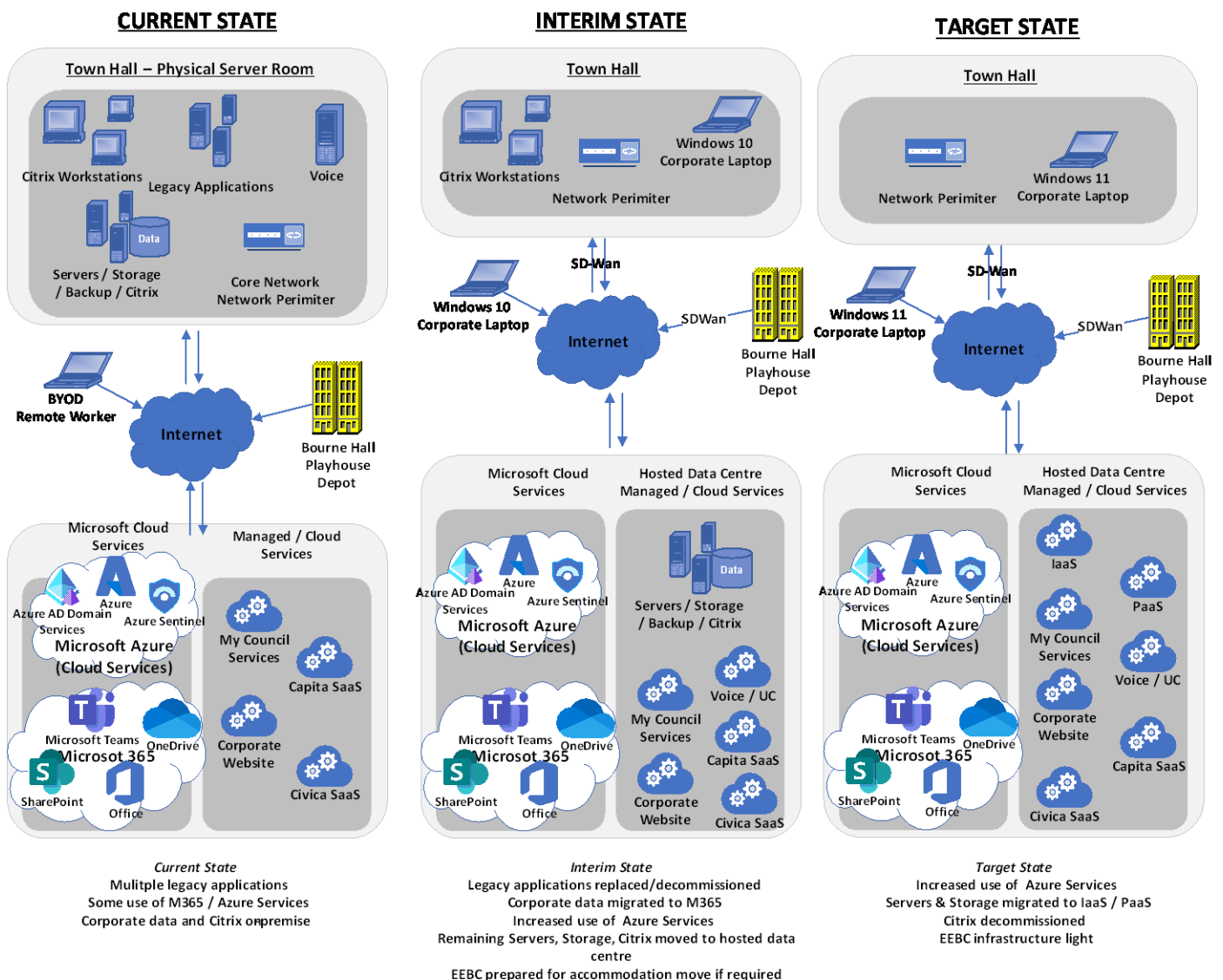


Figure 5: Technology Roadmap – Transition States

Network Services:

To benefit fully from the deployment of corporate laptops the EEBC corporate network needs to be re-designed. Funding of £125k was agreed by S&R Committee (28/3/2023) and work on this project is in progress. The initial phase is to simplify our current network as it is overly complex and poorly documented. Once completed, we will be in a position to commence the redesign, taking into account our planned migration to a hosted data centre and requirements of the Town Hall/70 East Street reviews. The intent is to implement a secure network to support multi-site and remote hybrid working.

As part of our network refresh project we are reviewing also our internet and inter-site links. At present we source services from six different suppliers. Some services are now out of contract with others including our main internet link and related PSN/GCSx circuit due to cease in Summer 2024. We will seek to use an appropriate Crown Commercial Framework to procure and commission services (likely from a single supplier) so as to achieve best value.

Key aspects of our future design will be implementation of an SD-Wan based network with a landing zone for key infrastructure. Use of Cloud services will provide inherent resilience, ensuring that we have fewer single points of failure. Whilst it will be a design consideration, at this stage the additional cost of installing fully resilient site links to all EEBC sites is thought to be uneconomic given their general reliability.

End User Compute:

Feedback received both directly and through the IT Strategic Review highlights issues with the suitability, reliability and performance of the Citrix desktop service. The current thin-client based service does not fully support the use of Teams meetings and our more modern way of working, and to work remotely staff are generally required to use their own equipment (BYOD). Further, the current service relies on aged on-premise hardware and software which is end of life.

Our approach is to maintain and where practical improve the Citrix environment whilst we deliver a programme to replace the current desktop offering with corporate supplied and managed laptops. To achieve this a service health check has been conducted on the Citrix environment and a number of recommendations received. We are in the process of reviewing and implementing these where the benefits of doing so are considered worthwhile. In addition to planned Citrix improvements, the deployment of corporate laptops and migration of data into M365 will result in Citrix being used by fewer staff, thereby reducing the load on the environment and improving the user experience for those still using it.

End Users Devices

The draft IT Strategy (S&R Committee - 23/3/2023) recommended a move to corporate laptops and improved monitors to replace the current Citrix environment and BYOD policy for home working. Following a procurement process the rollout of corporate laptops and monitors has commenced with Planning (where there is a specific need for larger wide-screen monitors) and Business Assurance (to both facilitate their mobile workstyle and to provide a temporary hub for other staff to see and trial equipment) the initial recipients. Our intent is to issue laptops to all Town Hall IT users by Autumn 2024, prior to any potential office relocation, although the laptop and monitor rollout will extend to all staff considered “hybrid⁴” workers. Larger monitors with in-built KVM hubs are being deployed to replace the aged square format monitors. These enable the laptop to be connected to the monitor, keyboard, mouse, power and network via a single cable. We will review the monitors purchased in 2019 (which have a slightly larger format) with a view to using these at least until any accommodation move takes place.

In conjunction with improvements to the supporting infrastructure and other strategic priority projects, users will derive the desired end user experience and benefits including:-

- A significantly improved end user experience.
- True mobility and increased levels of security.
- Seamless use of Microsoft Teams (presence, communications and online meetings).

The move to corporate supplied laptops aligns with strategic objectives to:-

- Increase the effectiveness and productivity of staff,
- Support the developing Town Hall/70 East Street reviews (by giving the council increased opportunities and options for “hot desking”).

⁴ Work is underway to align staff to a predefined persona or workstyle. Hybrid workers are those who use a wide range of IT applications, need to be fully equipped and licensed and who work (at least part of the time) from home or other non-office locations.

- Support the corporate Climate Change Action Plan through reducing both staff travel and the amount of on-premise infrastructure running the current Citrix Desktop environment (hardware, software, and power).

Microsoft 365

Microsoft 365 (M365) is at the heart of our end user compute solution, providing email, productivity applications (Outlook, Word, Excel, Powerpoint) and SaaS applications (OneDrive, Teams, SharePoint). To date the productivity apps have been deployed and we are using Exchange Online for email. Use of Teams is restricted by the Citrix Desktop and current lack of telephony integration whilst SharePoint and OneDrive are used in IT as a pilot but are yet to be fully implemented.

At present the majority of our file-storage is on-premise and a key project for the council is to move the majority of it onto the M365 platform. We intend to start the departmental and corporate data migrations in September 2023 and (subject to resource availability) aim to complete by Easter 2024. Moving data into M365 is a critical component in reducing and eventually removing our current reliance on Citrix and on-premise hardware, providing easier access to work services, greater resilience and supporting our future business continuity requirements.

Work on staff personas will determine each teams/individuals IT requirements and consequently the Microsoft licence types and quantities required. Whilst we expect the total number of licences to reduce, it is envisaged that we will need to upgrade the core licence type in order to access the necessary productivity and security functionality. Consequently, we estimate that Microsoft licence costs will increase although this should be offset in future years by a reduction in telephony and 3rd party software costs.

Telephony Services (fixed)

EEBC's main telephony solution is provided by Mitel and currently runs on equipment at three locations, Town Hall, Longmead Estate and Bourne Hall. There is a further (non-Mitel) telephony service running from Playhouse. Whilst the Town Hall service is up to date, the three other systems are aged and out of support. Further, we appear to be significantly over licensed and being on-premise the services do not align with our agreed Cloud strategy.

The work on personas will be used to identify which staff actually require a telephony solution. Further work will identify specific requirements with solutions then procured to align with business need. Whilst (given the relatively small number of telephony users) there maybe economies of scale (cost, administrative overhead) in having a single solution, we are also considerate of a tiered approach to our telephony service. Our users' telephony requirements can likely to be categorised as:

- Basic: Voice calling from within Microsoft Teams utilising M365 licences.
- Enhanced: 3rd Party Teams add-in to provide enhanced functionality such as call roaming, call pickup and/or hunting groups.
- Specialist: To cater for areas such as the Customer Contact Centre where specialist functionality (such as integration with CRM, call recording, PCI compliance, etc) is required.

Whilst further work is required to determine the optimal solution, it is envisaged that future telephony services will be Cloud based, will feature softphones to support hybrid working and will be delivered for less than the current cost of telephony.

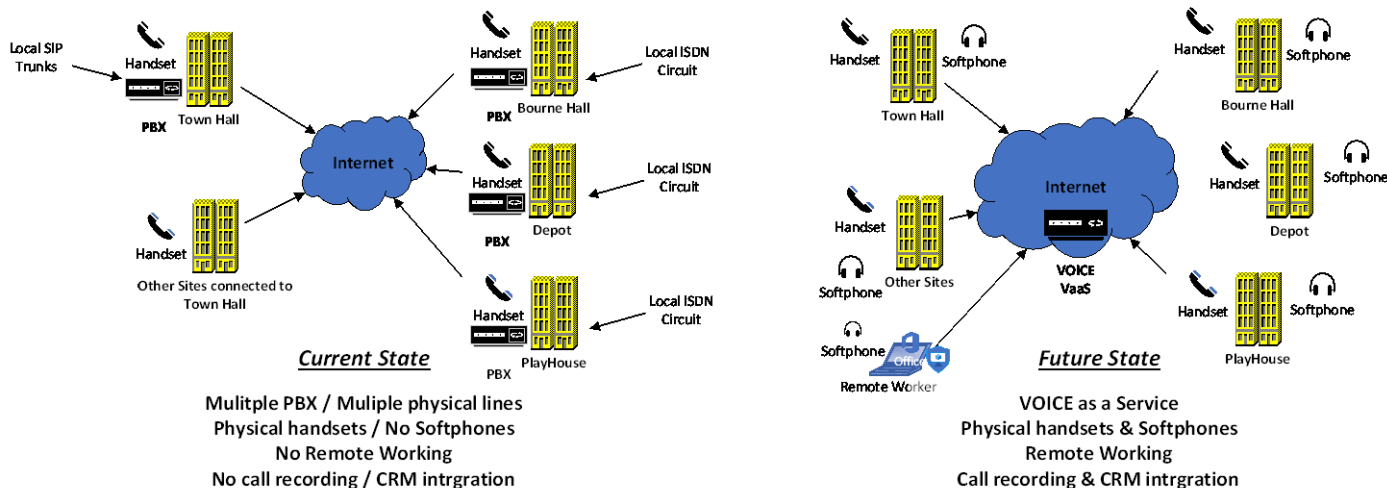


Figure 6: Telephony Current and Future States.

Telephony Services (mobile)

As part of the response to Covid a significant number of mobile phones were purchased and provided to staff. Many of these have since ceased to be used although service contracts have remained in place for them. To address this we are in the process of conducting an audit of our mobile service contracts and it is anticipated that we will be able to reduce these from circa 240 to under 100. We are reviewing also the Crown Commercial Services mobile telephony framework with a view to awarding a corporate mobile contract. This should result in a reduced monthly per device cost compared to our incumbent provider. As a result of the work currently in progress we forecast a 50% reduction to the annual cost of mobile telephony.

Further work is required to ascertain and understand business requirements for mobile telephony. This will take into account that many staff will have (and may prefer to use) their own devices and the Council's data security requirements.

Applications & Resident Services

Major applications

Whilst a number of the council's major applications (Financials, Payments, HR/Payroll) are delivered as SaaS a number (Planning, Building Control, Environmental Health, Revenues & Benefits) are still run on-premise. Several factors determine how services are provisioned including availability of a suitable SaaS offering, cost and the staff resource (both IT and departmental) required to identify, procure and implement a change in service provision.

Work is currently in progress to replace the existing Revenues & Benefits Document Management System (DMS) which is aged and unsupported with a SaaS solution. There is existing Capital Budget provision of for this project, on-going revenue implications are yet to be determined. Following selection and implementation, it is envisaged that a further project will consider options for either upgrading the main Revenues & Benefits application to SaaS or moving to a different SaaS provider.

There are a number of interlinked projects running across Planning and IT including a significant number of service upgrades. This work is likely to continue for at least a further 18 months at which point we will have a better understanding of our future business requirements and options, and the continued use or otherwise of the existing Planning application. In the meantime, following the planned move to a hosted data centre consideration will be given to the benefits of migrating the existing Planning service onto IaaS/PaaS.

The housing application, Civica Abritas, is currently hosted with the contract due for renewal in Autumn 2023. Having considered a number of options it has been decided to switch to Civica's SaaS. This option being marginally cheaper than the alternatives.

Minor Applications

There are numerous smaller applications being used by teams throughout the council. It is likely that a small number of these could be incorporated into other applications which have the necessary functionality. Eg: The My Council Services application contains an Allotments module. Opportunities for such application rationalisation will be sought and progressed where practical, although any savings achieved by such work will be small.

Other applications, such as the Playhouse ticketing system and the separate events booking software will require work to define the business requirements before alternatives can be sourced.

Resident Services:

Delivery of improved public facing services is progressing with work to complete the migration from the existing forms software into My Council Services (MCS) due to complete by End of October. Separately, work is well advanced on bookings and Waste Services.

We will work with the Communications Team to instigate a programme of work focussed on delivering improved, online, resident services. This will encompass an upgrade and improvements to the corporate website (using LocalGov Drupal) and a review of online transactional services. Capital funding for this project was approved by S&R Committee (28/3/2023) which, depending upon the level of design services required, is likely to be sufficient.

Security

General IT Security

The move away from Citrix to corporate laptops requires us to rethink our security boundaries and the associated risks and mitigations. The upgraded corporate network will be designed to provide secure access to hosted corporate services as well as, where possible, seamless access to our SaaS providers and the use of always-on VPN technology assessed.

Currently corporate laptops are deployed with Windows 10 which is scheduled to go end of life in late 2025. In tandem with the corporate laptop programme we will develop a new, secure, corporate Windows 11 laptop image. As part of this build existing security tools will be reviewed and the benefits or otherwise of replacing these with Microsoft equivalent products (included as part of an enhanced Microsoft licence) evaluated.

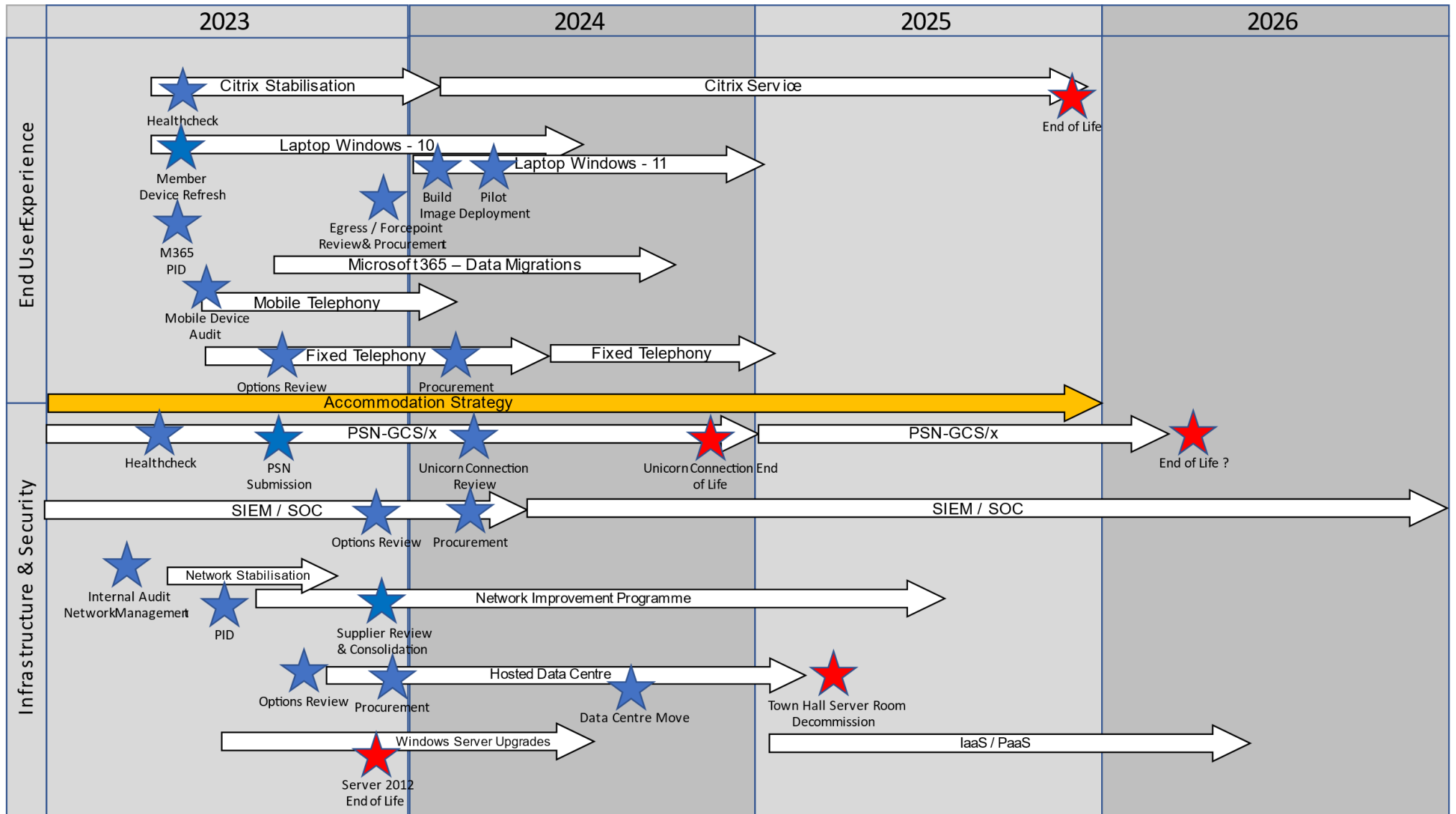
CyberSecurity:

Recent Microsoft workshops have enabled the IT Team to upskill their security knowledge across a number of areas. That said, IT Security is a specialist area which requires a level of knowledge and focus beyond the team's current skillset and capacity. Whilst the introduction of a hosted Security Information and Event Management (SIEM) service in 2022 provides some level of external assurance, it is considered insufficient to counter the ever-increasing threat of cyber-attack.

In the short-term it is proposed we maintain the existing SIEM service through to May 2024 whilst we consider options. From 2024-25 onwards it is proposed that new revenue funding is agreed to provide both a SIEM and fund specialist IT Security consultancy services to undertake regular reviews of our security posture and to assist the IT Team implement recommendations.

A key area of our defence against a successful attack is user education. With SMT approval we will implement mandatory IT Security training for all users of our IT services and will schedule regular simulated attacks (eg: Phishing attack) to identify areas of weakness which require further attention.

IT ROADMAP 2023-27



IT ROADMAP 2023-27

