South Yorkshire Integrated Care Board

Security Consultancy
Statement of Work

Contents

Notice

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2. Project Overview

2.1. Overview

This Statement of Work (SoW) is requested by South Yorkshire Integrated Care Board (hereafter referred to as SY ICB) and is specific to the provision of ANS Group (hereafter referred to as ANS) Virtual CISO (vCISO) Services.

SY ICB have applied for funding against 14 risk reducing capabilities and 6 enabling capabilities The aim is to use the funding to create a solid baseline understanding of cyber posture and maturity across SY ICB to identify the true vulnerabilities that exist across the organisations and thereby allow the prioritisation of remediation and reduce risk.

SY ICB require assistance to establish this initial Cyber Strategy and the associated Standards, Policies and Guidelines that would accompany it. This SoW is provided by ANS to provide the following services:

ANS are offering the following external professional support to develop the following assets as part of a Time and Material (T&M) engagement:

- CAF Assessment and Plan - Development of a plan to support the introduction of the Cyber Assessment Framework (CAF)through feasibility studies with partners.
- An Initial ICS system criticality register (including dependencies with other systems and Orgs) in order to identify vulnerabilities and work off plans, which will be identified by undertaking for example health checks of external connectivity across health and care system.
  - o Document to include:
    - Risk Criticality (High/Medium/Low).
    - Software and versions.
    - Support Status (Hardware and Software).
    - Data Sensitivity.
- An Initial ICS wide policies repository (developed through co-creation with partners) to provide commonality amongst orgs (aligned with national policies), e.g. passwords, BYOD, to create minimum foundations that reduce risk, through audit of existing practices and protocols (5 policies to be covered will be agreed with SY ICB).

With consultancy time remaining and where feasible these other activities will be prioritised and added to the vCISO backlog:

- ICS wide governance process to support further development and risk reduction, such as communication plans, escalation processes, incident response plans and associated Disaster Recovery/Business Continuity plans, developed through co-creation with SY partners
- Build of a technology radar, detailing ICS software assets to ensure migration plans are in place to upgrade and replace out-of-support systems and promote convergence where possible
- A baseline ICS Cyber investment plan aligned to SY ICS Cyber Strategy and vulnerabilities identified through this audit.

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- Identification of best practice associated with use of pre-existing monitoring solutions (e.g. MDE, Duo, Intune) to improve adoption and usage thereby supporting partners to minimise risks of cyber threats.

This Statement of Work covers 1 phase of ANS consultancy (Phase 2 covers Professional Services Credit, which does not form part of the deliverables in this SOW) to cover the SY ICB requirements, the output of the consultancy would include the following deliverables which SY ICB will utilise and own (in order of priority):

1. CAF Plan.
2. Initial ICS System Criticality Register.
3. Initial ICS Wide Policies Repository.

If there is consultancy time remaining and where feasible these other deliverables will be prioritised and added to the vCISO backlog or moved into Phase 2:

4. ICS Wide Governance Process.
5. Technology Radar.
6. Baseline ICS Cyber Investment Plan.
7. Provider Audit and Identification of Best Practice.

The discovery will be carried out by ANS, focusing on the following SY ICB organisations:

1. Sheffield Health and Social Care NHS FT.
2. Sheffield Teaching Hospital NHS FT.
3. South Yorkshire Integrated Care Board.
4. South West Yorkshire Partnership NHS FT.
5. Sheffield Children's NHS FT.
6. Rotherham, Doncaster and South Humber NHS FT.
7. Barnsley Hospital NHS FT.
8. Rotherham Metropolitan Borough Council.
9. City of Doncaster Council.
10. Barnsley Council.
11. Sheffield City Council.
12. Doncaster and Bassetlaw Teaching Hospitals NHS FT.
13. The Rotherham Hospital NHS FT.

2.2. Key Stakeholders

To efficiently execute this project, several stakeholders have been identified and must be made available to complete the scope of this SoW as detailed in Section 3.

Role	Responsibilities	Outcome
ICB Security Strategy Lead (each ICB Organisation)	Providing an overview of the current cyber security strategy and prioritisation to the team.	Outline of current Cyber Security Strategy. Outline current priorities. Timely decisions.

Role	Responsibilities	Outcome
ICB Infrastructure Lead (each ICB Organisation)	Provide access and insights to the SY ICB technical and system landscape. This may be multiple individuals.	Availability of technical authority to confirm current state of ICB infrastructure and provide asset list from Lansweeper.
ICB Security Operations Lead (each ICB Organisation)	Provide input into the current security tooling and security operations processes and policies.	Defined list of security tooling in place and configuration and provide and walk through Security Policy Documents.
ANS Project/Delivery Manager	Customer POC, Establish and Maintain Project Plan, Organise Workshops and Resource.	Project Plan Assigned Resources Organised Audits
ANS vCISO	Input into the Cyber Security Strategy, and defining Standards, Policies and Guidelines.	CAF Plan Initial System Criticality Register Initial Policy Repository and Scorecard

3. Scope of Work

The following sections describe the scope of the project and will link specific sections detailing what work will form part of the vCISO backlog and what will expressly not be undertaken. Where changes to this scope are required, the Change Process in Section 4.3 will apply.

3.1. Overview

The following requirements have been identified which will be addressed as part of this SoW (in priority order):

- **Phase 1 – CAF Security Assessment**:
  - **CAF Security Assessment x 13 ICB Organisations** (this will be an on-site assessment) – Carry out Cyber Assessment Framework (CAF) Assessment to ascertain existing infrastructure, security tooling and security operations:
    - Assessment to be carried out in accordance with NCSC Cyber Assessment Framework v3.1.
    - Produce CAF Assessment Questionnaire.
    - Carry out on-site CAF Assessment.
    - Analyse and write up CAF Assessment results.
    - Produce SY ICB CAF Plan
    - **Deliverable –** CAF Plan (in Word uploaded to SY ICB SharePoint/Teams).
- **Phase 1 - Initial ICS System Criticality Register List**
  - Organisations to be prioritised with SY ICB prior to commencement.
  - Limited to Core Patient Care Systems prioritised with SY ICB - focus will be limited those core systems associated with patient care. Please note that there are limited days per ICB organisation as part of this engagement, and the number of systems should be limited to reflect this otherwise there may not be time to cover all organisations systems.
  - Document (as a minimum):
    - Risk Criticality (High/Medium/Low).
    - Software and versions.
    - Support Status (Hardware and Software).
    - Data Sensitivity.
  - To be created and stored in SY ICB SharePoint/Teams.
  - ICB organisation will provide asset lists from existing tooling (Lansweeper).
  - **Deliverable** – Initial ICS System Criticality Register.
- **Phase 1 - Initial ICS Policies Register**
  - Organisations to be prioritised with SY ICB prior to commencement.
  - SY ICS will identify top 5 polices to focus on as part of this activity.
  - Collate the policies from each organisations, review, and score in a matrix to identify coverage and gaps (score card).
  - Make recommendations on which policies or amalgamation of polices provide the best policy for the ICB to adopt.

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- **Please note -** Each Phase 1 activity will take place for each Organisation one at a time. SY ICB will prioritise the order of the organisations to undergo the audit.

Phase 2 – Professional Services Credits – Phase 2 activities do not form part of this SOW activities or deliverables. Upon completion of Phase 1 (or allocated days have been consumed) ANS will engage with SY ICB to scope and define activities to use the Professional Services Credits.

- **vCISO Backlog** - The following activities will be included in the vCISO backlog, where if time is remaining in the Phase 1 budget they can be prioritised and started:
  - **ICS Wide Governance Process** – to support (provide advice) further development and risk reduction, such as communication plans, escalation processes, incident response plans and associated Disaster Recovery/Business Continuity plans, developed through co-creation with SY partners.
    - **Deliverable** – Governance Processes including but not limited to, communications, escalation, incident response, DR and BCP.
  - **Technology Radar** - Investigate and build a technology radar detailing ICS software assets to ensure migration plans are in place to upgrade and replace out-of-support systems and promote convergence where possible.
    - Elements of this will be covered in the System Criticality Register.
    - **Deliverable** – Technology radar, documented process, and schedule for continued future tracking (further definition of this deliverable will be required if it is prioritised as part of Phase 2 and will form part of this package of work).
  - **Baseline ICS Investment Plan** - aligned to SY ICS Cyber Strategy and vulnerabilities identified through this audit.
    - This plan to contain Investment Item, Rationale, and Potential Cost to the ICB.
    - **Deliverable** – Documented plan to be presented to ICS Cyber Forum
  - Identification of best practice associated with use of pre-existing monitoring solutions (e.g. MDE, Duo, Intune) to improve adoption and usage thereby supporting partners to minimise risks of cyber threats.
    - **Deliverable** - Recommendations around pre-existing monitoring solutions, potential options for technology convergence across the ICS.

3.2. Delivery Methodology

To facilitate this delivery, the ANS team will work in an Agile fashion which will allow SY ICB to reorder the activities listed below to match their prioritisation. This should allow the SY ICB team to pivot the efforts of the ANS team as deemed necessary by SY ICB.

As the starting point for ANS' efforts, and in context of Section 3.1, the following Work Products have been identified where efforts can be directed:

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#	Work Product Title	Work Product Description	Format
1.	Daily Checkpoint / Scrum / Huddle	A daily virtual checkpoint to assess: • Project activities completed since the last meeting. • Project activities to be completed by the next meeting. Impediments to Project progress and make decisions to remove barriers.	Meeting
2.	Weekly Budget Report	To also include budget forecast report to be reviewed at each milestone at a minimum.	PDF
3.	RAID Log	A list of active RAID items and decisions which impact the project direction and outcomes.	Excel
4.	CAF Security Assessment (x13)	Whilst this engagement is primarily with the SY ICB there will be a need to engage with each ICB Organisation (x 13).	Meetings
5.	Produce CAF Plan	Write up of output and findings of the CAF Security Assessment and a Plan to support the introduction of CAF. Upload to SY ICB SharePoint/Teams.	Word
6.	Produce Initial ICS System Criticality Register List	Extract and review agreed core systems from the asset information output from each organisation. Coverage to be agreed with SY ICB prior to commencement. Asset output and audit will be done as part of the CAF workshops.	Excel/MS List
7.	Produce Initial ICS Policies Register	Extract and review agreed core systems from the asset information output from each organisation. Coverage to be agreed with SY ICB prior to commencement. Policy repository and score card will be done as part of the CAF workshops.	Excel/MS List
8.	vCISO Backlog	Additional work packages against the requirements will form part of the vCISO backlog. Where there is time remaining these can be prioritised by SY ICS.	-

3.3. Pre-Requisites

To execute this SoW successfully, several prerequisites have been identified which SY ICB will need to provide to the ANS team for them to spend effort against the Work Products listed in Section 3.2. Where these prerequisites are not provided, or there is a delay in doing so, the efforts of the team will be expended and SY ICB will be responsible for reprioritising the efforts to Work Packages that have not been impacted by the below-mentioned prerequisites being unavailable or delayed.

The list of prerequisites for Phase 1 activity is as follows:

- Security Workshops are attended by relevant stakeholders from each trust and take place at the pre-agreed times. Where security workshops are cancelled or not attended when arranged, Security consultant time may still be used up.
- Access to sites provided to the ANS Consultant and relevant site inductions carried out.
- Access to relevant NHS Cyber Security Guidelines and policies is provided to ANS consultants (each ICS organisation to provide relevant policies 1 week in advance of audit for review).

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- Lansweeper or equivalent asset inventory output from each ICB organisation (each ICS organisation to provide output in advance of audit for review).
- Briefing pack on this SoW to be presented and agreed by all organisation prior to commencement.
- Regular commercial review with SY ICB budget holder to ensure burn down of Time and Materials budget is understood.
- Where any engagement requires accounts and access (this is unlikely for this engagement) these will need to be provided prior to the work commencing.

Where additional time or effort is required on top of the efforts of this SoW, the Change Process in Section 4.3 will apply.

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4. Project Delivery and Management

4.1. Key Project Delivery Dates

In accordance with the Delivery Methodology specified in Section 3.2, this SoW is expected to commence on the *Project Start* date detailed below. This date will need to be confirmed in writing between both parties prior to project commencement and must allow for appropriate lead times.

Further, the purpose of this section of the SoW is to align the expectations of ANS and SY ICB with regards to the project timescales as discussed throughout the engagement to date. Detailing these discussions, ANS plans to perform the following key activities by the dates set out below:

Activity	Milestone Requirements	Key Delivery Dates
Project Administration	Order form signed by both parties.	TBC
ANS Lead time	16-week lead time	16 weeks after order sign off
Project Start	Scoping and Project Definition Workshops	17 weeks after order sign off
Project End	Completion of Allocated Hours.	Approximately 35 weeks after order sign off

This engagement is Time & Materials in nature, with an estimated amount of consultancy effort being allocated within the timeline above. The consultancy effort is capped at 89 days for Phase 1 which can be directed by SY ICB to focus on specific areas defined in Section 3 of this SoW.

If additional effort is required beyond the estimated 89 days, they can either move into Phase 2 or the Change Control Process in Section 4.3 will apply to extend the dates of execution to enable SY ICB to consume these days.

4.2. Project Management

ANS firmly believes that strong project management is a critical factor in the accurate and timely delivery of projects. Projects bring together many components that can be complex in nature and therefore require a comprehensive framework that maintains focus on meeting the business objectives, and providing the required benefits, that initiated the project.

To support the rapid nature of this engagement, ANS will use a Consultant managed delivery mechanism in conjunction with Agile approach mentioned in Section 3.2. The Consultant will be supported by a Project Manager. This will enable most of the effort within this SoW to be spent on the functional Work Products of Section 3.2 whilst still providing certain traditional Project Management artefacts as also listed in Section 3.2.

The ANS vCISO will also be the consistent technical point of contact throughout the project and will take full responsibility for the technical design, implementation, and quality of the project. The vCISO is also likely to be hands-on during the implementation, with other consultants involved as required, working underneath the leadership of the lead technical consultant per Section 2.1.

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4.3. Change Control Procedure

A change request is a formal request for an alteration to this Agreement. It can be submitted by any authorised SY ICB project stakeholders. All change requests must be submitted in writing to the ANS Project Manager.

Anything that is not included in this document's scope of work is deemed to be a change request. Any changes to the scope by SY ICB during delivery of this Agreement will also be treated as a change request.

All change requests will be reviewed by the Change Management Board, which will be established at the beginning of the Programme of work and will have the authority to decide whether to approve the change. If the change is approved, it will be implemented according to the approved plan supplied as part of the Change Request. Change requests must be reviewed in timely manner to avoid project delays. This timeframe will be no more than 5 working days. Where a Change Request causes delays to planned works of this Agreement, this will also be highlighted as part of the Change Request through an Impact Assessment.

From the above, the Change Control Process would progress through the following stages:

- Written approval from SY ICB to use effort and budget to create an Impact Assessment.
- Written approval from SY ICB to use effort and budget to create the Change Request estimate.
- ANS to raise a Change Control Note (CCN) in writing for signing.
- No work will be carried out on the CCN until the CCN is signed.

The Change Control process will be facilitated by the ANS programme team.

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5.   Assumption & Exclusions

In creating this SoW and specifically the Work Products listed in section 3.2, several assumptions were made as follows:

1. All work is to be carried out during normal working hours, Monday to Friday, 9.00am to 5.30pm unless otherwise stated.

2. This engagement is provided on a Time and Materials (T&M) basis where a fixed amount of days is available to utilise.

3. Travel and subsistence expenses will be invoiced as incurred.

4. ANS will not implement any changes to any SY ICB systems as part of this Statement of Work.

5. Where work is delivered remotely, the customer will be responsible for providing the necessary mechanism to facilitate remote connectivity / access to systems.

6. SY ICB will inform ANS of any health and safety requirements.

7. SY ICB will ensure that ANS personnel who attend the customer site are instructed on all relevant health and safety regulations and criteria.

8. It is the responsibility of SY ICB to manage the communication of the changes resulting from the Project to the impacted relevant parties.

9. Training unless explicitly stated otherwise is the sole responsibility of SY ICB.

10. It is the responsibility of SY ICB to enter all required training data into the system to aid the training experience for relevant parties.

(together the "Assumptions").

Where an Assumption proves incorrect, ANS shall not be liable for any failure to meet its obligations under this SoW. If the Scope of work per Section 3 is impacted due to an Assumption proving incorrect, the Project schedule will be extended by an agreed period arising from the incorrect assumption. This extension will be facilitated through the Change Control Procedure in Section 4.3.

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6. Acceptance

Accepted on behalf of **South Yorkshire Integrated Care Board**

By signing this Contract you confirm you accept the Supplier Terms and Conditions located at **http://www.ans.co.uk/site-info/terms-conditions**

Project Title: South Yorkshire Integrated Care Board Security Consultancy Statement of Work

Project Status & Version: 0.1

Name: {{_es_:signer2:fullname}}   **Signed**: {{_es_:signer2:signature}}

Purchase Order Number: {{*PONUMBER_es_:signer2}}   Date: {{_es_:signer2:date   }}

Pre-Sales Confirmation Signature	
Signature	{{_es_:signer1:signature}}
Name	{{_es_:signer1:fullname}}
Date	{{_es_:signer1:date }}