

ANNUAL REPORT 2021



THE
**BUSINESS
RESILIENCE
CENTRE**
FOR THE NORTH EAST



INTRODUCTION

From Chair of the Advisory Board, Brian Dilley



Brian Dilley

Lloyds Banking Group

I am delighted to share our second annual report, which details another fantastic year for the North East Business Resilience Centre. Once again, this was achieved against the backdrop of a pandemic that has made it even more important for businesses to protect themselves against cybercrime.

With this in mind, I am very pleased to see the NEBRC tackling both cyber resilience and fraud prevention, and would like to welcome our new members that transferred from the North East Fraud Forum. The NEBRC now has over 1000 members covering a wide variety of business types and sizes.

I was honoured to host the year-end reception in York in December, which we managed to hold just before Omicron took hold. We were particularly pleased to welcome the Security Minister to the event, where he announced the launch of the National Cyber Resilience Centre Group.

It was also really good to meet some of our students, as our student services and ethical hackers have gone from strength to strength.

The Centre continues to gain plaudits and awards, most recently winning Best Partnership Initiative at the Cyber Outstanding Security Performance Awards. The winning, and successful delivery, of a major contract with Leeds City Region Local Enterprise Partnership demonstrates the high regard in which the Centre is held.

Once again, none of this would have been possible without the continued incredible leadership of Rebecca Chapman, who has tirelessly built the Centre from nothing over the last two years, with the support of her fantastic team.

I would also like to thank the Board for continuing to give up their time to provide expert guidance to the Centre on its work and strategy, blending expertise on banking, IT, management consultancy, legal, law enforcement and academia.

We have exciting plans for 2022, and the creation of the National Centre will help us to realise our ambitions.

WELCOME

From Chief Executive
Officer/Director of the NEBRC,
Rebecca Chapman

Welcome to the 2021 Annual Report and our second as a fully formed Limited company. I'm absolutely thrilled and proud to announce that the centre has now completed another successful year and I wanted to summarise some of the key achievements this year.

It's been a challenging year again with Covid-19 restricting our physical presence across the region. However, we have yet again adapted and continued training virtually, until we could meet again in person.



Rebecca
Chapman
NEBRC



As the network grows across every region, the national student services will be heavily deployed to provide help and advice to the members of our community. We will look to develop and deepen existing and new relationships, in order to protect the community and share best practice. Our formal evaluation was due for publication in January 2022 which, along with the new 2022 strategy developed by a sub group of the Board, will really help drive business. Although we are reassured by Martin Gill that we are doing the right thing, we must fine tune our offering to stay current and innovative for the National CRC Group.

Rebecca Chapman
Supt/CEO
NEBRC

ACHIEVEMENTS

North East Fraud Forum

In November, we joined with the North East Fraud Forum who were about to cease trading due to retirement. So we made our initial move into offering advice on Fraud also, as per the business plan agreed for this year. This brought us another 500 members and we have held one physical event for them so far. We have also sought what other topics they would like to cover over the next 12 months. I think this is a really helpful addition to our services, as the public often don't differentiate between online fraud and cybercrime.

As we return to 'normality' we intend to hold more in person, sector specific events, and our end of year Reception was the start of this. Clearly, with the advent of the new Omicron strain we can always revert to webinars again should circumstances dictate.

We are proud to have delivered our first large contract, onboarding 170 SME's for the Leeds City Region Local Enterprise Partnership, which we won last year. We have also accessed these companies for Martins PhD work giving us unique insight into SME engagement in cyber security.



ACHIEVEMENTS

Board

I'd like to thank the Board for their continued commitment and contribution, which has allowed us to trade and implement the vision we devised in December 2020.

My particular thanks goes to Brian Dilley from Lloyds who has continued as a most effective Chair, providing experience and enthusiasm for this area of business, connecting cyber with online fraud.

I'd also like to thank Richard Holmes for becoming an enthusiastic and involved Vice-Chair helping set the vision for 2022 and finally, Babak Akghar for finding the NEBRC a home at CENTRIC offices in Sheffield.



Cyber Experts

I'd also like to extend my thanks to our Cyber Experts Panel, many of whom have been invaluable to the ongoing operational development of the centre.

A special thanks goes to Chris Tait from Layer 7 for getting us through Cyber Essentials and Cyber Essentials Plus again this year and latterly, IASME Gold standard to allow us to go onto Cyber Fraud Fundamentals. Our CE members have been instrumental in providing us with educational webinar material and ideas for campaigns, in addition to showing us how to engage with the market.

I must also mention Liz Murray who chaired a separate communications group to tailor that advice further, providing a unique insight into the industry and audience.

ACHIEVEMENTS



Police Protect

Our development of relations with the Police Protect Network has allowed us to refer to them and vice versa, developing a Police/Private industry crossover, which has been informative and reached even more of the community.

Our collaboration with the three NE forces and a Domestic Abuse charity has allowed us to launch a cyber protect package. This can be deployed in every force to protect victims of Domestic Abuse stay safe online.

Cyber Outstanding Security Performance Awards

In December 2021, the NEBRC won 'Outstanding Cyber Security Partnership' at the Outstanding Security Performance Awards (OSPAs's). OSPA's founder Professor Martin Gill said: "The Security sector can feel very proud; it has not only stepped up to the mark during these unusual times but has gone above and beyond – which is evidenced by all of the finalists and especially the winners."

Gill further added: "These awards are firmly based on the skills, behaviours and performance that lead to true sustainable success, and as such the stories of our winners' achievements provide a valuable benchmark for those working in the sector."

We were completely taken aback by this award in our first year of trading. We are however pleased to announce that we have won the very first Cyber OSPA's for 'Outstanding Cyber Security Initiative', 2021 also. The award is judged very independently by an international panel and we stood out against many other worthy initiatives. This does give us 'reassurance that we are doing something right', as the host Martin Gill mentioned at the after party.



ACHIEVEMENTS

Marketing

In the last year marketing continued to be undertaken by the MK Group on our behalf and I'm pleased to report that we have had yet more significant uplift in media, social media and newsletter reach.

We now have over 1000 members compared to 330 this time last year and have had over 1000 pieces of coverage championing key messages and calls to action.

Our webinars have reached audiences of over 2,262 people across specialised areas such as the Country Land Association, Education, Local Enterprise Partnerships, Farmers and the Food and Drink Forum to name a few.

Our social media reach has developed considerably; up to November 2021, we show page views on LinkedIn as 1487 up 72% on last year with followers up by 168%! Even Twitter followers are up to 753 which is 48% up on last year. We have also had 53,808 hits on Facebook.

LinkedIn

Followers on Nov 27th

2021: 1,182

2020: 428

168%

Page Views

2021: 1487

2020: 864

72%

Total Comments

2021: 85

2020: 57

72%

Total Shares

2021: 434

2020: 326

33%

40%

Total Reactions

2021: 872

2020: 621

Twitter

Total Engagement

2021: 2716

2020: 4441

39%

Total Impressions

2% 2021: 201,069

2020: 196,786

Follower Count

2021: 753

2020: 506

49%

ACHIEVEMENTS

Student Services



Our student services have gone from strength to strength and we have now developed a reduced scope web application test for our members to choose as a starter service. Ably led by Martin and BRIM's Alan Greig, the local interpretation has been done by one of our more senior students, Joe Cockcroft, who has stepped up his involvement in our seminars and research.

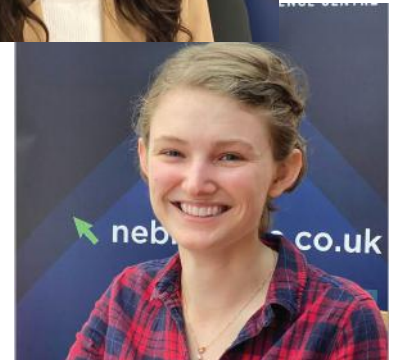
Whilst mentioning our students we now have 21 in total. Our students are from Sheffield Hallam and Northumbria Universities. We have taken on another 10 and have lost 4 to employment, all of whom cite the NEBRC as being instrumental in them securing their impressive new private sector roles.

ACHIEVEMENTS

Expansion

We have delivered 11 services just this year with many more in the pipeline for 2022 including a ITN series due to be aired on the BBC in Spring where our students have done the open source investigation packages that have been presented back to the shocked 'subjects' by the presenters.

As we move into 2022 we are reaching out to expand fraud into our offering, nurturing our links to the National Fraud Forum, IASME for CFF Certification, UK Finance and the Police fraud protect network. We can now offer referrals and material from the National Retail Crime Association and have our first Trusted Partner for Counter Fraud Fundamentals. As we expand we take on more staff and we have been joined this year by a digital marketing assistant, Jane Beal and a new business assistant, Chantelle Whitham.



2022

In terms of new plans for 2022 we are looking forward to working with the National CRC which will provide all centres with a further income stream and expert advice.

We were honoured to have had the Security Minister, the Right Honourable Damian Hinds MP at our end of year reception to launch the national group and hand out Chief Officer Commendations to DI Martin Wilson and DI Steve Leach along with Lizzie Buckler and Joe Cockcroft whose work in the last year has been exemplary.

BUSINESS PLAN

Online Strategy

Growing Membership of the Centre

- a) Using umbrella organisations
- b) Using partners

What Will Success Look Like?

- ✓ % of improvement/expansions/growth
- ✓ Revenue
- ✓ Expenditure
- ✓ Growth of company
- ✓ Public good achieved

We will do this by:

- Ensuring that each member has a value proposition which encourages renewal post 12-month initial period. This means they have products or services in addition to simple newsletter receipt which keeps them coming back for more guidance and added value to their business
- We will use our Cyber Experts Group and Advisory Board members to make introductions in this regard and help us be the 'Trusted Voice' in the Region
- Due to the research conducted by the centre we know that our members are mostly small businesses who have less than 10 employees. We know that the motivation for these businesses to engage with cyber security is encouraged by people trusted to them such as a) above, as a result of an attack on someone they know or as a statutory requirement. Now that we know this, our marketing strategy can be aligned to it and our conduit to on boarding changed to reflect it
- We will ensure that our staffing model reflects the extra time we need to focus attention on our current members and their journey as well as seeking new members

We will measure this using:

- Total organisations in Region - No engaged with
- Partners - No introductions made
- Core members on boarded
- Paying members on boarded
- Events attended/audience reached

BUSINESS PLAN

Online Strategy

Improving Connection with Existing Members

- a) Interaction with core members
- b) Differentiation between core and paying members

We will do this by:

- Hosting sector specific events in person, in all parts of the Region
- Hosting joint events with umbrella and partner organisations
- Signposting to appropriate advice/organisations beyond cyber/fraud
- Providing paid member services which provide value for money (e.g. trial of new membership packages)
- Seeking feedback and responding to it
- Tailoring our marketing approach to frequent and relevant messaging rather than longer newsletters
- Continuing to translate NCSC advice into easily understandable, bitesize pieces

We will measure this by:

- Renewals/non renewals
- Social media and media statistics
- Referrals to other organisations including the Police network
- Interactions with current members
- Events/webinars and audience reached

BUSINESS PLAN

Online Strategy

Developing Revenue Streams

- a) Growing Student Services
- b) Sponsor contributions
- c) Paid for services

We will measure this by:

- Student services delivered by type
- Income generated by services
- Sponsorship funds generated
- Conversion rate between enquiry and service delivered
- Amount re-invested in not for profit
- Targets reached/breached in financial terms
- Measurement of KPI's

We will do this by:

- Revisiting university partners and ensuring all those that want to be engaged and are suitable to be engaged with supplying students to the centre are involved
- Offering a better explanation of the services we offer on our outward facing documents and website
- Maximising the student message that they are keen to learn/please, not bound by time, not responding to targets and totally independent
- We can do this by adjusting our marketing strategy to reflect key messaging in this regard
- Ensuring that students are all afforded the same training and opportunities as those elsewhere
- Using the Student Steering Group to guide equality of opportunity and engage with other establishments not yet part of the centre to influence learning and feed the NE talent pipeline
- Re-visiting the Terms of Reference for the Board to establish whether it is sponsorship based or advisory in capacity and what the business model will be that all are signed up to
- Scrutinising finances and target setting within the Board environment, holding the CEO to account for the KPIs and budget
- Providing advice on the 'not for profit' element of the business- where should the money be re-invested

BUSINESS PLAN

Online Strategy

Development of Governance Structure in line with the creation of the National Centre

- a) Revisiting the TOR of the Board
- b) Revisiting the business model of Board sponsorship
- c) Realigning once all national ambassadors are onboarded
- d) Aligning with the new national cyber strategy published by the Government

We will do this by:

- Presenting the concept to the Board and opening topic for discussion
- Presenting the new strategy to the Board
- Determining the scope and capacity of the Board
- Tasking the Student Steering Group and cyber Experts Panel where necessary
- Evaluating the impact of the National Centre on the NEBRC 6 months and 12 months into creation
- Evaluating all new revenue streams including grant funding

We will measure this by:

- Revenue generated grant and other
- Tasking completed
- Survey of all members of Boards / CE / SSG
- Evaluation of KPI's
- Evaluation of strategy at year end - did we achieve success?

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