



G-Cloud 15

Cyber Security Vulnerability

Assessment

CYBER SECURITY VULNERABILITY ASSESSMENT

Service Description

This service provides structured cyber security vulnerability assessment across cloud and digital environments. It evaluates technical controls, architecture and organisational practices to identify risks, prioritise vulnerabilities and provide clear, actionable recommendations to improve security posture and resilience.

Key Service Features

- Cyber security vulnerability assessment across cloud and digital estates
- Review of technical, architectural and organisational security controls
- Identification and prioritisation of vulnerabilities and security risks
- Architectural analysis to highlight structural causes of security weakness
- Security risk assessment aligned to recognised frameworks and standards
- Clear reporting of findings, trends and remediation recommendations
- Proactive analysis to identify recurring or systemic security issues
- Security awareness and capability uplift sessions for teams and stakeholders

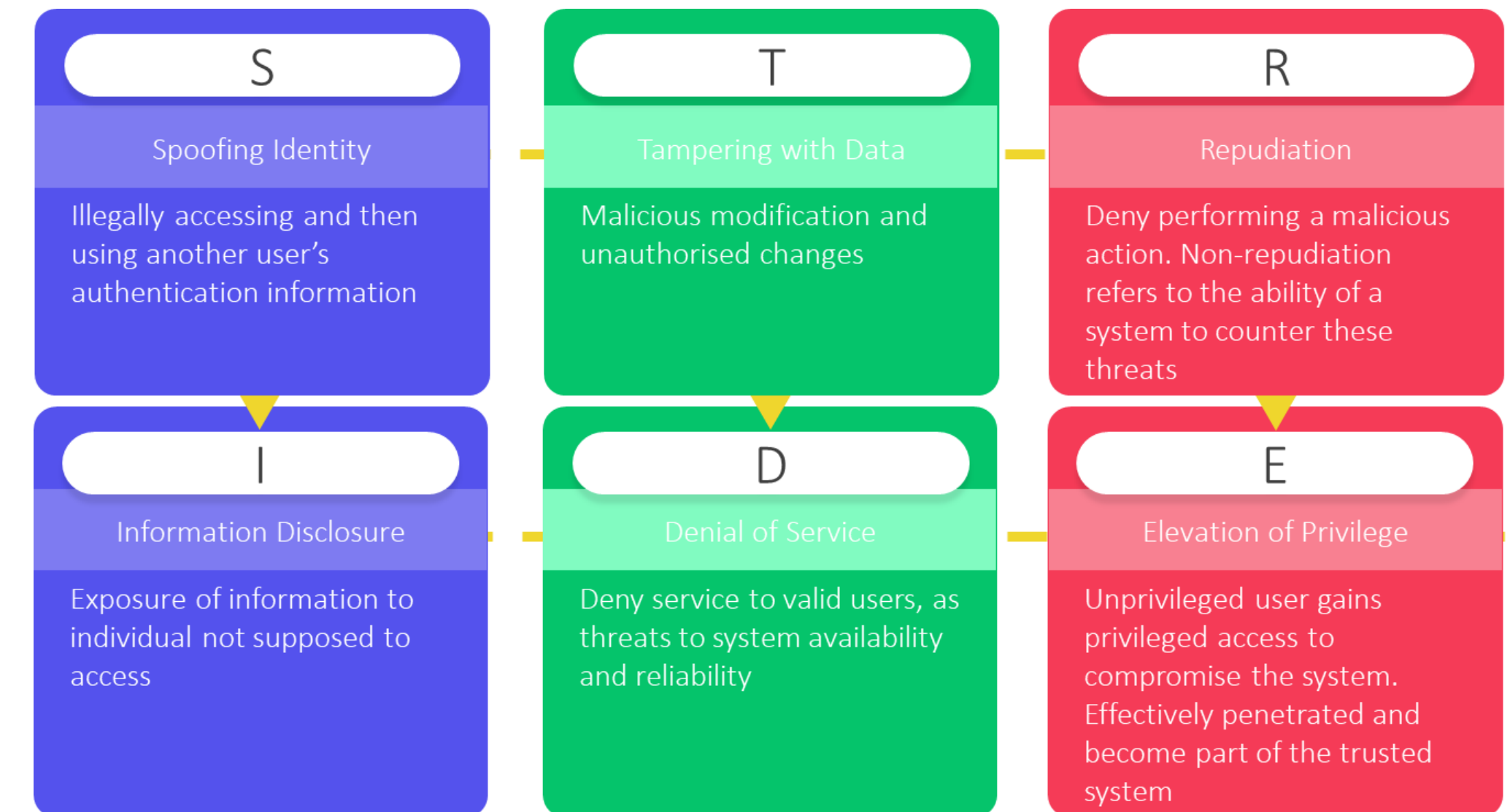
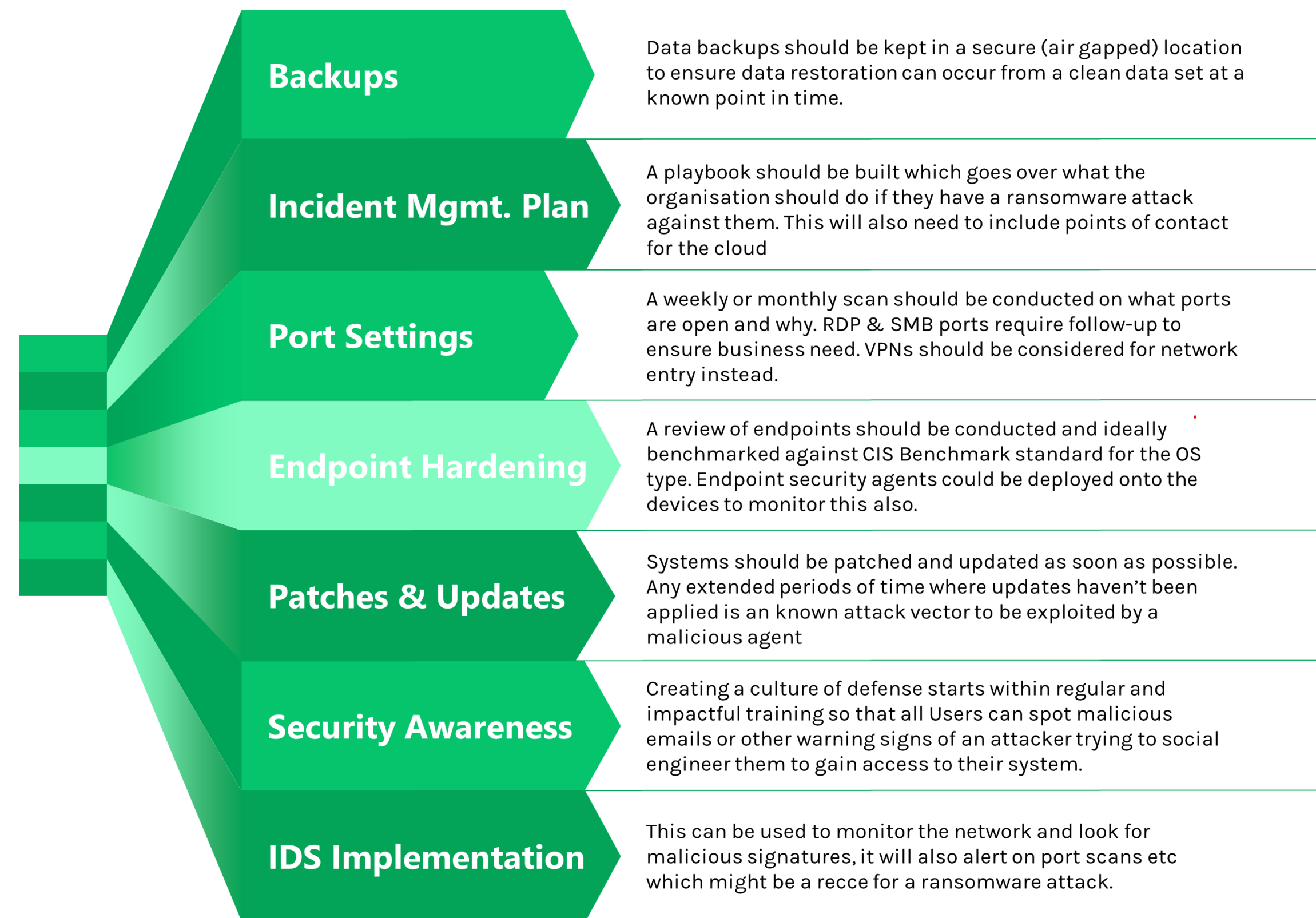
Key Service Benefits

- Improved understanding of security risks and vulnerabilities
- Clear prioritisation of remediation activities based on risk and impact
- Reduced likelihood of security incidents caused by architectural weaknesses
- Better-informed security and technology decision-making
- Increased confidence in cloud and digital security posture
- Improved visibility of systemic and recurring security issues
- Stronger internal capability to recognise and manage security risks

APPROACH - CYBER SECURITY VULNERABILITY ASSESSMENT

It is essential that any assessment or mitigation undertaken are based on proven tried and tested methods and models. We utilise the Microsoft STRIDE Threat Model. Undertaking an assessment across the existing estate (on-premise and Cloud) enables all threats to be categorised.

From this base of knowledge a gap analysis can then be undertaken against existing controls. For this we use CSA's CCM framework to ensure consistency and thoroughness.



This enables the specification of a detailed mitigation plan where as many tangible, practical and measurable actions to be taken to bring the security levels up and keep the hackers out are documented.

When ransomware is concerned this is likely to focus on 7 key areas.

This is a starting point, as it is key to ensure that as engagement progresses the approach is customised to the specifics of the area, leader, team and outcome. The AAA of Customisation that Broadstones employs is detailed below.

APPROACH - CYBER SECURITY VULNERABILITY ASSESSMENT

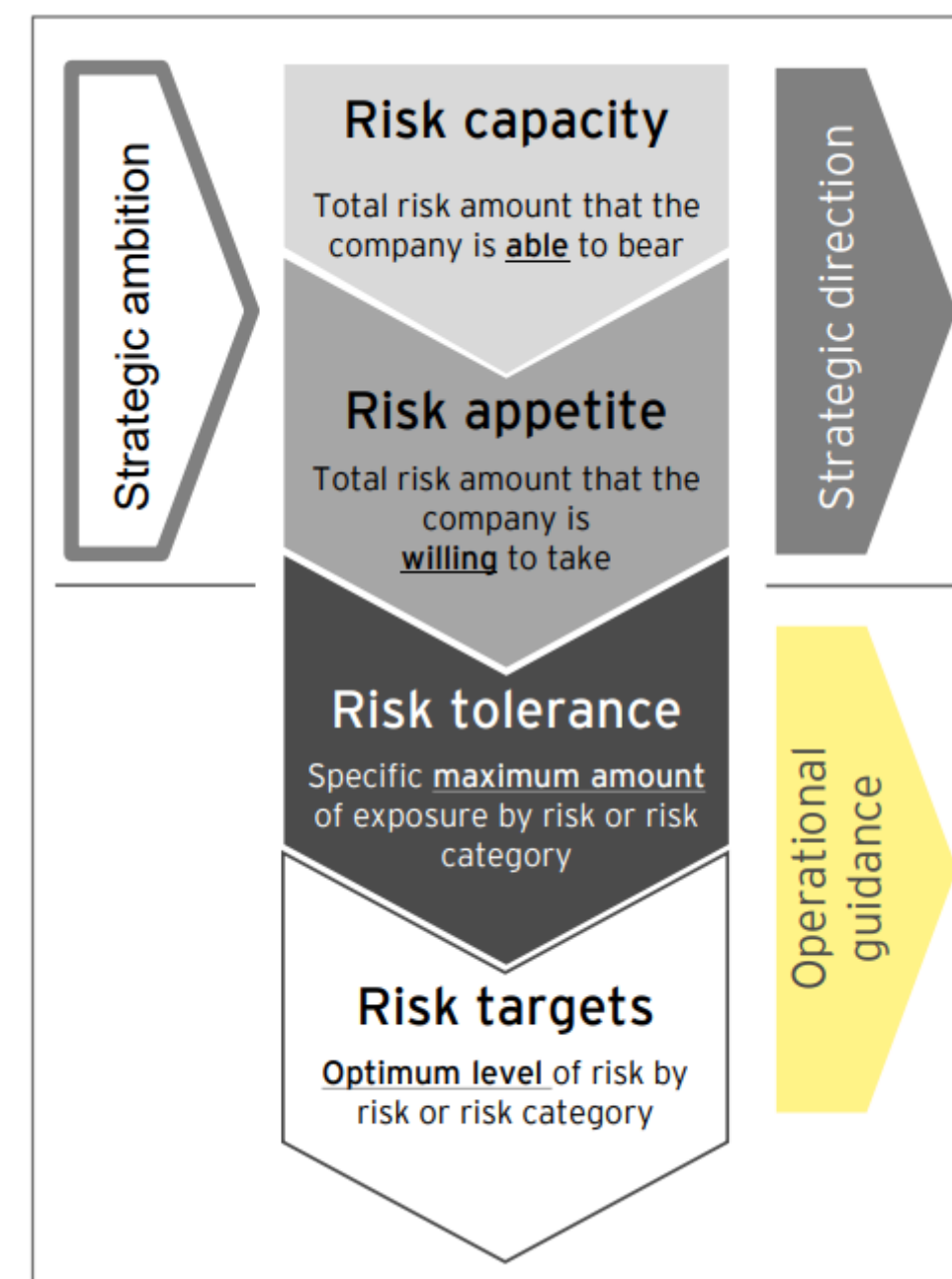
Protecting your and your clients' data is of paramount importance, so ensuring you are aware and in control is key. Your strategies around the use of Cloud, especially your exit strategy and others key controls all come back to your risk appetite and risk management approach. It is integral to success to start with the end in mind and to use that to ascertain what risk appetite you have, and therefore the best risk management approach.

EXISTING ENVIRONMENT

Understanding the existing risk environment is integral to this service. We focus on getting insight into existing Audit issues, a view on current policy latency and coverage, and any existing tolerance metrics reports. Utilising extensive Broadstones experience, this initial glimpse will help us customise an approach for you, ensuring we are focussing on the areas of greatest need and fastest return.

RISK APPETITE

Adopting cloud is a decision that requires a review of the organisational risk appetite, and by that we mean “the amount of risk that an organisation is prepared to accept, tolerate or be exposed to at any point in time”. The review of your Risk Appetite Framework (RAF), especially in the key areas of Regulatory Risk, Security Risk, Data Risk and Outsourcing/Vendor Management Risk is important. This ever-evolving, iterative process connects risks to the mission and strategic objectives and is essential to ensure as you transition to a Cloud-based organisation you have a consistent level of understanding and decision-making across all impacted teams.



The RAF should state:

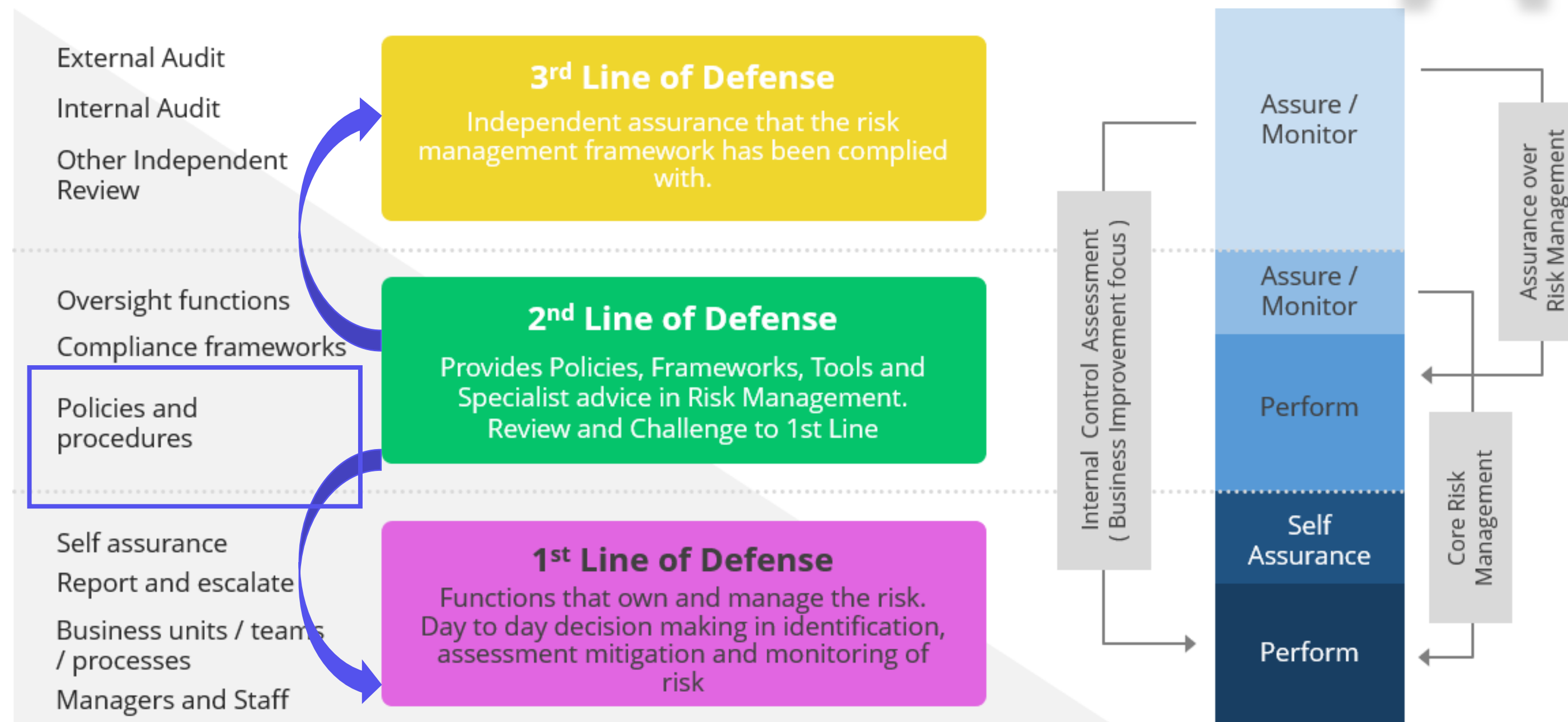
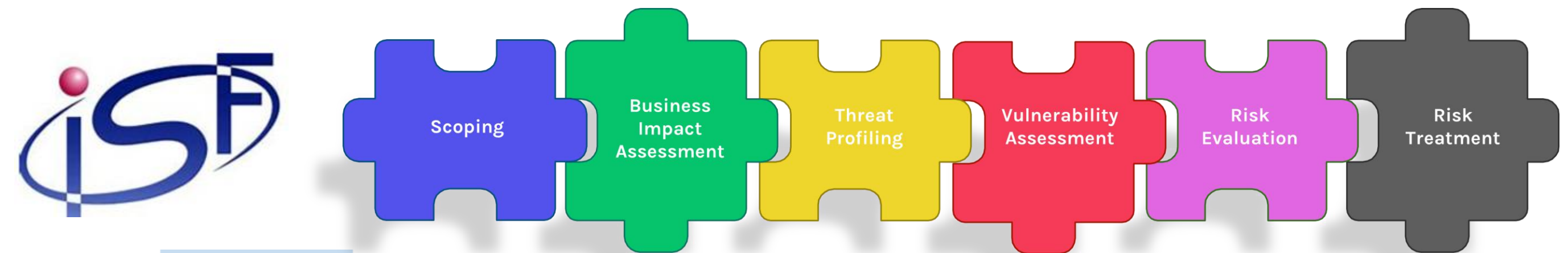
- ✓ The types of risks an organisation is exposed to
- ✓ For each risk type, define tolerance thresholds and operational limits and the metrics that will be used to track them
- ✓ Any procedures and actions to take should the thresholds or limits be approached
- ✓ The roles and responsibilities required to be involved in the defining implementing and iterating of the RAF (board, managers, auditors, operational units)

APPROACH - CYBER SECURITY VULNERABILITY ASSESSMENT

RISK MANAGEMENT

With the Risk Appetite revised and set, the transition moves to Risk Management and when Cloud is within the technology estate, it is essential that each aspect of an Enterprise Risk Management (ERM) approach is reviewed and updated to reflect the changes. The first step is to identify the risks the move to Cloud is likely to enhance, introduce or reduce, and then undertake a risk assessment. We utilise the ISF IRAM2 six phases. This ensures a full and clear understanding of what needs to be addressed and how to ensure you can continue to operate within risk appetite in a way that is measurable, evidencable and manageable.

The three lines of defence (or 3LOD) model is an accepted regulated framework designed to facilitate an effective risk management system. Traditionally, this model is used because it provides a standardised and comprehensive risk management process that clarifies roles, reduces cost and reduces effort.



The bulk of the work required will be within the 2nd line teams.

Changes to compliance frameworks, and policies and procedures that are then passed down to the 1st line to operate within and up to the 3rd line to assess against.

This enables the cycle shown to the left to continue on an iterative optimisation basis utilising lessons learnt and subsequently measured against the RAF within reports shared with the Risk Board (or equivalent).

Why Broadstones?



About Us

INDUSTRY RECOGNITION

We are honoured to be recognised, for a third year in a row, as one the UK's Leading Management Consultancies by the Financial Times and Statista.

HOW WE WORK

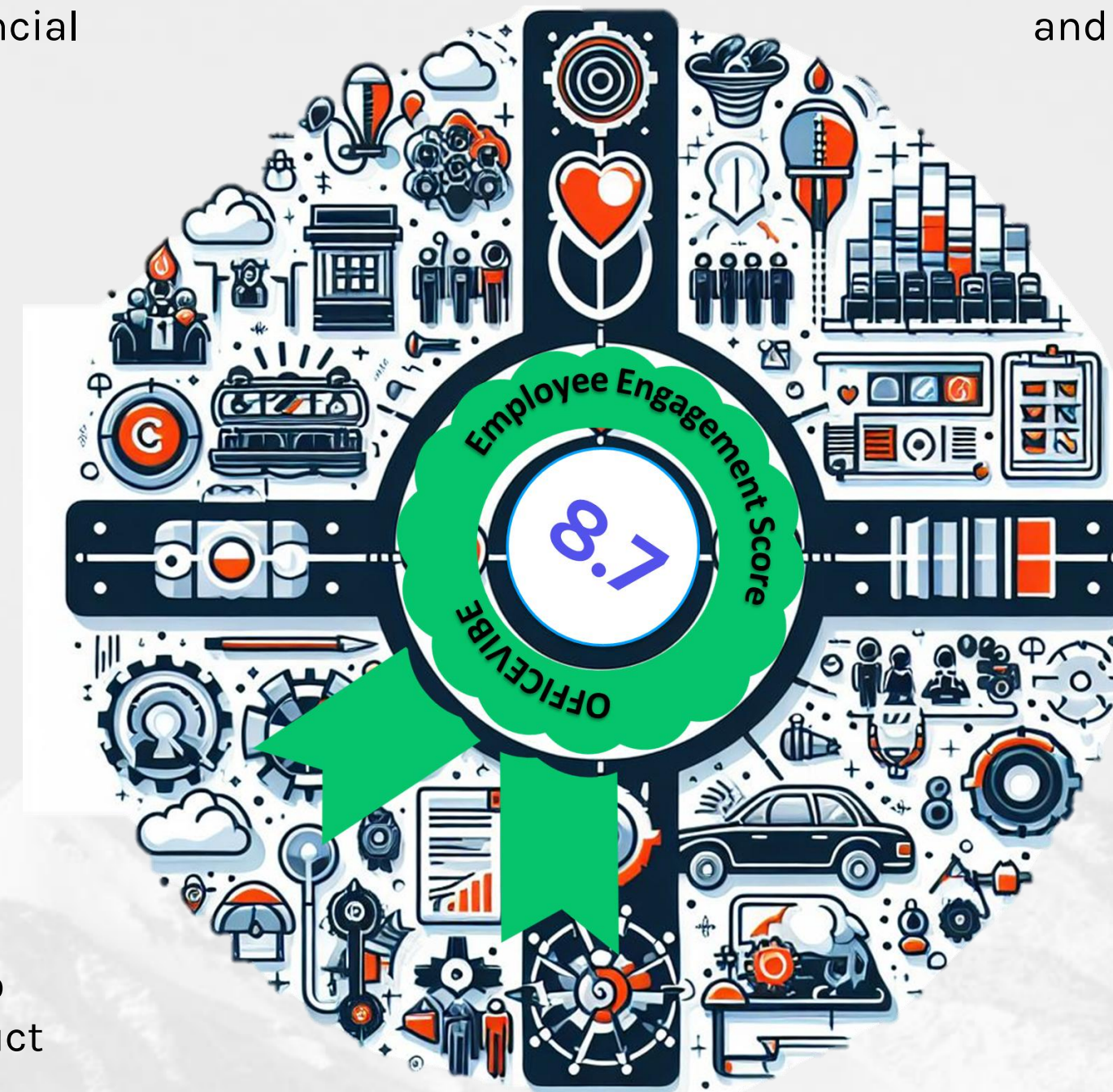
Clients opt for our services due to access to a broad range of experienced, industry skills and flexible engagement. Our clients get a great return on investment in Broadstones.

PROVEN TRACK RECORD

We work with clients ranging in size from micro companies and start-ups to Global FTSE 100 companies. We supply technology professionals and services, whether that's individuals, small or large teams, or fixed outcome, fixed price delivery of technology and business transformation.

Broadstones are not just an advisory consultancy, we also have extensive experience of hands-on delivery and product build that keeps services and delivery practical.

Broadstones have strong business partnerships so that we are nimble and can engage with a range of products with local, nearshore and offshore capabilities.



Our Values

PASSION & POSITIVITY

Our key hiring value is that our team members are passionate about our culture and our business and remain positive because that is what inspires others.

DEMONSTRATE COMPLETE INTEGRITY

Every individual in the team adheres to our principles of authenticity and honesty. We say what we mean, do what we say, whilst being sensitive to the situation. We don't engage in politics.

MAKE AN IMPACT

Our clients engage us because we get things done quickly and effectively, defining the road ahead. We work with experienced and talented people that create lasting client partnerships.

UNDERSTAND & EMPOWER OUR CLIENTS

We leave our clients in a position where they are self-sufficient. Our proven methods ensure their business moves from strength to strength without the ongoing need for our support.

SELF-AWARENESS

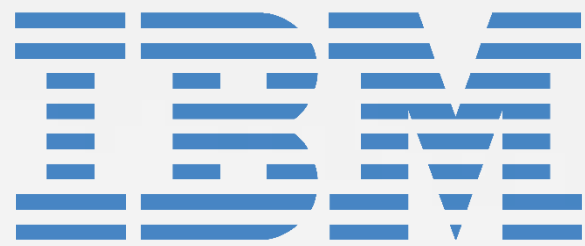
Our team are graceful under pressure, respectful always to each other and the client, regardless of the challenges faced. Our team never create situations, they resolve them with awareness, and balanced counsel.

BUILD CREATIVE APPROACHES

Our team's and individuals' outputs totally wow the client. We use defined and proven roadmaps that are adapted to align with the culture of the organisation and its required outcomes, acknowledging that the needs of every organisation are different.

Broadstones Supply To a Wide Range of Clients

broadstones^{tech}



Broadstones Consulting Capabilities

Technology is the cornerstone of your business and our skills in this area are unrivalled. We provide the know-how to support your vision for growth.



DIGITAL TRANSFORMATION

Coordinating the complex journey to Cloud and maximising value from your Digital platform and product investments.



STRATEGY & OPERATING MODEL

Innovative approaches to effective enterprise operation and growth, combining capability and talent, technologies and approach.



CHANGE LEADERSHIP

Experienced hands to lead complex change and rally your own team, suppliers, vendors and partners behind the cause.



GRC & CONTROLS

Ready for your regulator. Making governance risk and compliance simple with mature, proven playbooks, frameworks and operating models.



AGILE & DEVSECOPS

Leadership in Agile adoption and scaling, maturing Scrum to DevSecOps. Agile PMO implementation and Jira and Azure DevSecOps best practice adoption.



PORTFOLIO DESIGN & ROADMAPPING

Translating goals and strategy into easy to understand and implement activities that can be simply tracked and managed



ENTERPRISE MATURITY ASSESSMENT

Enhancing enterprises through innovative products & people and Skills Assessments. Technology and controls implementation with WoW changes and operations.



BUSINESS OPTIMISATION

Optimising business to get best value from technology. Through business design and operating model. Rapid workflow design and implementation. Shared Services.



TECHNOLOGY DELIVERY, RUN & OPTIMISE

An agile, iterative approach to transforming technology operating models. Define and monitor success metrics & build new capabilities through Network, UX/UI, CI/CD, etc.

Who Are We?

With decades of experience and exposure of seeing digital and then cloud transformation done in ways that don't deliver the abundance of business benefits promised, Broadstones is driven to change that story for its customers. Our Vision is to unlock an abundance of business potential through innovation and inspiring a team behind an idea to ignite Cloud, DevOps and Digital transformations. We do this with tailored, specific, efficient and innovative services and products delivered in a straight-talking, respectful, insightful and creative way.

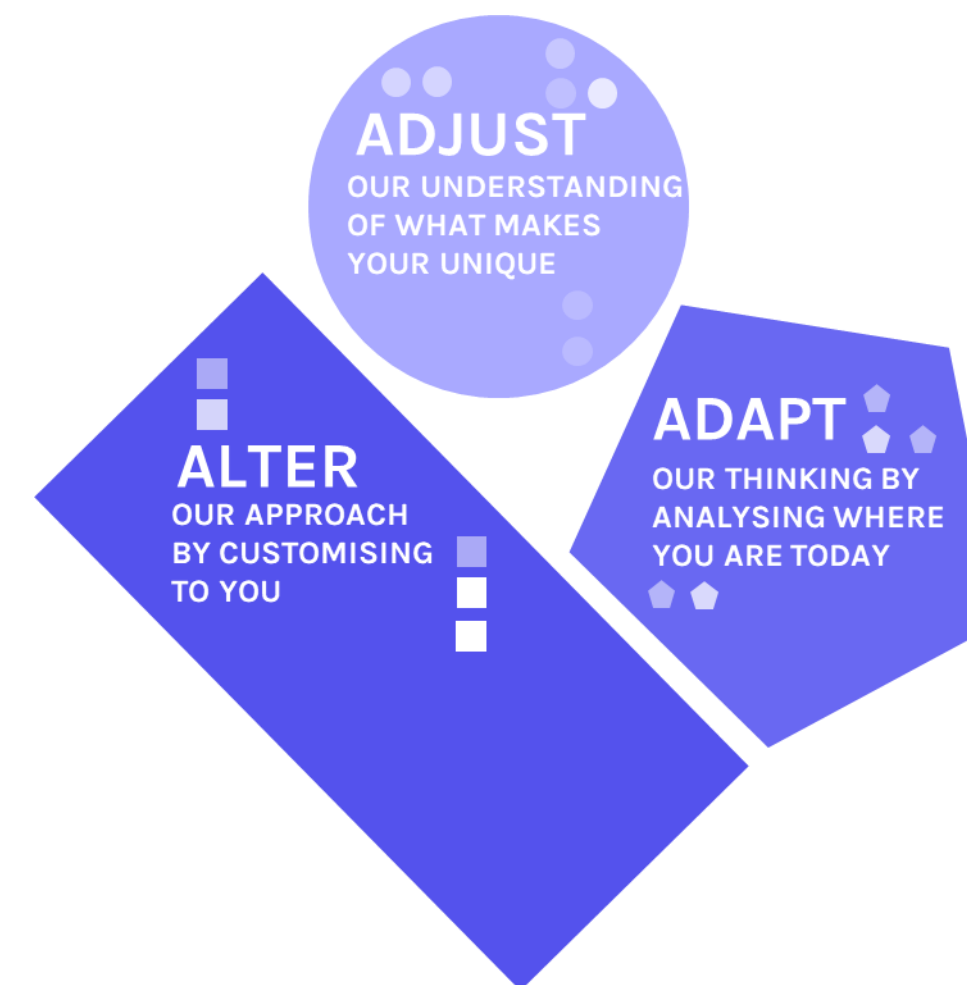
Powered by Understanding

We get to know you better than anybody else so that our solutions directly address your unique challenges while bringing the best industry knowledge and experience to bare.



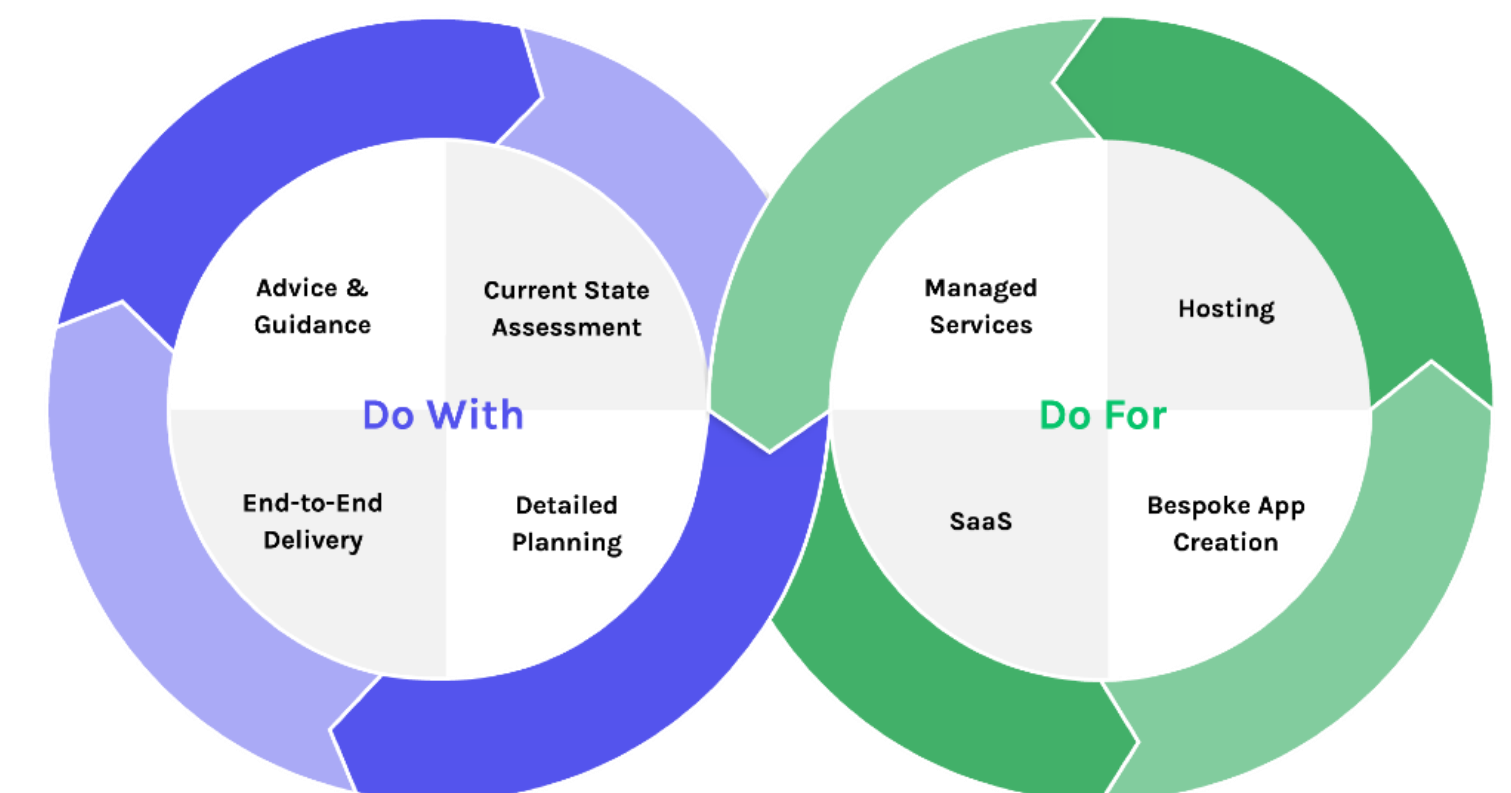
AAA of Customisation

No two companies are the same, so no two solutions can be. We ensure that what we do is customised in every way that matters.



Products & Services

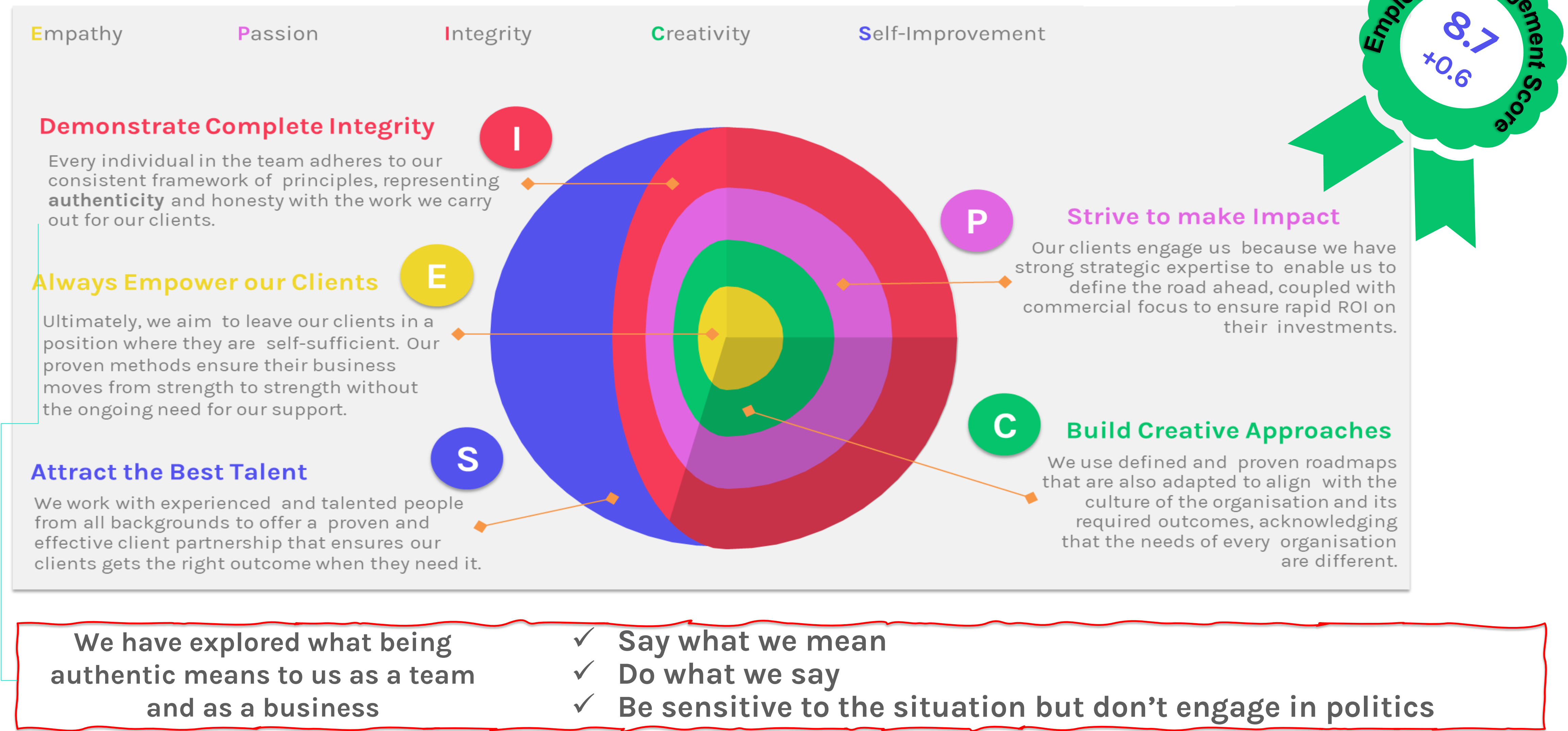
We can work with you however you need us to. We call that Doing With Services or Doing For Products. Broadstones approach your challenge as their own – providing solutions that are considered, innovative, secure, reliable and engaging.



Client Focused

We are passionate about ensuring we get value (of all forms) for you. Here are some of the clients who we have successfully helped to transform at pace, more effectively and sustainably in support of their hard-to-reach business and technology goals. We are here to help clients get value from investment in technology or other service providers, giving the client the skills and capacity required for an effective transformation. We always leave clients better equipped to own their own journey.

Core Values & Behaviours



Sustainability

Broadstones never wants to leave a client unprepared or unaware, but we do want to leave them with sustainable solutions and clear ways forward. We believe there are 5 key areas that a client has to have in place to be able to sustainably take on the work we have been delivering with them. Eyes wide open is our belief so we provide insight into the risk profile and next steps both bottom-up and top-down that clients need to take on to continue to progress at the same pace, with the same quality and drive.

Understanding

Does the client team have a good understanding of what is required, why and the consequences of not following through

Investment

Does the client team have the necessary investment (trust, empowerment and funding) to progress successfully

Capability

Does the client team have the skills necessary to take on the work and progress at the same competence, speed and quality

Capacity

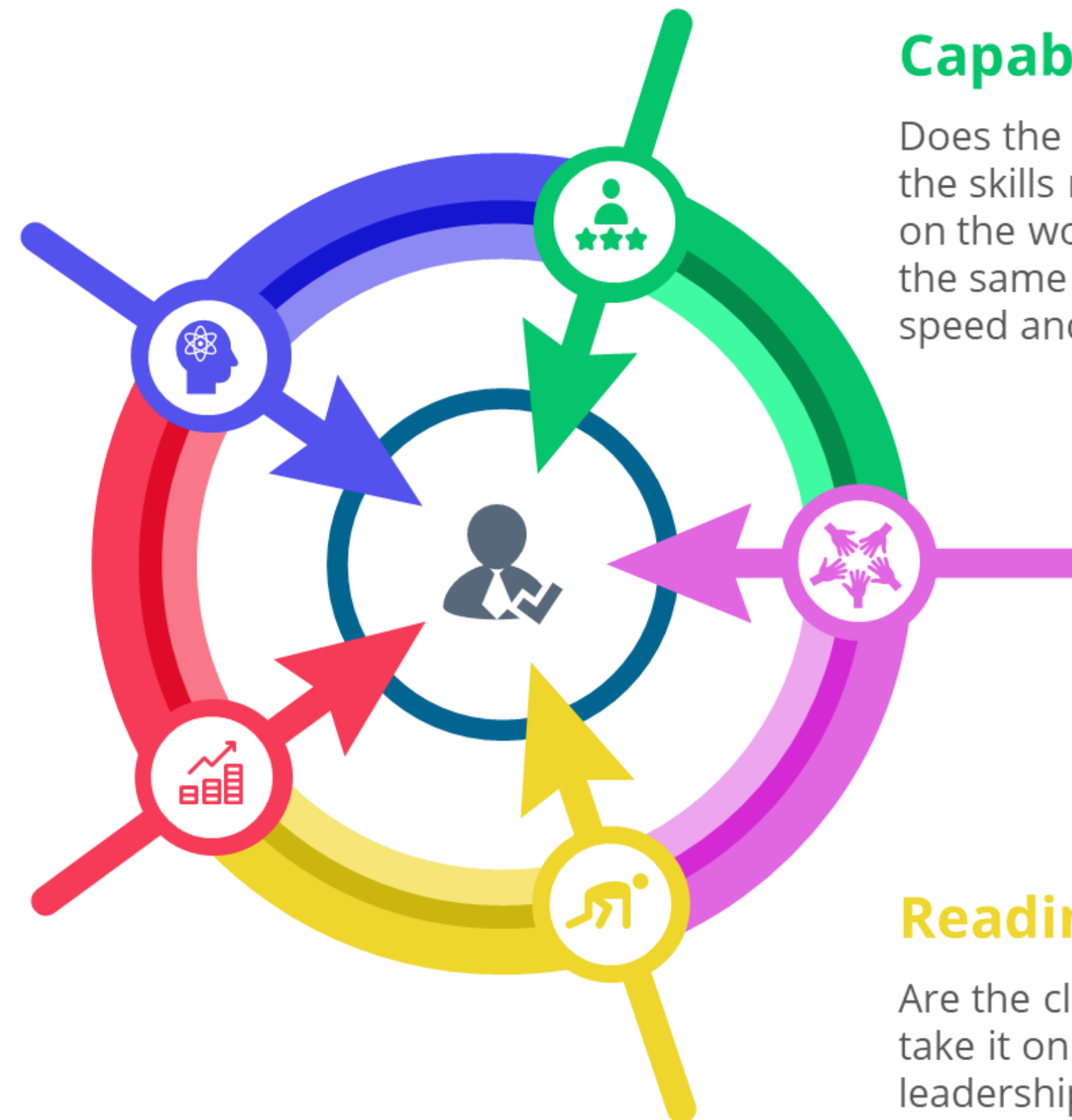
Does the client team have the capacity to take on the work – based on resourcing levels, demand and complexity

Readiness

Are the client team ready to take it on – mindset, leadership, culture, documentation, training, access and process

We complete this review as standard in the last month of a contract to ensure our handover is informative and pertinent.

We are also willing to complete this on other suppliers or to return after a period of time to review how work has been sustained. Be that 6 or 12 months later as per planning and review cycles.



Recent Work



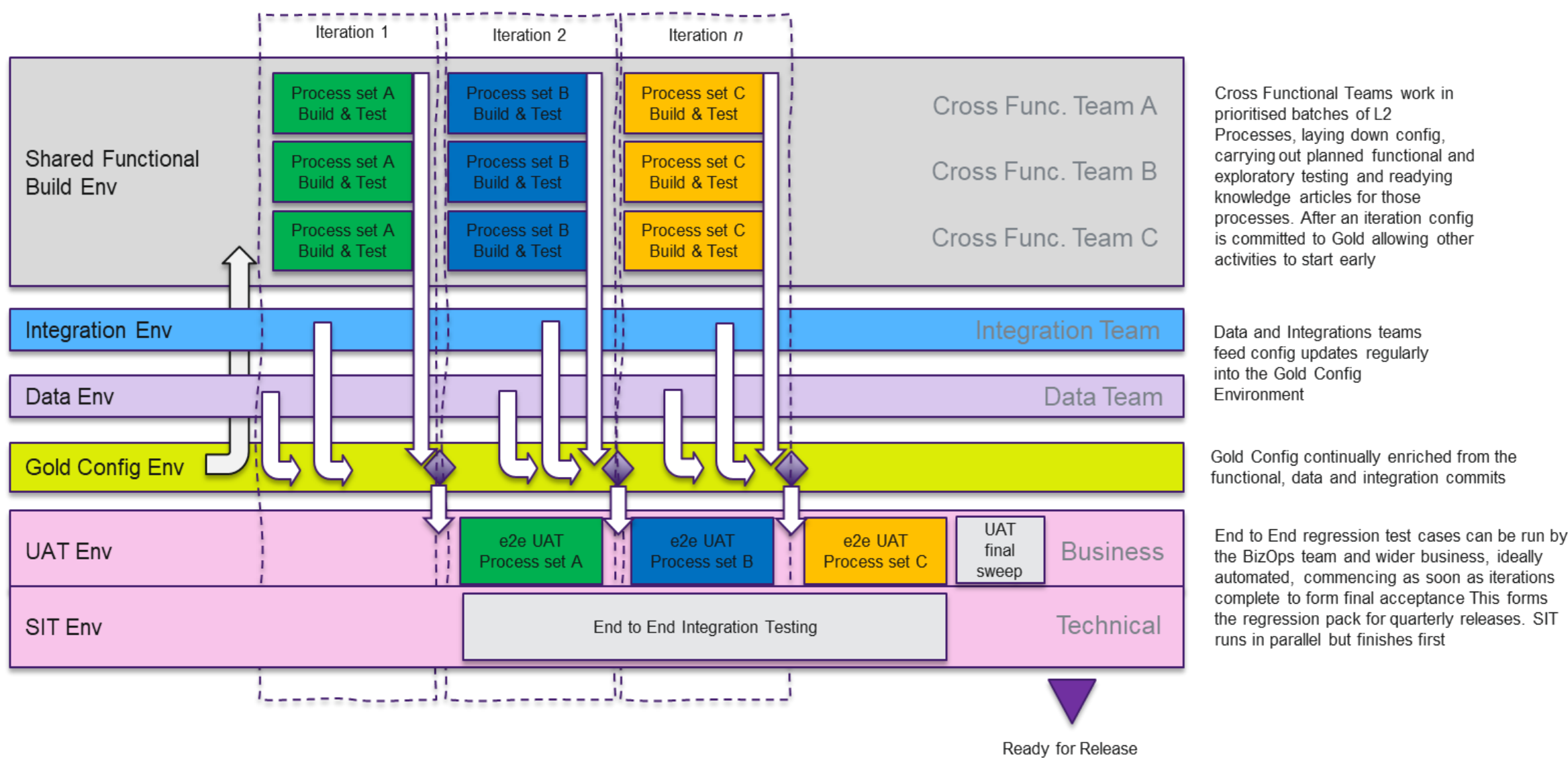
Agile Transformation for Major Technology Change

A major client programme delivering a new ERP and HR system was in crisis due to the challenges introduced by COVID-19. We had to deliver the outcome of migrating from on premise to a new Cloud based ERP system within same timeframe, with a significantly reduced team, and with a significantly reduced budget.

Broadstones advised on agile solution options to face into this challenge and led the transition to the chosen agile model, allowing the ERP programme to continue by removing waste and increasing delivery efficiency. This was a significant challenge as this was done on the fly in response to the crisis, without loss of pace, with an entirely remote team of permanent staff and suppliers who had not worked in agile before. This was made possible by clarity of leadership, clear method, agreed ways of working, supported with consistent use of agile tooling and standards, automated reporting and clear governance information, sense of pace and a cultural shift in how the business operated.

What we did to make transformation happen

1. Broke down the scope of the transformation into a smaller set of processes that small teams can deliver in increments and sprints mitigating risk in a single, larger release deployment
2. Defined and implemented standards for new cross functional teams delivering workable business processes in increments and the underpinning work structures in Azure DevOps to capture consistent transparent data for programme decisioning
3. Helped teams adopt the new standards and ways of working so that programme increments could be delivered reliably and consistently for timeboxed delivery
4. Automated all reporting through Azure DevOps, increase transparency of status and progress, allowing other teams to react and adjust their iterations accordingly to meet the increment goals



	Build & Test Iteration	Build & Test Iteration	Build & Test Iteration	SIT Iteration
Incremental. Processes are prioritised and build and test is conducted process by process in each iteration, incrementally getting processes ready for SIT.	Feature - L2 Process - Build - Systems Test	Feature - L2 Process - Build - Systems Test	Feature - L2 Process - Build - Systems Test	Feature - L2 Process - Bug - Retest
Sequential. Build and business executed smoke testing is conducted prior to a supplier led process playback that will execute by demo all Systems Test cases. As Processes based playback are accepted by the business, Systems Test Cases are approved.	Feature - L2 Process - Build - Smoke Test	Feature - L2 Process - Build - Smoke Test	Feature - L2 Process - Oracle Playback - Systems Test	Feature - L2 Process - Bug - Retest
Mix; Incremental & Waterfall. Oracle based functionality is prioritised process by process and build and test is conducted in each iteration. Activates for non-oracle systems are planned and interlocked through Azure DevOps and progress represented in scrums and increment planning but are executed through the local delivery methods of those system owning teams.	Feature - L2 Process - Oracle Build - Systems Test - Build for other systems	Feature - L2 Process - HAL Build - Systems Test	Feature - L2 Process - HAL Build - Systems Test	Feature - L2 Process - Oracle Bug - Oracle Retest - Non-Oracle Bug - Non-Oracle Retest

Our Blueprint for Agile iterative transformation was tailored to interlock with a range of suppliers change methods in interfacing systems

This case study is a recent example of conducting a maturity assessment for a small technology department, (c100 FTE). Broadstones was selected for this project due to its essential role in adapting and innovating approaches tailored to the size and capabilities of our technology team. This adaptation was crucial for successfully implementing the IT strategy, which encompassed technical transformations and organisational restructuring to enhance efficiency with both Cloud/SaaS and On-Premise strategies. Working closely with the client, we identified mutually agreed focus areas and subsequently assessed the maturity of them, formulating a multiyear improvement plan. Our analysis encompassed various capabilities, such as operational and change maturity, scalability, working methodologies, and the services/products to be provided to the business. The findings were compiled into a comprehensive manual, presenting recommendations, technical transformations, and a high-level operating model for the client to incrementally implement.

Key Maturity Assessment and Operating Model Roadmap principles

- We always endeavour to keep it simple and consumable for the client.
- Maturity targets are set in agreement with the client and appropriate to the client and regulatory needs.
- We believe in deploying immediate value by making a fast start and then improve later with help from us or under the client's own capability.
- A key output is a long-lasting road map that is left with the client for the future to drive deeper maturity when required.

Maturity Scoring

Level 5
Optimising

Processes are stable and flexible. The organizational focus is on continued improvement and responding to changes.

Level 4
Quantitatively Managed

Processes are measured and controlled. The organization is using quantitative data to implement predictable processes that meet organizational goals.

Level 3
Defined

Processes are well-characterized and well-understood. The organization is more proactive than reactive, and there are organization-wide standards that provide guidance.

Level 2
Managed

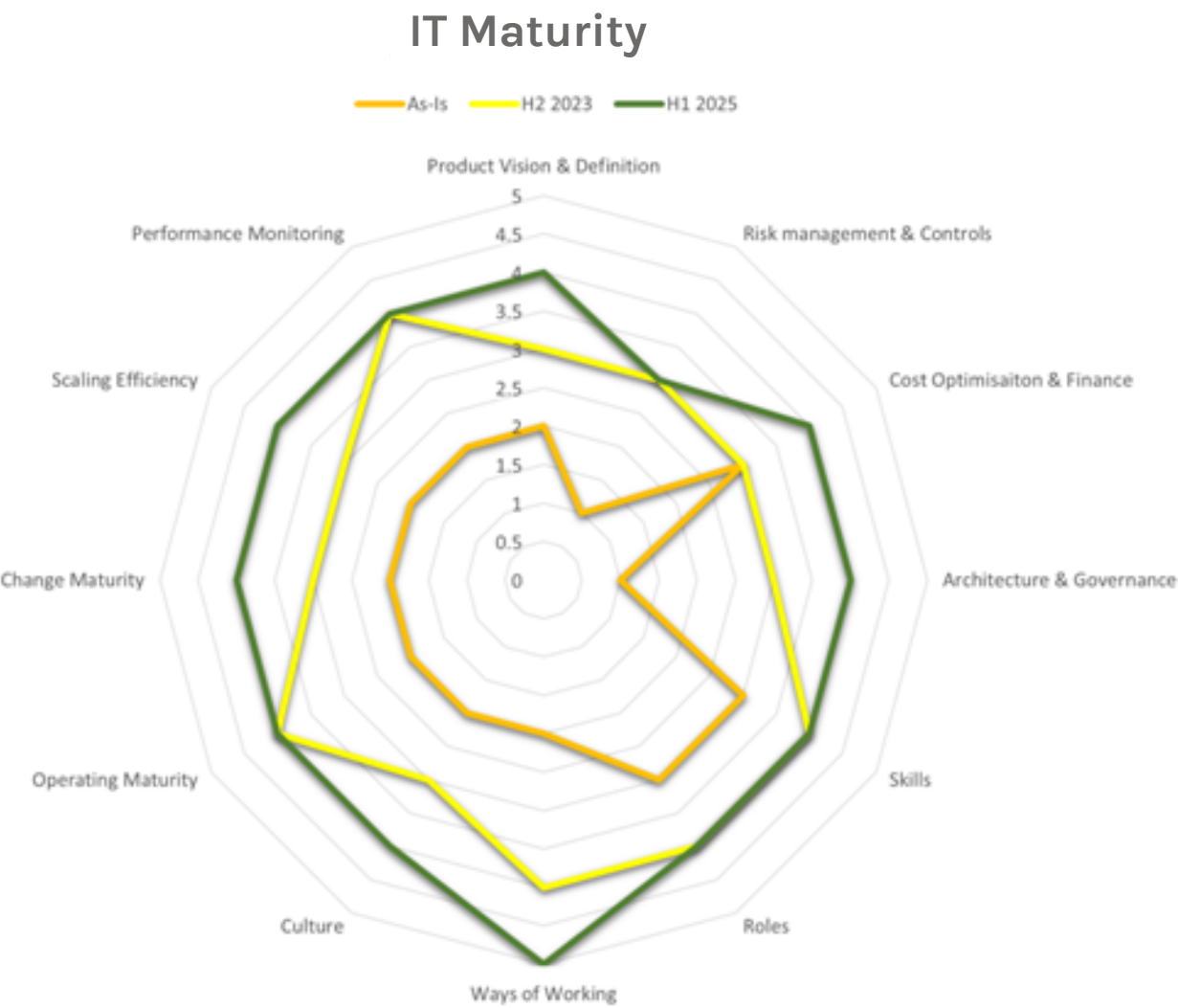
Processes are characterised by projects and are frequently reactive.

Level 1
Initial

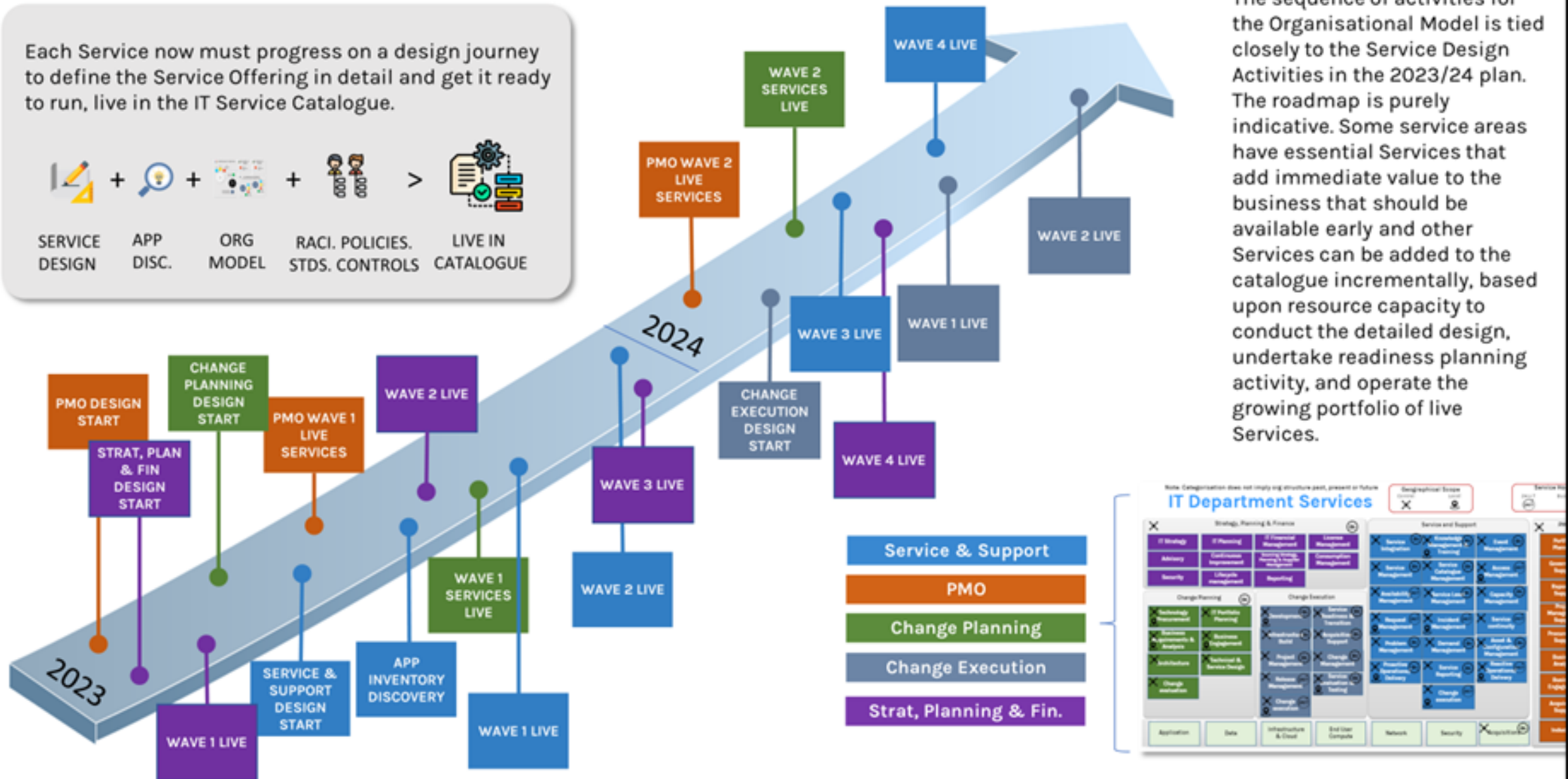
Processes are seen as unpredictable, poorly controlled, and reactive. Businesses in this stage have an unpredictable environment that leads to increased risks and inefficiency.

Level 0
Absent

Process or service not performed.



Organisation Model, Next Steps



Operating Model for Cloud SaaS

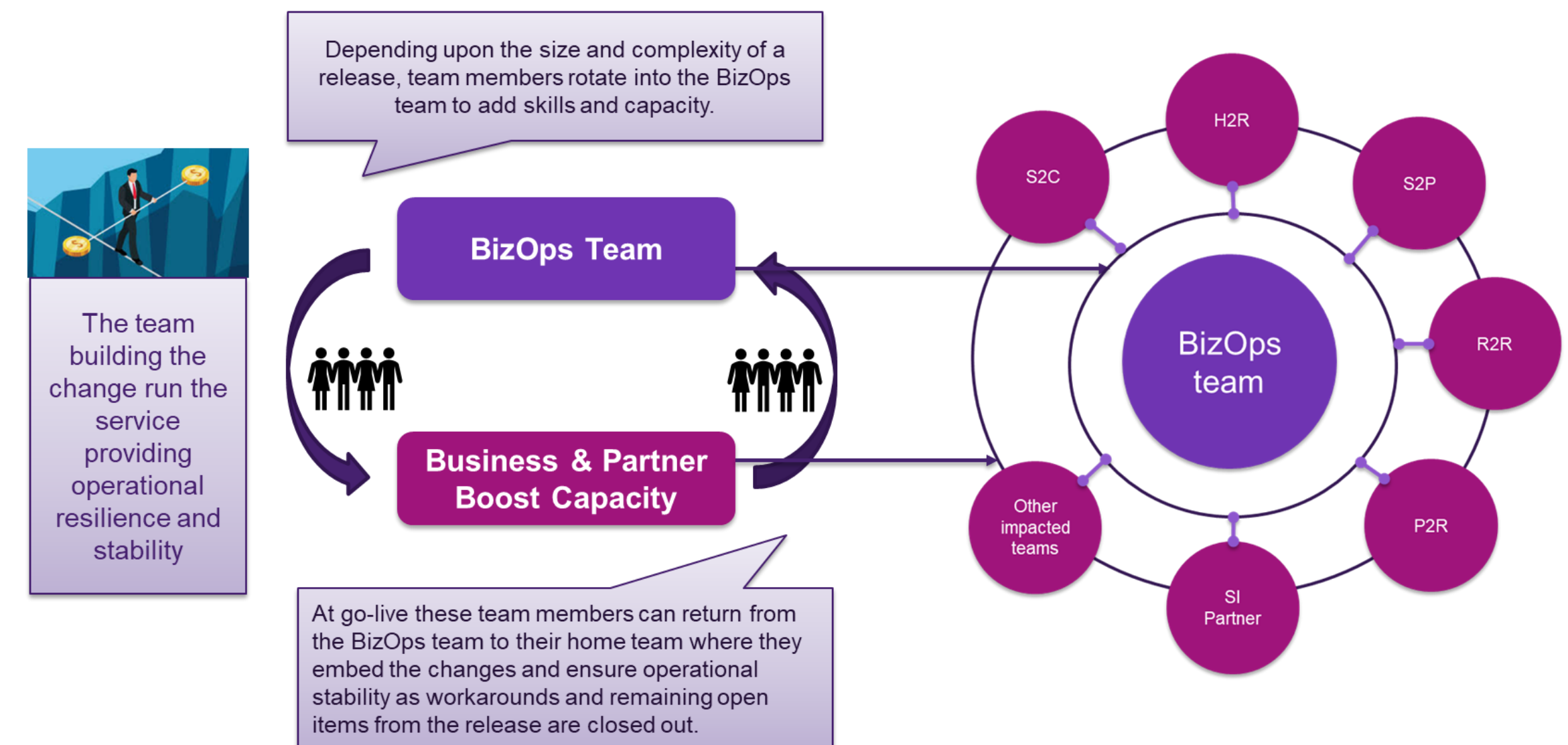
Our client adopted Oracle Fusion Cloud to help their organisation avoid large capital transformation programmes and take an evergreen approach to keeping their technology estate current and quickly realise benefit from new functionality. The challenge was that business needed to have a flexible, nimble way of working to adapt to short notice mandatory changes in the SaaS products and capitalise on new optional functionality that drive business value.

Broadstones designed and implemented an Agile Operating Model based upon DevOps principles to form a Business Operations (BizOps) team design.

This model accompanied by a practical, hands-on leadership of the change on the ground with the business, readied the business for this major change in ways of working, supported by newly crafted roles, processes and Agile tooling for portfolio management, change road mapping, change technical delivery, technical and business testing and business change.

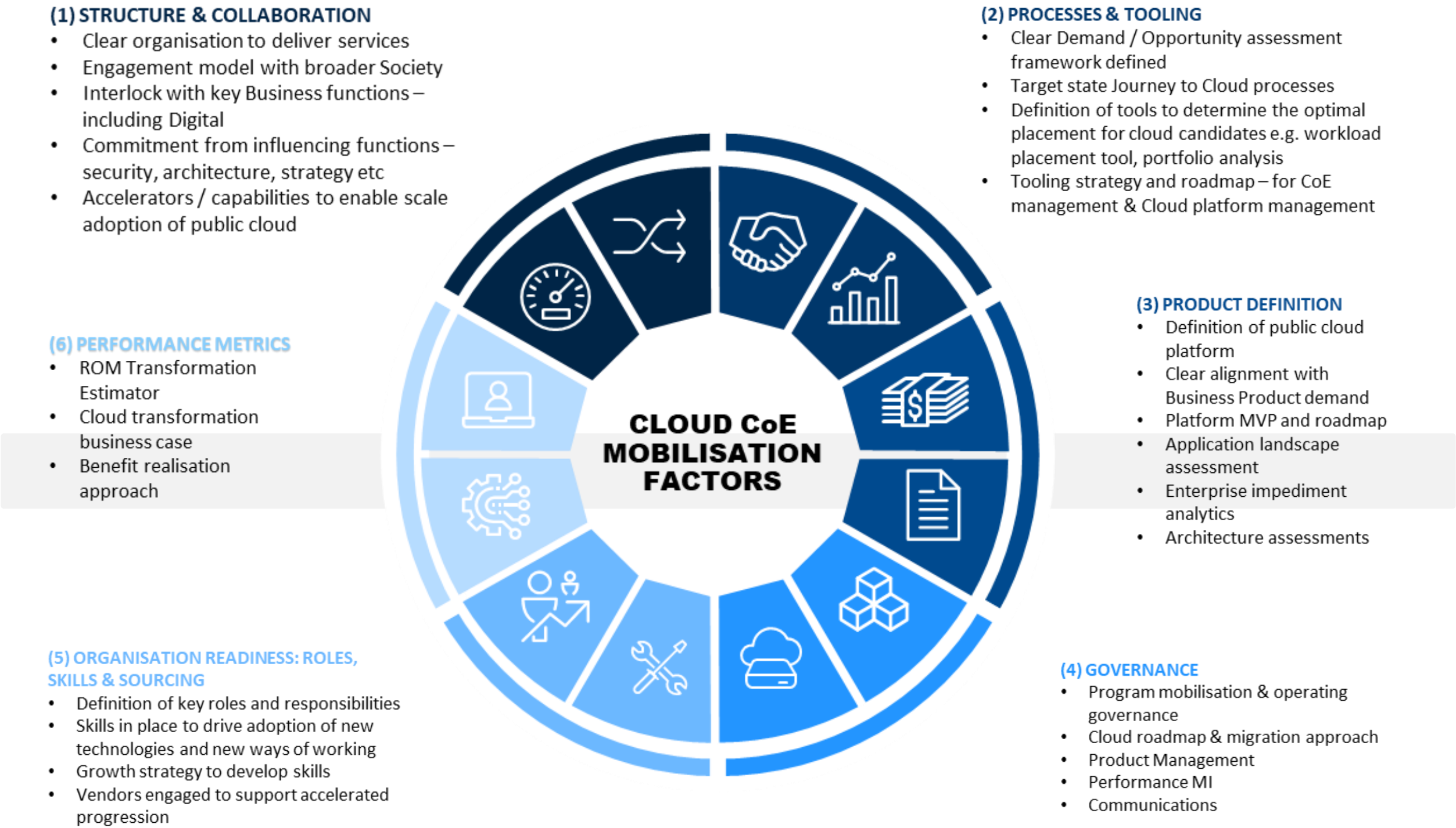


The BizOps Team has all the required skills in the team to deliver business processes and systems changes into production in a self-governed, rapid and repeatable manner. This team self-organises to optimises and extract ongoing value from the available business software stack. Agile Tooling and Agile Ways of Working were fully adopted to enable this, using Azure DevOps to plan and manage activities with Scrum used to help the team self-organising around their day to day and week to week commitments.

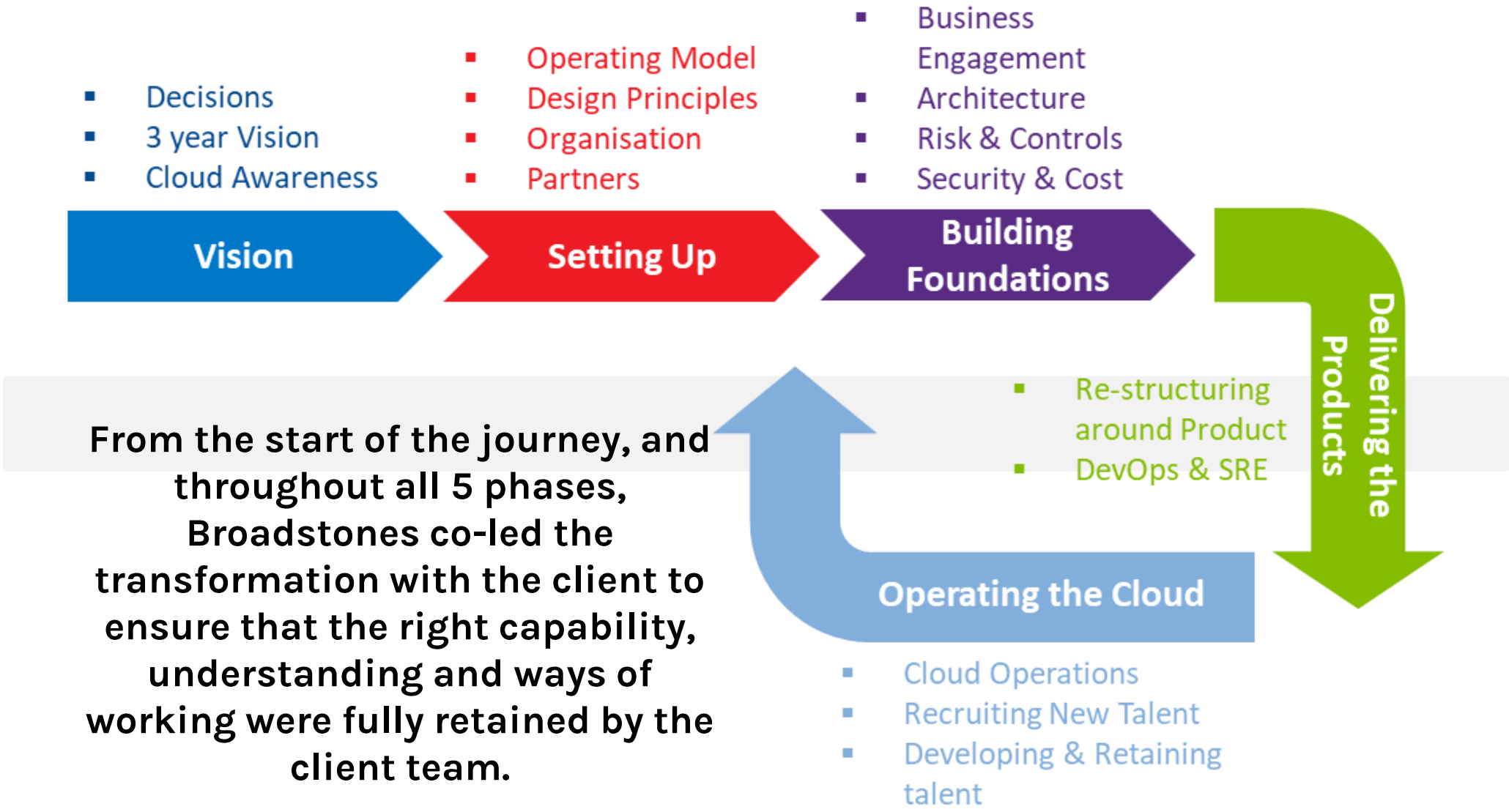


DevOps Cloud Centre of Excellence Setup

During 2020, we were asked to create and run a Cloud based product producing factory; a Cloud Centre of Excellence. This DevOps based adoption took place over a period of 8 months culminating with the release of its first product; an enterprise class, secure, Platform as a Service (PaaS) capability built on AWS suitable for financial service workloads. A second platform utilising MS Azure fast followed on quickly in subsequent months to provide cross cloud resilience and exit strategies.



To ensure progress, we continuously assessed our maturity against industry targets



The platforms embraced many innovative concepts and featured continuous integration and delivery pipelines to ensure rapid change and automated security. The platforms were ephemeral and therefore reduced the environment provision time from months to minutes for project teams across the company building applications and services upon a common, Cloud based platform. Broadstones led the construction of a controls framework to manage risk in the Cloud product set.

The rapid pace kick-started a cultural shift within the organisation and demonstrated that it was possible to deliver enterprise class capabilities within a shorter timeframe than expected.

Case Study

Paysafe

Broadstones was engaged by Paysafe to develop a Cloud Operating Model to effectively manage and expand their cloud presence across AWS and Azure platforms. The objective was to create a lightweight yet comprehensive framework that outlined the vision, principles, components, and high-level design necessary for Paysafe's cloud adoption journey. The solution involved conducting a rapid architectural discovery phase to present options and recommendations, ensuring consensus on the outline shape of the Cloud Operating Model.

The outcomes included an Outline Operating Model that provided clarity on how cloud onboarding and operations would function consistently and efficiently within Paysafe's enterprise. This model was iterated into detail during full Operating Model construction and was aligned with key cloud stakeholders throughout its development stages. Ultimately, Broadstones enabled Paysafe to make informed decisions and streamline their cloud operations to support their rapid expansion in the cloud space.



Architectural Services Deployed:

- **Enterprise Architect**
- **Solutions Architect**

Case Study

Canada Life

Broadstones were engaged by Canada Life Europe to set enterprise architectural direction and construct an approach to modernise their technology landscape across the group.

Broadstones deployed an experienced technology team to accelerate Canada Life Europe's modernisation of their entire estate through Cloud adoption, as well as leading business architectural initiatives regarding working practices and strategic workforce planning and service outsourcing.



Architectural Services Deployed:

- **Enterprise Architect**
- **Solutions Architect**
- **Data Architect**

Case Study

Nationwide Building Society

Broadstones supported Nationwide Building Society on a journey to modernising the IT infrastructure and enhance digital capabilities. The scope of the work included conducting an in-depth architecture assessment and developing a strategy aligned with Nationwide's objectives, then executing that strategy.

We assisted in migrating critical systems to AWS and Azure, leveraging Terraform Cloud for automation, and transitioning to microservices-based architectures for improved agility and scalability. We established a dedicated SecOps team focused on cloud security, mapping the cloud technical strategy to security strategy. CI/CD pipelines were implemented to enable rapid and reliable software delivery, while security risk assessments were conducted to mitigate risks across the business. The results of this initiative were evident in the enhanced member experience, improved operational efficiency, and increased innovation and agility.



Architectural Services Deployed:

- **Enterprise Architect**
- **Solutions Architects**
- **Security Architects**
- **Network Architect**
- **Technical Architects**

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Broadstones Solutions Limited's proposal shall be valid for two months from its date, unless Broadstones Solutions Limited agrees in writing to extend the period of validity.



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