

Chief Minister



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Dear Chair, *Kirsten*

Thank you for your recent letter dated 28th October. I have provided answers to each of the questions you have posed below:

1. The original business case for this project explains that funding is sought to develop a programme of technology initiatives to detect and protect the Government from malicious activity. Please could you provide a list of those initiatives that have been implemented to date and the amount spent on each.

As per previous submissions, Tranche 1 of the Cyber Security Programme is composed of the following projects which are all currently in-flight:

- Managed Security Services Partnership (MSSP)
- Governance Improvements
- Identity & Access Management (IAM)
- Asset Management
- People Security

A Programme Management Services contract was also awarded to manage oversight of the programme and develop/introduce new delivery assurance, business change and PMO processes, templates etc. as part of the wider objectives of the programme.

From a delivery perspective, Suppliers have largely been focusing on discovery and design/definition activities for the various controls specified as part of the maturity assessment recommendations identified in Spring 2019 – however, the following table provides a good overview of the various projects in terms of key deliverables and the supporting financial status:

Project	Key Achievements to Date	Financials
Managed Security Services Partnership (MSSP)	<ul style="list-style-type: none">- Rapid deployment of a new security monitoring platform to cover GoJ usage of Microsoft Office 365 cloud tenant.- Design/development to extend monitoring for entire GoJ network and deployment of log collectors	Spend to date = <u>£430k</u> FY20 Forecast = <u>£476k</u> Total Contract Value = £1.2m Contract Term = 3yrs

	<ul style="list-style-type: none"> - Design/deployment of vulnerability management platform and performance of network discovery scans. - Completion of an assessment to determine the extent of technology control gaps within the GoJ environment to support future delivery activities. 	
Governance Improvements	<ul style="list-style-type: none"> - Review of current provisions for key controls in Risk Management, Metrics & Reporting and Policies/ Standards. - Finalisation and preparation for handover of new processes to manage cyber risk. - Drafting of new/updated policy suite for review and approval by Executive Leadership, prior to launch and embedding. - Development of new cyber metrics and reporting collateral. - Discovery work in support of new processes for third party risk management and cyber input to future delivery activities across the government portfolio. 	<p>Spend to date = <u>£361k</u> FY20 Forecast = <u>£590k</u> Total Contract Value = £800k Contract Term = 10mths</p>
Identity & Access Management (IAM)	<ul style="list-style-type: none"> - Completion of discovery work and reporting to support the future strategic approach for Identity & Access Management throughout government. - Commencement of the initial development/design work for the new Identity Governance & Administration (IGA) platform, which will be at the centre of IAM assurance and lifecycle management across government. 	<p>Spend to date = <u>£225k</u> FY20 Forecast = <u>£380k</u> Total Contract Value = £735k Contract Term = 12mths</p>
Asset Management	<ul style="list-style-type: none"> - Performance of discovery work to determine the current state provisions of Information and Physical Asset Management across government. - Development of the future state proposal for the effective management of Information and Physical Assets, including the process of ongoing maintenance and updates etc. - Completion of c.50 site security assessment across the Government of Jersey in preparation for the delivery of a report that will highlight the remediation activities requiring attention across government. 	<p>Spend to date = <u>£671k</u> FY20 Forecast = <u>£860k</u> Total Contract Value = £890k Contract Term = 9mths</p>

	<ul style="list-style-type: none"> - Delivery of a report which to define the future strategy and approach for Records Management. 	
People Security	<ul style="list-style-type: none"> - Completion of a high-level assessment of the key, threats risks and behaviours as it relates to government employees. - Definition of a training and awareness campaign strategy and plan to detail how important communications and training activities should be implemented throughout government over the next 12 months. - Discovery, analysis and re-definition of government processes for employees, contractors and consultants Joining, Moving (within) or Leaving the organisation to support identity lifecycle and cyber assurance requirements. 	Spend to date = <u>£187k</u> FY20 Forecast = <u>£280k</u> Total Contract Value = £280k Contract Term = 6mths

Notes:

- i) All of the above contract terms start and complete at specific times throughout FY20-FY21 based on contract award date, duration etc.
- ii) Total Contract Values are provided for information

In addition to the above project focused areas, £667k has been spent on Programme Management Services with a total contract value of £865k over 12mths. A further £50k of actuals are also attributable to overhead charges/interdepartmental costs and an additional £140k has been forecast in this FY to cover the same as advised by Finance.

2. How much of the funding identified for 2020 (£6.1 million) has been spent?

The originally budgeted forecast of £6.1m was scaled back earlier in the year in line with COVID response priorities and the slight delay in mobilising some of the projects during Q2 2020 – the FY20 budget now stands at £5.4m. Of this revised forecast, £2.6m has been accrued up to the end of October 2020 and it is anticipated that in total approx. £4.9m will be spent in this FY subject to finalisation of one-off licensing procurements, contract scope variations and materialised risks etc.

3. Please could you provide a breakdown of all that is planned in terms of cyber security for 2021? Where will the £6.5 million be spent?

Firstly, please note that the revised planned budget for FY21 currently stands at £7.2m as a consequence of the re-phasing to reflect the outcome of 2020.

As a consequence of the delayed Tranche 1 start dates (largely due to COVID), there is approx. £1m of contract commitments across the projects identified above which now fall into FY21.

The following budget commitments for Tranche 2 scope will be allocated with existing Suppliers as an extension to contracts placed in FY20:

Contract Scope	Supplier	Approx. Budget
- Programme Management	- SureCloud	£1m
- MSSP	- Jersey Telecom	£0.3m
- Governance	- Sopra Steria	£0.6m

In addition, the list of Tranche 2 objectives is extensive and planning/down-selection for these activities has still not yet concluded, however the following list of activities broadly identifies the main areas of scope intending to be progressed and the high-level budgets which have been considered:

Focus Area	Approx. Budget
- Anti-Virus/Malware Protection Review	£1m
- Server Hardening Provisions	
- Ethical Hacking (Pen-Testing/Red Teaming)	
- Advanced Security Analytics (SOAR etc.)	
- Privileged Access Management	
- Network Segmentation (Stage 2)	£0.5m
- Cloud Access Security Brokerage (CASB)	£0.3m
- Data Loss Prevention (DLP)	£0.4m
- Application Security (SDLC & Tooling)	£0.3m
- Data Encryption (inc. Key Management)	£0.5m

Note: The above figures do not include any contingency, which at this stage of procurement is applied at 20%.

4. In our review of the previous Government Plan we rated this project as amber because we were advised that further Full Business Cases for individual projects would be developed once funding for the overall cyber security portfolio had been approved. We suggested that the business cases should be passed onto Scrutiny once they were finalised. The Panel has not received any FBC's to date, please could you provide an update and the FBCs.

During the delivery of the Cyber Initiation Project, a number of FBCs were prepared and are now provided for review. Some of these have only recently been finalised as discovery phases have been completed, however, we apologise that due to an oversight these were not provided to Scrutiny as and when they were completed.


With the changes that have been navigated by the programme this year, the expected tranche two activities shown above and the re-phasing in the budget allocated, we believe that going forward it

would be more appropriate for an updated overall Business Case to be prepared (in accordance with the new Green Book guidance) rather than maintaining individual workstream business cases. It is suggested that this is completed in January 2021 to reflect the final figures for FY20 and to update the scope, proposed commitments etc. for FY21-22 based upon the latest information following the extensive discovery and analysis work carried out this FY.

The attached Full Business Cases are appended to this letter, as requested.

I hope the above answers provide clarity to the question areas you have raised.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'John Le Fondré', with a long horizontal flourish extending to the right.

Senator John Le Fondré

Chief Minister

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