CARTER’S DIGITAL VISION

REPORTS AND ANALYSIS

The Government’s Information Assurance Event
A great ambition that’s within sight

By Jon Ashton, Director IA, CESG

WELCOME to this special IA09 edition of Agenda.

Thank you to our 100 speakers who provided keynotes or addressed stream sessions with such clarity and authority. Also, to all of our delegates, who contributed to the dialogue and shared their experiences and insights.

Our ambition for IA09 was to create clarity around the GCHQ IA Strategy, ensuring that leaders in Information Assurance across government understand the priorities and how the strategy can help them achieve their own objectives. I believe that very significant progress was achieved in meeting this objective over the two days of the event.

Our challenge now is to consolidate this success, building on the commitment and engagement we all achieved.

At the end of IA09 Iain Lobban, Director, GCHQ outlined the task ahead. “There’s a lot of pace in the subject, but there’s also got to be tempo,” he said. “There’s got to be traction, momentum and real achievements.”

IA09 reinforced the role that industry will play in delivering this progress. The private sector must play its part in building the capacity that we need to deliver IA across government. I believe that the private sector responded to this call with enthusiasm and energy.

We were all inspired by Lord Carter’s speech, which identified that “Britain has the chance to be the world’s foremost digital economy”. At the end of the event Iain Lobban stated that he is entirely signed up to this ambition. Information Assurance professionals across government must now play their part in making this bold vision a reality.

Speakers highlighted how IA has more exposure than ever, both in terms of the spotlight on cyber security, which had a stream at IA09 sponsored by Detica and other CSIA members. Iain Lobban highlighted the issue of cyber security, which had a stream at IA09 focused on IA in practice across the public sector.

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The biggest IA event ever

IA09 was attended by more than 800 senior Information Assurance leaders from across government, industry and academia – making it the biggest UK IA event ever staged.

The conference proved to be an essential forum for all professionals engaged in IA, with 100 top-level speakers and 60 wide-ranging sessions as well as workshops, clinics and networking opportunities.

The overall mood at the conference was overwhelmingly positive, with delegates speaking of a real sense of momentum.

Iain Lobban, Director GCHQ, set the tone for the two-day event in his keynote speech early on Day One.

IA, he said, has become fundamental to modernising and transforming society in a way that empowers citizens, enables business to prosper and creates safe, reliable networks in government and industry.

There were further keynote speeches from Sir Gus O’Donnell, Cabinet Secretary and Head of the Home Civil Service, Enrique Salem, President and CEO, Symantec, and Lord Carter, who was speaking less than four weeks after the publication of his Digital Britain report. John Suffolk, HMG’s Chief Information Officer, Cabinet Office, spoke on the future of government technology – and what it meant for IA professionals – while Simon Norbury, Head of Technical Assurance and Security Design, Government Connect, addressed collaboration between GovConnect and local government.

During his keynote, Iain Lobban highlighted the seven key lines of action in GCHQ’s IA Strategy.

These strands, which are aimed at creating effective government and a safe society in the internet age, are:

- Improving HMG Information Risk Management – translating the arcane language of IA so that non-experts at senior levels of government and industry can understand it and make decisions.
- Improving defence in depth – by design. Baking IA in from the start so that systems can cope with the increasing threat while providing business benefits and flexible working. Enrique Salem, CEO of Symantec, described it as integrating security into every process and procedure.
- Situational awareness and response – getting cyber defence right will rely heavily on IA skills in government and industry.
- Provide improved secure functionality at pace – finding innovative ways of providing secure functionality without unnecessary delay to ICT programmes.
- Professionalism – “delivering risk management across the whole life cycle of a system, from concept design to implementation and then through the operational life,” said Iain.
- World class expertise – growing and maintaining a world-class cadre of IA experts in CESG to form a vanguard for the nation’s IA and cyber defences.
- A viable, vibrant IA industry – increased UK industry capacity will make the strategic difference in delivering better IA and management of the information risk in government and beyond.

IA09 was an essential forum for the IA industry and for the government
‘Week by week IA is at the top of or near to the top of my agenda. It is pervasive and long-lasting; this is no passing fad’

Iain Lobban, Director, GCHQ

IA must stay top of the agenda

INFORMATION Assurance is fundamental to modernising and transforming society in a way that empowers citizens, enables business to prosper and creates safe, effective and reliable networks in government and industry, GCHQ Director Iain Lobban told IA09.

Iain, who attended last year’s event as a delegate, said of his 11 months as Director: “The most striking difference to what I expected has been the amount of time that I have spent on IA in my role.”

He added: “Even when I have gone into meetings with Ministers or senior officials on entirely different agendas, more often than not, there has turned out to be an IA dimension or consequence, whether labelled as such or not.

“Week by week IA is at the top of or near to the top of my agenda, externally and internally. It is pervasive and long-lasting; this is no passing fad.”

Commending Lord Carter’s Digital Britain report, Iain told delegates that we have begun to develop stronger, more ambitious partnerships between government and industry.

He also referred to “the darker side” of the challenges facing IA but pointed out that the new National Cyber Security Strategy (NCSS) recognised those challenges, proposed different national structures to tackle them and laid out eight workstreams as the basis for the cross-government programme at the heart of the strategy.

Later in his address, he elaborated: “It (NCSS) is directly derived from the recent update of the National Security Strategy (NSS), which recognised the lack of sufficient emphasis on cyber security in the previous version.

“The new NSS provides that emphasis – the critical dependence of the work of government, business and the national infrastructure on all forms of digital, networked activity; the vital importance of making our digital world safe, secure and resilient; all that at the same time as exploiting the opportunities that the new digital world presents.

“In short, there is decisive recognition of the need for effective functioning of the online environment.”

Iain added that over the rest of this year, GCHQ would be working to support the Cabinet Office and specifically the CSIA to refresh the National IA Strategy, making it more accessible and placing it in a new context.

He said: “Over the last few months I have seen increasingly rich and productive interaction between CESG and Cabinet Office, and between CESG and Government departments, whether in strategy, policy or technical advice.

“Our commitment is to sustain and improve this.”

KEY COMMENT

‘This event succeeded in breaking down a complex agenda into workable chunks accessible to both specialist and newcomer. Most pleasing was the commitment shown by all participants to improving information security across government. It is important that IA is viewed as a key business enabler. The enthusiasm demonstrated here indicates that IA is likely to retain its position at the top of most departmental agendas.’

Carol Bernard, Ministry of Justice
Challenge we all must face

Standards in IA must continue to improve as savings are made

EVERYONE involved in IA must rise to the challenge of improving information security and assurance, the Head of the Home Civil Service Sir Gus O’Donnell told the conference.

He said the drive for better IA must be viewed in the light of the global economic downturn – and there would be no shying away from tough decisions.

“There will be huge pressures to make efficiency savings and IA must make a convincing argument for how it helps to do this,” Sir Gus said.

“Indeed we are all aware of the fact that it costs much more to clean up a data loss incident than it does to prevent it in the first place.

“The drive for shared services will be ever increasing in the search for savings – but this must be done securely.”

There will be an increased demand for off-the-shelf solutions for ICT and information security, he said, but there must also be assurance that these provide the right levels of security.

“I know that the CESG assurance schemes do a great deal to help achieve this,” said Sir Gus. “So the critical next steps must continue to improve our information security and assurance capability across government whilst at the same time achieving the obligatory efficiencies.”

He acknowledged that this will raise concerns in the IA and ICT industry, but added: “Information security is probably unique in that it seems to be one of the only sectors in industry that has not taken a steep decline.”

Sir Gus said much had happened in the last year, including publication of the Data Handling Review, the Poynter Review into the child benefit data loss, the Burton Review on MoD data security and the Walport Thomas report on data sharing.

Recently there has also been Lord Carter’s Digital Britain Report and the cyber security strategy in support of the National Security Strategy.

He congratulated everyone who has been involved in the challenge of implementing the DHR, including the private sector.

Training and education has also been taking place on an unprecedented scale.

“Indeed I have done the e-learning package that my department has produced on protecting information and provided free for all civil servants,” he said, and urged others to follow his lead.

“I also know that extensive encryption programmes have been rolled out following the crackdown on unencrypted laptops and mobile devices across Whitehall.”

‘The keynote speakers reinforced the fact that a high-profile compromise of government IS systems would have a major impact on public willingness to use web-based services. A common theme was how the professional services schemes CHECK and CLAS must evolve to protect against such risks. Discussions showed a significant change in CESG’s attitude to working in collaboration with industry.’

KEY COMMENT

The closing session addressed how the SPF has affected citizen-facing departments.

One of the challenges is that arms-length bodies such as the Student Loans Company can hold a large amount of personal data. The SPF is also written as a guidance document – it needs to be written as mandatory, the speakers suggested.
Watchdog is ready to bite

BY this time next year organisations in serious breach of the Data Protection Act can expect to face substantial fines, predicted Deputy Information Commissioner David Smith at IA09 yesterday.

In his keynote speech to delegates he said that the power to levy monetary penalties was one of a number of improved powers that will soon be available to the ICO.

But he added: “It’s not all about sticks and enforcement. We will get tough when we need to but we are also about helping organisations get things right.”

He pointed to the ICO’s risk-based approach to audits and spot checks. “Education and influencing will be the priority. We all have a shared interest in raising public confidence and trust.”

David said that it was not a matter of imposing an extra burden on people, rather getting them to understand that protecting privacy was part of doing the job properly, whatever that job might be.

He cited particular problems in the NHS, which was responsible for a third of breaches in 18 months. “I’m not picking at the NHS but it is an indication of the problems we all face.”

He suggested that a lack of communications and training was a frequent factor along with a failure to grasp the concept of data minimisation – keeping the information you collect to an absolute minimum.

Stream C, Day 1: CULTURE CHANGE

CHANGING the culture of people working with information is widely regarded as more important than the technology – and Stream C looked in more depth at how this can be achieved.

Chaired by Debi Ashenden, Senior Lecturer, Cranfield University, Defence Academy of the UK, the three sessions gave practical advice.

The stream kicked off with a tool for organisations to measure their own security culture. Developed by CPNI, it will be used by several organisations attending IA09, with updates at next year’s event.

The stream also heard two very different examples of how IA is being embedded.

Natalie Ceeney, Chief Executive of the National Archives, said: “The big question for us was how to make IA a core part of the culture. The era we are living in is different to the era when the rules were written. This is not just about technology, it’s about content.”

As part of the National Archives’ policy to change its staff culture, it used iconic posters from its collection to get the IA message across, including the wartime slogan Keep Mum, She’s Not So Dumb.

John Cook, CIO adviser at the MoD, recalled how he was working on implementing the Data Handling Review when he got a call that an MoD laptop had gone missing. That incident led to the Burton Review, which triggered 51 tasks and is now being implemented.

The stream concluded with a case study from the Department for Work and Pensions, illustrating their innovative approach to raising awareness, while I-to-I Research looked at how IA professionals can borrow from other disciplines including market research.

KEY COMMENT

‘It was great to take stock and look at where my own department has got to compared to others. It was also a good forum to exchange experiences with other IA professionals in a confidential setting.

It was a valuable opportunity for my wider team to learn the latest thinking in IA and network with both senior and middle management. It was about taking stock and benchmarking ourselves against others.’

John Cook, CIO Adviser, MoD
Stream C, Day 2: ROLES, RESPONSIBILITIES AND COMPETENCIES FOR IA

DELEGATES heard how the introduction of a single career stream at GCHQ has allowed people to move around different departments, developing their skills as they go. Chris Ensor, Head of Profession for IA at GCHQ, held this up as an innovation which could be applied in a far wider context. “What if we did that across government as a whole?” he asked. “It may be some way off but the goal must be to have a community of IA experts in Government.”

He said that an Industry Day last October with a panel of experts posed the question: “What does an IA professional look like?” Development should be across a whole set of roles, suggested Chris, with ‘skills stewards’ and ‘role owners’ and senior people to take ownership, such as SIROs.

He also focused on the softer skills, saying: “You can’t just rely on hard skills, specialist skills – people will need to be ‘rounded’ if IA is to be sustainable as a profession.”

And he emphasised: “Speaking to government and industry, there really is an appetite for this. We wouldn’t be doing this if there wasn’t.”

Debi Ashenden of Cranfield University, who was chairing the session, had introduced Stream C earlier in the morning with Ruth Edwards, Head of External IA Education & Training at CESG. They looked at the difference between training and education and how that debate could contribute to development of the IA profession.

The final session focused on what happens when IA fails. How do you prevent this happening? Marc Kirby, of Cranfield University, presented a case study and offered advice.

Participation is the key to a more successful digital economy, says Lord Carter

“That divide – the so-called digital divide – is a significant social and economic issue.”

He said it was as important to the wider economy and society as having 35 per cent of the population not educated up to the ages of 16 or 18.

IA was an important part of creating a digital society, he said.

“We need teamwork on this. We can be seen to be a world leader in IA.”

The Digital Britain White Paper contained 82 recommendations, yet only two of them had tended to be debated openly, he said.

The key is to create an environment that would encourage higher take-up of digital services and create a digital society. He said creating a digital infrastructure was as important as the transport infrastructure to a modern economy.

During the Q&A session he said that the key moment for a higher take-up of digital services could come when they are delivered via television.

KEY COMMENTS

Philip Jones, UK CDF/Selex

‘I was keen to find out more about how IA is being positioned as an enabler rather than a problem. Also the case study on HMRC and the DWP’s innovative approach to raising awareness. These organisations don’t come from a traditional high-threat background but recent events show data losses can have a high impact. I enjoyed hearing more about the new National Cyber Security Strategy.’
Changing the data culture

The challenges of embedding IA across a major government department were explored by Mary Aiston, Director of Governance and Security at HM Revenue & Customs.

Her case study started on October 18, 2007 when a member of HMRC staff sent two CDs in the internal mail to the National Audit Office.

But the discs containing the Child Benefit database – sensitive information on 7.25 million families – never arrived.

"The loss sparked considerable anxiety and concern for millions of people," explained Mary. "The Chancellor had to make a statement to Parliament. The then Chairman of HMRC stepped down. It was, on some measures, the biggest news story of 2007.

"And it goes without saying that it damaged HMRC’s reputation with our customers, Ministers and our staff."

There were in-depth reviews by the Independent Police Complaints Commission and Kieran Poynter, chairman of PricewaterhouseCoopers.

The Poynter Report found two main causes: information security was not a management priority and accountabilities were unclear. Contributory factors included the complexity of IT systems and business processes, inadequate and complex information security policies, processes that harked back to a paper-based world, and poor staff morale.

"It is fair to say that we have been on a journey over the past 20 months," Mary said. "It is vital the public trust us with their data, otherwise we can’t do our job."

She outlined the extent of the challenge: HMRC has 80,000-plus staff and one of largest IT estates in the UK – around 650 systems – as well as 100,000 desktop and laptop computers.

It produces 650 million pages of output a year, stores around a million gigabytes of data and scans more than 40 million pages every year. It also transfers more than 16 million items of internal mail a year.

"Data is at the heart of what we do," said Mary. "The challenge is to improve understanding of risk and change the culture."

Much of that has been achieved. There are tighter controls over data movements and a massive reduction in use of moveable media. "We switched off everyone’s ability to write data to moveable media," said Mary.

Extra lockable storage facilities were introduced with new arrangements for handling restricted waste.

Staff rules are also clearer. "The existing guidance was too long and impenetrable," said Mary. A new ‘data guardian’ role has been created and there are now more than 40 across HMRC.

HMRC has reshaped its understanding of risk since its major loss event.
‘Time and time again we are reinventing the wheel. We need to look at government computing in the same way as a utility’

John Suffolk, Cabinet Office

Seeking value

The future of government technology will be determined by the economic climate, John Suffolk, HM Government Chief Information Officer, Cabinet Office, told IA09 delegates.

In a keynote speech, John explained that IT is becoming ever-more important to delivering modern public services — yet at a time when cost savings will be needed more and more, there is still widespread duplication of effort in major procurement programmes.

“Time and time again we are reinventing the wheel,” he said during his speech, entitled The Future of Government Technology: What That Means To You.

“We need to ask ourselves are we solving yesterday’s problems rather than today’s problems.

“Those of you who test new equipment and systems tell me that you find many of the problems time and time again.”

This duplication was costing large sums when with smarter procurement it could be eradicated.

The UK leads the world in many aspects of IT. “We have the world’s largest virtual network in the NHS, the largest LAN at GCHQ and other major systems such as SuperJANET,” he said.

“But how many times are we paying for the same infrastructure?

“We need to look at government computing in the same way as a utility — no-one cares how electricity gets to the switch in your house.”

He said he sometimes found a wide gap between what was offered by the salespeople from tech companies and “the reality of what is delivered and used”.

The average government server is utilised only seven per cent of the time, he said.

“If you were the managing director of a company and one of your buildings was only used seven per cent of the time you’d close it down,” he said.

“There were enormous challenges — but they had to be met.

“We need to set a benchmark — what ‘good’ will look like and how much do we pay for it,” he said.

“More procurement of major systems needed to take place at Crown level to meet cost savings and there needed to be more shared services.

“One challenge was to meet the government’s green IT strategy — but it could be done.

“We should not see this as anything other than good management, basic management,” he said.

“The speed of technological change was also an issue. He asked for a show of hands from delegates on whether they felt they were keeping pace or not. The vast majority said they weren’t.

Key Comment

‘IA09 was about learning more about the recently announced National Cyber Security Strategy. I was interested to learn how the IA community is responding. As an academic I need to keep my finger on the pulse of what’s happening in IA and the latest government thinking. The stream sessions were extremely useful. I was interested in the quality of the debate and the issues at the forefront of people’s minds.’

Professor Sadie Creese, Warwick University
THIS autumn SIROs will be represented in a collaborative exercise to help shape the future development of the IA Maturity Model. At the IA09 SIRO session, Martin Grinter, CESG Head of IA Policy and Risk Management announced that an IAMM community is being set up on behalf of SIROs. Invitations to the exercise will be sent out later in the summer. The SIRO session at the event, led by Maddie Read, GCHQ’s SIRO designate, saw some lively discussion.
Security with accessibility

The two aims are not mutually exclusive, says Symantec chief executive

IA professionals face contradictory requirements every day of their working lives as they attempt to balance potentially conflicting interests.

They are having to manage more data but at a lower cost; they are being asked to make information harder to steal but also more accessible; and they are operating in an environment in which trust has been shaken.

These challenges were outlined by Enrique Salem, President and CEO of IA09 lead sponsor Symantec, during his keynote speech.

“This is a difficult task,” he told delegates. “But I am here today with one message – it is possible to make information more secure and more accessible. These priorities can reinforce each other rather than compete with each other.”

To create a culture of IA, everyone must realise they have a role to play in fostering Information Assurance.

“Information is as widespread and mobile as your workforce,” he said. “Twenty years ago no one would think of taking home a citizen’s tax record. Now you can store hundreds of them onto a USB and bring them home to work on.

“This helps you do a better job, but we need to remember that each of those files represents a living person.”

While encryption has a role, not every USB device is encrypted. Data in hard-to-

IA09 lead sponsor Symantec: ‘It is possible to make information more secure and more accessible. These priorities can reinforce each other rather than compete with each other’
Stream F, Day 1:
IA IN THE CURRENT ECONOMIC CLIMATE

COLLABORATION does work – that was the outcome of Stream F, as delegates tackled the issue of IA in the challenging economic climate.

But we need to find a mechanism to fund cross-government initiatives, said Chairman Jeremy Boss, CIO at the Audit Commission. He described collaboration as "getting the maximum output from scarce resources".

It is also vital to achieve agility, flexibility and pace, he said. The first session, heard from Andrew Ball, Head of IT Performance Audit at the Audit Commission, who said economy, efficiency and effectiveness were vital.

There were also four recurring themes for organisations – reputation, service, compliance and access.

He said many people did not trust government computer systems.

But solving some problems could be simple. Each year some 4.25 million outpatients appointments are missed. Contacting patients by text proved successful in one trial – that relied on people willingly giving their mobile phone numbers, and that relied on trust.

A panel session allowed delegates to quiz Jeremy Boss, Mark Brett of the Local Government Association, Mark Hughes, Director, BT Group Security, and John Wailing, Chief Technology Officer, Home Office, with questions ranging from how to accelerate progress on cloud computing to what the government should do to improve IA in the economic circumstances.

A third session looked at collaboration, with a call for exemplars to be used.

Secure data transfer was put forward as one example of work being pursued in a collaborative way, the government having identified a framework.

There’s a fine line between innovation and risk

Ed Stourt isn chairs the panel flanked by Jon Ashton

No easy way

PSYCHOLOGY, cultural change and Digital Britain were among the topics covered in the closing panel session as IA09 reached its conclusion.

With the title The Final Frontier: Tackling What Stands In The Way Of Success, the session was bound to be wide-ranging.

On the panel were Iain Lobban, Director, GCHQ, Jon Ashton, Director IA, CESG, Owen Pengelly, CSIA, Paddy Francis, Chairman CDF, and Colin Williams, Chairman IACG. The session was chaired by Ed Stourtion.

On the subject of culture and the use of psychological research to establish why people take risks with data, Paddy Francis said: "In the past we have tried to stop people doing things. If you do that they try to find a way around them."

Owen Pengelly considered more research a good idea: "The more we understand about why people make security decisions, the better," he said.

Colin Williams added: "We need to embrace the notion that we must change the way we think and behave. Psychology can provide an additional insight. We should turn the spotlight onto ourselves as much as the ‘hapless users’, as we call them."

However, Jon Ashton said technology needed to play a part by "making the right thing easy to do and the wrong thing difficult to do".

To a series of questions on how best to embed an IA culture – including the use of carrots and sticks – the panel agreed that it is a challenge for everyone in IA.

Iain Lobban said he preferred the no-blame approach adopted in the NHS while Jon Ashton said there we could learn from the safety industry. "If you take care of the smaller accidents the big ones will take care of themselves," he said.

There was a fine line between promoting innovation and encouraging risk takers, the panel agreed – yet there was no easy answer.

"We need risk takers but they must operate within written boundaries. We have it in our gift to define those parameters," said Colin Williams.

Owen Pengelly added: "The government and civil service struggle with this. There is a transformational process that IA has to underpin but I am confident we are not so much taking risks as innovating sensibly."

The panel's expectations on how to bring about a secure and reliable Digital Britain were also sought.

Iain Lobban said the best way was to share the vision – industry had a role play alongside government.

This new confidence is encouraging –

By Colin Williams, Business Development Director, SBL, and Chairman, IACG

WE made strong progress at IA09. There was a new confidence in the sharing of experiences and in the quality of debate, which demonstrated the growing maturity of the different communities responsible for IA and information risk management.

I was delighted to see such a large number of organisations represented for the first time as well as the increasing range of disciplines and backgrounds of the individuals taking part.

It was particularly important that so many SIROs attended. Their active involvement
Herding cats into a chain

EMBEDDING IA throughout the delivery chain was the topic of a special panel session – but facilitator John Higgins opened the discussion by admitting he felt the wrong wording had been used.

John, Director General, Intellect, said talking about a delivery chain gave the wrong impression. The web of suppliers was more complex than that and dealing with them was often like herding cats. “We need to get them all moving in the right direction,” he said.

His comments set the tone for the panellists – Professor Howard Schmidt, President and CEO, Information Security Forum; Bob Nowill, Director Security Consulting and Information Assurance, BT; Mark Hall, Director of IT, HM Revenue & Customs; and John Ellis, Strategic Campaigns Director, UK Public Sector, Symantec.

John Ellis said it was not just about addressing issues in the supply chain behind organisations but forward to citizens using public services.

Mark Hall said: “If we really want to get value across the supply chain we need to look at shared vision. We need implicit trust between people. We get senior executives of our main suppliers together in a room every month. It’s enlightening. It takes it from being a supply chain to a community.”

Bob Nowill said BT had challenges around its supply chain as it outsourced a lot of work to developing countries and is rolling out its next generation network globally with some untested suppliers in emerging countries. “It’s not just BT but all of us (doing this). As a result you are only as strong as your weakest link,” he added.

Howard Schmidt said business was so connected these days that every supplier was connected in some way. Mark said organisations needed to change the mindset of their suppliers to ensure they were addressing IA. “It can be easy with tier-one suppliers. We work closely with them and they share our views on this,” he said.

“We are doing cultural audits with suppliers and starting to compare and contrast. The challenge comes when you want to influence the 250th company – the one at the bottom of the chain.”

John Higgins concluded the session by asking where the panellists felt they were on the journey to embed IA – again using the cat analogy.

“The cages are built and the people are ready. Overall, the great equaliser is standards. We have got those cats moving in a direction because they want to,” said Howard Schmidt.

John Ellis added: “There is an understanding of where we are going. But we are not there yet.”

but we must maintain the momentum

included participating in a dedicated session which reviewed key issues. SIROs can play a vital role in driving forward IA.

Businesses participated in IA09 with real commitment. The private sector is ready to embrace the collaborative approach that was clearly identified.

Strong representation from academia was very encouraging. Hearing case studies from government departments was also powerful. Listening to HMRC, for example, explain how culture change was achieved across this complex organisation was fascinating.

The challenge now is to harness the energy that was generated. We must continue to build partnerships and above all we must maintain clarity in our shared objectives - and sustain the momentum.

Encouraging a network of suppliers to embrace IA is a major challenge

John Ellis, Symantec: The direction of change is agreed, but it is not yet achieved

Stream F, Day 2: IA IN THE CURRENT ECONOMIC CLIMATE

CHAIRMAN Jos Creese said this was probably one of the most important streams at the conference. “We are at a watershed. We are under pressure to share more information yet at the same time public trust in our ability to look after data is falling,” said Jos, who is Head of IT at Hampshire County Council. As a result the challenge was to regain the public’s trust to enable local government to deliver better services.

Tim Allen, Programme Director for Analysis and Research at the LGA, said: “The public sector is grappling with a very dynamic and rapidly-changing society – an increasingly aging population but the fertility rate is also rising.”

To better target public services at this changing population, personal data was needed, he argued. Yet public expenditure is going to go down. “That is going to be hugely challenging,” he said.

“We will become an enabler and facilitator rather than a provider. “Forty years ago public services were provided on an industrial scale. Now we have things like personal budgets. “We also need to find new ways to communicate with people and we will need to change the way people behave, for instance, to tackle climate change.”

He said there was an increasing need to interact with the public. “We all have mobile phones but the system isn’t geared up to get information out to people,” he said.

Later the stream looked at collaboration across government with Dean James of DWP, and then at assured working environments with Chris Kadowill from Luton Borough Council.

A final session discussed sharing IA best practice across government.

www.cesg.gov.uk www.iauk.org.uk
IA09 gave delegates the chance to roll up their sleeves and take part in a series of engaging workshops on topics as wide ranging as supply chain assurance and effective incident response.

Leading the workshop on supplier and supply chain assurance were Chris Mortlock, Deputy Director, HM Revenue & Customs, James Nunn-Price, Public Sector Lead, Security, Privacy & Resilience, Deloitte, and Del Heppenstall, Senior Manager, Security, Privacy & Resilience, Deloitte.

The Deloitte-sponsored workshop used real examples from the past year to promote idea sharing and practical approaches to gaining assurance over suppliers and supply chains.

Sarah Barclay, IA Maturity Model Benchmarking Team Member, CESG, took the workshop on Preparing For a Successful IA Maturity Model Assessment.

Your Guide to Digital Continuity was staged with members of the National Archives team including Simon Lovett, Head of Stakeholder Engagement, and Matt Palmer, Technical Lead Co-ordinator.

Richard Moore, Deputy Director for Technology Business Development, GCHQ, led the workshop on assessing risk appetite while Rab MacGregor, GovcertUK Team Leader, CESG, and Elliott Atkins, Head of GovcertUK, CESG, took the workshop on effective incident response.

The workshop entitled Understanding The Threat included a live hacking demonstration staged by Dave Cunningham, Vulnerabilities Team Leader, CESG. Rob Hawes, CESG, looked at vulnerabilities of mobile phones, while Mike Siddall, Principal Technical Specialist, CESG, looked at future technologies under the title Pandora’s Box. The workshop was facilitated by Karen Danesi, Head of Threat, CESG.

There was also a live collaboration exercise in the workshop on Enabling Collaborative Working In Government, with Mark O’Neill, Chief Information Officer, Department for Culture, Media and Sport, acting as facilitator. Steve Johnson, Head of IT Delivery – SET, HMRC chaired the workshop on Implementing Secure Data Transfer while Gerry O’Neill, CEO, IISP, took a session on setting a standard for risk assessment.
The softer side of networking

IAIN Lobban, Director, GCHQ, described IA09 as "networking at its best". One of the event’s key aims was to create a buzz and get people talking – and it certainly succeeded.

The conference offered more opportunities for informal discussions than ever before – whether that was over a coffee in one of the break-out areas or over lunch, at one of the drinks receptions or at the Gala Dinner, which was attended by around 500 guests and sponsored by Thales, BT and Fujitsu.

Three exhibition halls at the QEII conference centre gave delegates the chance to catch up with a range of industry partners and government organisations. For those who wanted to catch up on emails, download or print documents or stage a meeting in a quiet corner over a coffee, there was a delegate lounge sponsored by Serco.

A Connections Drinks Party and a Product Insight Session were hosted by SBL and PGP Corporation after the close of the business on Day One.
AN innovative approach to explaining the new GCHQ strategy was launched at IA09 – one that literally gave those involved a vision of the future.

A team of graphic artists joined delegates at IA09 to demonstrate ‘collaborative communications’. The idea was to bring clarity to the strategy and identify future challenges by visualising it and capturing it in an engaging, easy-to-understand way.

Behind the innovative process was 8works, a consultancy specialising in working with clients to transform operating models, processes and systems.

The starting point of the illustration is described as ‘As Is’ – the way things stand at the moment. The end point is ‘To Be’ – a shared vision for the future. Jon Ashton, Director IA at CESG, said: “The graphic facilitators are picturing the strategy as a journey that everyone involved must take to achieve ambitions for a Digital Britain.”

According to Jon, the ‘As Is’ starting point will have points of excellence where the UK can be justifiably proud. “But there are also areas for improvement,” he said. “For example, we are currently short on overall capacity. We need to meet the requirements identified in the Data Handling Review but also with an eye on Digital Britain and Transformational Government. My vision is a situation where the online environment is a safe and trusted place for citizens, business and government.

I believe that we can be world leaders in managing the information risks that apply in a society that is basically online.” Ed Cox of 8works explained: “Our graphic facilitators are expert listeners who capture content and draw at the same time. They help draw content out of conversations which is captured in the background and encourages clarity.” This collaborative communications approach will continue – IA09 acted as a preview and there will be further developments over the coming weeks and months.

WE need to think about different ways to protect data in the future when users will be predominantly from ‘Generation Y’ which has known nothing other than a digital world.

Paul Redmond, Head of Careers Employability at the University of Liverpool, pointed out that one of the ironies about Generation Y is that its members hate computer-based training.

Meanwhile Jason Creasey, Head of Research with the Information Security Forum, drew on research focused on political, legal, economic, socio-cultural and technological issues to highlight threats to IA. He stressed that threats did not emanate just from hackers and cyber-crime but were just as likely to come from mistakes, power failures and unintentional actions.

Jason showed how likely threats changed from 2006 to 2010. He also pointed out that the biggest threat was likely to be damage to reputation rather than monetary loss.

He invited delegates to offer their own views of the threat horizon, using the digital tablets.

In a closing Q&A session there was general agreement on the need for intelligent, grown-up debate on the kind of society we want to live in.

Stream H continued on Day Two with a single session looking at exploiting the IA Maturity Model outside government.

Speaker Dougie Rowlinson, Computer & Network Security Consultant, looked at the Maturity Model’s strengths and weaknesses.

One of its strengths, he said, is that it is business oriented and it balances protection and information exploitation. On the downside is the fact that it is written in government language and it incorporates mandatory government requirements.