Committee(s)	Dated:
Resource Allocation Sub-Committee Policy and Resources Committee	18 January 2018
Subject: Priorities Pot Funding Proposal – Cyber Directorate	**Public**
Report of: Director of Economic Development	**For Decision**
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Summary

This proposal for funding from the "Priorities Investment Pot" aims to widen and deepen the cyber security offering that the Corporation currently delivers. This will be led by the creation of a new Directorate with a dedicated website and headcount, and will draw on existing activity, notably by the police and EDO, but also would leverage the activity of external organisations (e.g. National Cyber Security Centre, Global Cyber Alliance). This combination, brought together in a coherent, focussed strategy, will create a trusted internet portal – a 'one stop shop' for cyber security, providing access to the information, skills, products, services and advice needed to make our ecosystem more cyber secure. The model will be delivered through partnerships, combining the brand strength and reach of the City of London Corporation, with select expert and specialist organisations.

In keeping with existing and emerging priorities within the Corporation we propose that the City of London leads the way in convening and empowering internal and external partners to make this possible, using a dedicated Cyber Directorate (working title) to achieve this. The Corporation can use its unique position to support those operating within the City of London who, due to the unique threat facing financial services, may be acutely vulnerable.

The current estimate of required funding is £635,000, with an expected breakdown allocated to staffing a team, the development and maintenance of a digital platform, the provision of a cyber skills pipeline and events and marketing requirements. This proposal is scalable and can be tailored to the level at which the Corporation wants to implement the Cyber Security Strategy.

Recommendation(s)

That **the Resource Allocation sub-committee** endorses the £635,000 funding required to set up the Cyber Directorate pending agreement from the Policy and Resources Committee.

That the **Policy and Resources committee** agrees the principal of the setup of the Cyber Directorate.

Main Report

Background

1. Following cyber-attacks such as Wannacry and the compromise of Deloitte data, the City must act to defend against the growing threat and keep up with the growth of innovation in this market. The City of London is looking to develop a cross-Corporation cyber strategy to reflect the current environment within The City. The Policy Chairman also visited Tel Aviv to inform the cyber security strategy.

Options

2. Funding is being requested to support the initial set up of the Cyber Directorate (timeline approx. 6 months) and its activity in 6 months following this. At this point there would be a comprehensive review of progress. The Economic Development Office (EDO) will facilitate the initial setup of the team behind the Directorate, working closely with the City of London Police, and other relevant departments. The Cyber Directorate will ultimately have its own team and governance structure, EDO will continue to feed in and be engaged where appropriate and where interests overlap.

3. The proposal is based on initial forecasts and is scalable from a de minimis version through to the recommended version presented here, based on expected workload for the Directorate, this may differ in subsequent years depending on business requirements. The funding levels in this proposal are for the fullest version to be presented when procurement and recruitment activities take place and more detail can be provided. The current estimate of required funding is £635,000, with an expected breakdown allocated to staffing a team of approximately 8, the development and maintenance of a digital platform, the provision of a cyber skills pipeline and events and marketing requirements. To note, presently all cyber activity within EDO is carried out by a secondee from HMG Fast Stream program at no cost.

4. The Cyber Directorate intends to provide a single point of contact for cyber security in London through the online platform. The Directorate will initially focus on our immediate stakeholders (e.g. financial and professional services), with a view to support these groups, and the possibility to widen the focus in the future. This platform intends to enable the Corporation to achieve outputs within the Corporate plan. It will aim to allow the CoLC to grow London's market share in cyber security, its innovation ecosystem, improve access to skills and human capital and enable the City of London to project its brand of being cyber secure. Through strategic partnerships the City of London will enable the London cyber ecosystem to grow.

5. If the Corporation does not develop its cyber security offering the Corporation will risk allowing the City of London to be more vulnerable to cyber-attacks than it would have been otherwise, as well as falling behind other jurisdictions in growing a cyber ecosystem as part of our financial services offer. CoLC has a unique role in being able to complete activity and convene organisations that can have a positive and measurable impact on the London Cyber ecosystem.

Proposals

6. By formally partnering with organisations that are delivering in this space, we intend to utilise the trusted brand of the CoLC to create a city-wide service, that will deliver on our Cyber Security Strategy (please see appendix 1.) and the Government's National Cyber Security Strategy. The service will take the form of a new Directorate, that will act as a portal to trusted cyber advice and expertise, a platform for partners to connect to more users and a means to create and propagate a cyber security brand for London.

7. Outputs of the partnerships will take the form of signposting, through the online platform, to existing initiatives, products and services being provided by these partners, for example, signposting to National Cyber Security Centre guidance. The Directorate will also look to develop new initiatives created in collaboration that are tailored to the needs of the City of London. The Directorate will look to build on existing relationships such as the London Digital Security Centre (setup in Partnership with the CoLPolice) and strengthen the reach of these organisations.

Funding Case For:

8. *Staff Resource* – Funding will be used to put together a dedicated team behind the Directorate with its own governance structure, to achieve goals within the Corporations' Cyber Security Strategy (please see outline of roles in slide 14 in appendix 1). Funding will be used to staff the Directorate to facilitate the middle stage development and setup of our offering including partnership management, business liaison and digital, communications and marketing capabilities. Funding will also be used to maintain and promote activity with internal and external partners.

9. *Digital Platform* – There is not currently an online platform available across user groups that provides access to the range of advice, services and tools to serve the City's needs. The CoLC has identified its potential role in providing this platform. The online digital platform will allow external users to access the activities being coordinated and carried out by the Cyber Directorate. A dedicated online platform would demonstrate CoLC's long-term prioritisation of cyber security and will offer a valuable and flexible tool for communication with our users and partners. The platform will outline and provide access to all cyber security activity being carried out by the Corporation. It will also showcase activities the CoLC is undertaking with external partners and signposting to these partners' offerings and websites. Funding will be needed to develop and launch the online platform as well as its maintenance and updates that will be required.

10. *Strengthened Skills Pipeline* – The development of cyber skills has been identified as a key strand of the cyber security strategy, to support the innovative ecosystem in London and the pipeline of human capital that is required to feed the growing cyber security market. The Directorate will aim to develop and support activities that support this skill pipeline, such as: funding for the development of the long-term skills pipeline by for example, working to develop existing Cadets programmes in the City of London Police to include "Cyber Cadets"; promoting access to skills in the medium term by sponsoring cyber specific apprenticeship schemes that take place on rotation between the CoLC,

the CoLPolice, and partners of the cyber directorate; aiming to provide skilled human capital in the short term by developing programmes that train individuals in specific cyber skills required by industry; working with Academic Centres of Excellence to develop Continued Professional Development courses.

11. *Events and Marketing* – Funding for events and marketing of the cyber directorate will be required. As well as events that are part of the activities of the cyber directorate (e.g. networking opportunities for cyber security SME's).

Corporate & Strategic Implications

12. To address the emerging threats facing the City of London in cyber security, this proposal delivers against the Corporate Plan by directly contributing to corporate outcomes which include "growing the economy" and "enhancing the city as a global hub for innovation". We will work towards these outcomes by supporting the cyber security ecosystem in London, but also ensuring that businesses and individuals are safer online. We will also work with external partners to enable London's businesses to access cyber skills so the City has the human capital it needs to thrive. In short, this proposal will create a cross-London offering on Cyber Security that aligns to corporate goals.

Implications

13. Financial implications are associated with the allocation of funding from the Priorities Pot, risks will be mitigated by setting up measures to assess the success of the Directorate. These will be based on the level of engagement with activities that are carried out or promoted by the Directorate. The Directorate will be assessed by a specially set up Governance Board that will meet bi-monthly. The Board will consist of Partners associated with the Directorate, the Senior Responsible Officer at CoLC and the Director of the Cyber Directorate.

Conclusion

14. The Corporation needs to align its offering in cyber security with the scale of the current risk. This proposal will enable those within the Square Mile, wider London, and the UK, to access cyber advice, products, services and skills quickly, efficiently and at low cost to make London synonymous with being more cyber secure. The Corporation can convene and empower internal and external partners to make this possible, by creating a dedicated Cyber Directorate to achieve this.

Appendices

- Appendix 1 – Cyber Security for the Corporation V.11.2

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