



NATIONAL
CYBER
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GROUP

NCRCG
**Annual
Report**
2022

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Foreword

Commissioner Angela McLaren, City of London Police

Digital technologies have revolutionised the way we function as individuals, as businesses and as a nation but likewise, they have revolutionised the way cybercriminals behave. We are seeing cybercriminals adopt progressively more sophisticated techniques to breach platforms and organisations, as well as a rise in offenders from outside our jurisdiction targeting UK citizens and businesses.

According to the Department for Digital Culture, Media and Sport's Cyber Security Breaches Survey 2022, almost four out of ten (39%) UK businesses identified a cyber attack in the previous 12 months. Of those targeted, one in five experienced a negative outcome as a direct consequence of the attack, such as loss of money or data.

A whole system approach is therefore needed to protect victims of cybercrime.

This is why, at City of London Police, we are proud to have played, and to continue to play, such a central role in the development of NCRCG and the Cyber Resilience Centre (CRC) network. A key part of the Government's National Cyber Strategy, the CRC network is helping to strengthen the cyber resilience of our nation's small and medium-sized businesses (SMEs).

Across the country, the centres are working closely with SMEs across all sectors in their regions, giving them the tools and knowledge they need to best protect themselves from cyber attacks or to minimise their

impact – ensuring they can get back up and running as quickly and smoothly as possible should they become a victim of cybercrime.

Most cybercrimes can be prevented by implementing a few simple control measures but we find that businesses are often unaware of the potential risks they face or the steps they can take to reduce their vulnerability. The CRC network is perfectly placed to support the SME community in building up their cyber defences.

Together, the centres are a fantastic partnership between policing, industry and academia, demonstrating a truly joined-up approach. However the centres cannot and do not undertake their work alone. The network is pleased to have the strong and enduring support of the City of London Corporation and NCRCG National Ambassadors representing some of the UK's largest organisations, all of whom are working together in the national economic interest.

As Commissioner of the City of London Police and as the National Police Chiefs' Council Economic and Cyber Crime Portfolio lead, I am looking forward to continuing to support the crucial work of NCRCG and the wider network so that, together, we can develop the reach and impact of the National Cyber Crime Programme – strengthening the cyber resilience of the supply chain and holding cybercriminals to account.

Introduction from the Chair

James Thomson

I am pleased to introduce the first annual report of NCRCG which, with the support of our partners in policing, Home Office, academia and the business community, is playing a vital role in sustaining an effective national approach to cyber resilience.



2022 saw the launch and growth of the National Ambassador programme – bringing together some of our nation's most successful private sector organisations to help build the cyber resilience of the SME community – as well as Cyber PATH – a talent pipeline for the next generation of cyber experts.

These two components of our work will be integral to the growth and success of NCRCG, alongside the excellent work of the CRC network.

In addition, as you will read within this report, we have worked with our National Ambassadors to establish a strategy and set in place five workstreams which will direct our activity over the next two years.

With the launch of the London Cyber Resilience Centre in October 2022, the CRC network now comprises nine centres and covers every region across England and Wales. Together the centres have delivered guidance, advice and support to thousands of SMEs, helping them to better protect their day-to-day operations from cybercriminals, and thus secure their futures.

In setting up NCRCG, our ambition was both to develop our thinking around tackling cybercrime but also to raise the awareness of its importance and how we can successfully address it across the SME community.

We will now be looking to build on what has been achieved to date and make sure we are continuing to develop best practice in cyber resilience.

We know that what we are doing has the support of all those with a responsibility for tackling cybercrime, and the importance of our collective efforts will only grow as the threat of cybercrime continues to rise as a priority.



NCRCG's approach is new and innovative and is being watched with interest internationally, so going forward we will be exploring ways that we can share our approach beyond the UK, and potentially build international alliances to share global best practice.

As we grow, we are also looking to expand our reach into different sectors of the UK economy and will therefore be welcoming additional corporate Ambassadors from across the country to our programme. Every new Ambassador develops our thinking and enables us to tap into the expertise and learnings of large organisations, and to make sure the cyber resilience support we are delivering is fit-for-purpose across the supply chain.

I'd like to thank our National Ambassadors, the NCRCG team headed by our CEO Nick Bell, all those involved in the CRC network and other partner organisations for their commitment, enthusiasm and expertise in the successful launch of NCRCG and setting out its platform for the future.





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FOR WALES



THE
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THE
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FOR LONDON



THE
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FOR THE SOUTH WEST



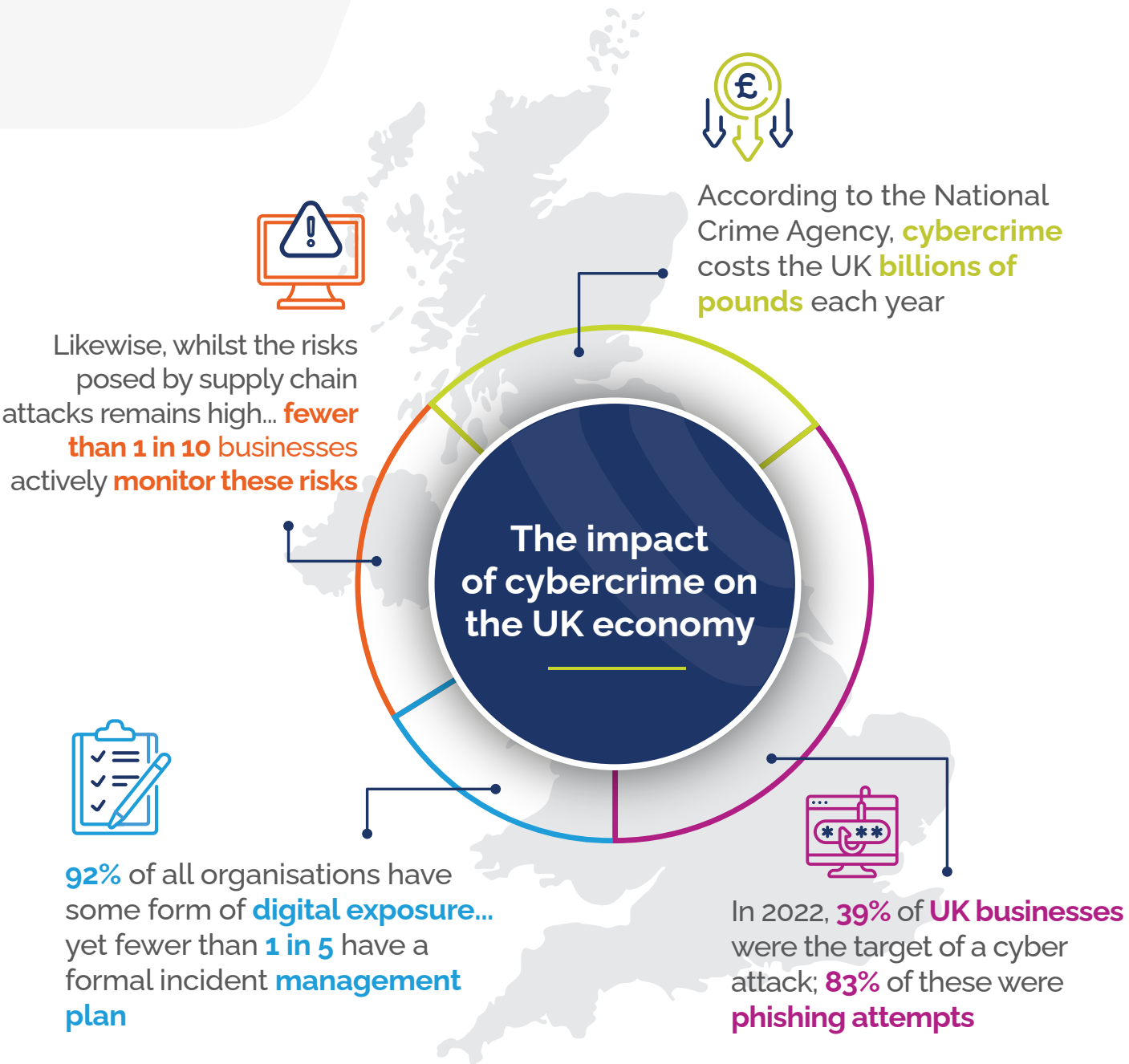
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Chief Executive's Report

Detective Superintendent Nick Bell,
NPCC National Cybercrime Programme

The impact of cybercrime on the UK economy



Who we are

NCRCG is a vehicle for strategic collaboration between the police, government, large employers and organisations, and academia to help strengthen cyber resilience across the SME community.

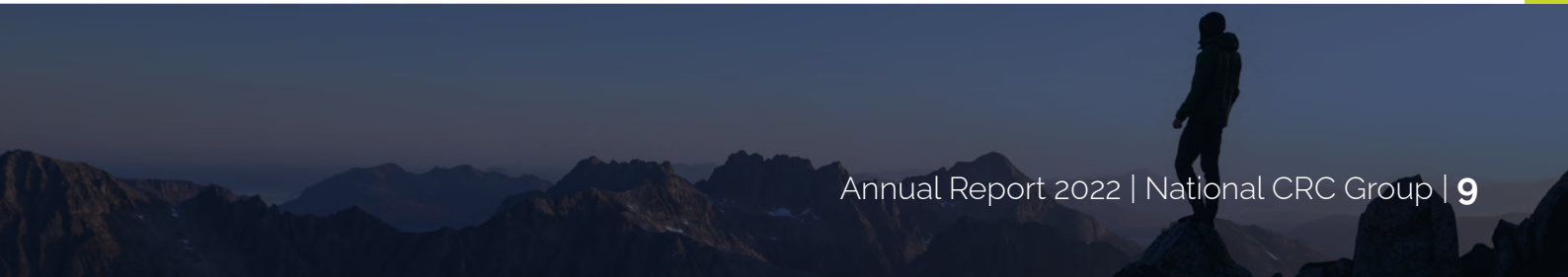
Our approach is new and innovative and is being watched with interest internationally to show what the sharing of best practice in this area can achieve.

Why we exist

Cybercrime costs our national economy; it costs organisations time, money, reputation, confidence and customers, and ultimately can impact on their ability to trade.

In NCRCG, we have a platform to lead the charge to reinforce our nation's cyber resilience and co-ordinate a strong defence against the blight of cybercriminals.

By doing so we benefit the UK economy, protect our national assets, and make the UK a more attractive place to work in, to invest in and to deal with.



Our People

NCRCG Board



Nick Bell
Chief Executive Officer

Detective Superintendent -
NPCC National Cybercrime Programme



James Thomson
Non-Executive Chair

Chair of the Police Authority Board -
City of London Police



Angela McLaren
Non-Executive Director

Commissioner -
City of London Police



Andrew Gould
Non-Executive Director

Detective Chief Superintendent -
NPCC National Cybercrime Programme Lead



Chris Bell
Non-Executive Director

National Fraud and Cyber Crime Reporting &
Analytics - City of London Police



Pete O'Doherty
Non-Executive Director

Assistant Commissioner -
City of London Police

NCRCG National Ambassadors

Particular thanks to our cohort of Founding Ambassadors who have worked with us throughout our first year.



THE VERY GROUP



NatWest Group



Chainalysis

Why our National Ambassadors choose to partner with us



Whilst NCRCG is national in scale, it is regional in its implementation which chimes with our metro market model at CGI. Just like the CRCs, we work locally with our clients so that we can really understand their needs and tailor the services we are delivering. The NCRCG Steering Group will be working to provide important insight at a macro level and support solutions from across the CRC network, whilst making sure regionality continues to be recognised.

Richard Holmes,
Senior Vice President of Cyber Security Services at **CGI**



Being an NCRCG Ambassador is an opportunity for us to join together with like-minded organisations and contribute knowledge and skills that can help level up the country's cyber resilience position and help protect our customers. Our staff want to feel and recognise their contribution more broadly; they want to be visible and lend their expertise and capabilities. Only by people taking the lead and giving back are we going to develop and get stronger.

John McDiarmid,
Head of Security and Information Governance at **NatWest Group**



As a digital retailer, cyber security is a vital part of protecting both our customers and our business, and it's something we take very seriously. We are pleased to support the great work NCRCG does to raise awareness of this important matter.

Ben Fletcher,
Chief Financial Officer at **The Very Group**

Our Founding Strategy

Bringing together all those who have a vital responsibility for combatting cybercrime and developing best practice in cyber resilience across the country is our driving purpose at NCRCG.

Our Strategy is underpinned by the following three key objectives:

- Strategically engage policing with the business community, facilitating our collective delivery of the National Cyber Strategy
- Strengthen the nine CRCs, providing them with support to create a sustainable local model whilst preserving their regional independence
- Launch and develop Cyber PATH – a national student services programme to support the delivery of cyber resilience services across the regions



Over the coming years we will continue to develop our strategic approach to meet the challenges and opportunities that arise in the cyber sphere and to enhance our ambition for what **NCRCG** can deliver both **nationally** and **internationally**.

Engaging policing with the business community

Developing a network of outstanding private sector Ambassadors

Over our initial twelve months, to build the credibility, gravitas and knowledge of our network and to begin to harness the synergy between police and business, we approached and appointed a series of exceptional private sector Ambassadors who are supporting and participating in our work.

We are grateful to them for their impetus in developing the direction and priorities of our organisation so far and are looking forward to continuing to harness their skills and insights for the future.

As the remit of the CRC network continues to grow and expand, so too will our need for champions across the business, third

sector and academic community. We will therefore continue to grow our Ambassador programme and welcome new Ambassadors on board so that, together, we can coordinate the fight back against cybercrime.

As organisational leaders, it is important to march with the times, to lead from the front and take up the mantle in addressing risks such as cybercrime. And, with global interest in the CRC network model, our Ambassadors are stepping onto the international stage as pioneers.



CyberVERSED Podcast

2022

saw the launch of our **CyberVERSED** podcast, created and hosted by **Mandy Haeburn-Little**, a Doctor of Technology and Vice-Chair of the National Ambassador Steering Group.



Over the course of eleven episodes, listeners have heard from a variety of expert guests from across policing and industry about the latest in the UK's cyber security landscape.

So far, guests have included influencers from a range of highly-respected companies, including the Head of Cyber Security at NatWest Group, the Managing Director at Accenture, the Senior Vice President at CGI and the Chief Financial Officer at The Very Group. On the podcast, these guests have stimulated, provoked and provided us all with unique, in-depth insights into the specific cyber challenges and successes larger organisations are encountering. These individuals are likewise playing a key role in the

National Ambassador Steering Group, alongside our Chair and Vice-Chair, helping to drive forward its five work-streams. It is through their ongoing generosity of time that we will continue to develop new learnings.

From policing, interviewees of the podcast have also included the Commissioner and Assistant Commissioner of the City of London Police.

The podcast, which is available on all major platforms including Spotify and Apple Podcasts, has been met with a very positive response and will continue to be developed for the future.

Cyber Security Awareness Month

In October, the UK marked Cyber Security Awareness Month.

As part of this, we carried out a number of activities to raise awareness of the affordable and high-quality support the CRC network offers to small businesses and charities.

Each week was focused on a different theme, championed by insights from across the CRC network and our National Ambassadors. Themes included how we can ensure cyber resilience across the business and third sector communities, bridge the cyber skills gap and strengthen

supply chains across the country.

Throughout the month, we secured a range of coverage in the industry press, including in Policing Insight, Police Oracle and Security Matters.

On CyberVERSED, we shared a 'Cybersecurity Awareness Month Special' episode, featuring three of our National Ambassadors. Likewise, we used the opportunity to engage with some of our key audiences, including by sharing a bespoke flier with existing and prospective charity partners to highlight the network's services.



Looking ahead in 2023 we will...

- Further develop our network of outstanding private sector National Ambassadors across a wide range of sectors.
- Continue to evolve the five workstreams of the National Ambassador Steering Group and work with our partners to realise the agreed objectives.
- Build on our existing partnerships with policing and the private sector, with the ongoing support of the Home Office and our wider stakeholders.
- Look to generate revenue from alternative income streams to support the delivery of activity at both a national and regional level.

Strengthening the nine CRCs

The Inaugural National Cyber Resilience Centre Summit

Integral to our approach are nine CRCs which operate at the regional level across England and Wales. The centres serve SMEs in their locality, providing them with affordable, high-quality services to help make their cyber operations safer, more secure, and more resilient.

Each CRC retains regional leadership and the freedoms to deliver tailored and trusted support to local organisations and, as NCRCG, we help to provide insight and support solutions at a national, macro level.

As part of this, in October we hosted the first National Cyber Resilience Centre Summit at the offices of Microsoft in London. This landmark event brought together the police leads of each CRC, regional advisory board chairs from industry and our National Ambassadors, as well as representatives from wider policing, to discuss how, together, we can strengthen the cyber resilience of the SME community.



Applying a Couch to 5k approach to cyber resilience



Detective Superintendent Vanessa Eyles,
Director of the Cyber Resilience Centre
for the West Midlands



Through each CRC we are connecting with businesses in a really ground-breaking way. I see our approach as being very similar to the NHS Couch to 5k campaign. The first step is to get off the couch and walk round the lounge.



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Translating this to a business beginning their cyber resilience journey, we encourage them, in the first instance, to sign up to our monthly newsletter and complete an Exercise in a Box activity to test their response to various real-world cyber scenarios. From there, we work with them to strengthen their cyber resilience step by step.

One standout example of the work we have done this year is with Black Country Women's Aid, a domestic abuse charity in our region. We have helped them to completely transform their culture in relation to information management and cyber resilience. It has been a real joy to support them and see the changes they have driven.

There are definitely opportunities for this concept to be replicated with other crime types beyond cybercrime.

Engaging the hardest-to-reach SMEs across London



Simon Newman,
CEO of the Cyber Resilience Centre for London



London's business community is 70% sole trader and most of the SMEs in the capital are in the construction sector. These individuals and businesses all have a digital presence, whether they are using online banking or invoicing suppliers electronically. However, since their day-to-day work is predominantly carried out offline they are typically harder to engage in conversations around cyber resilience.

At London CRC, we are very much focused on reaching these kinds of businesses, for whom cyber resilience is a critical but often overlooked component of their survival.

To help us achieve this, we are doing a great deal of face-to-face community outreach work, visiting local businesses with uniformed police officers to discuss cyber resilience within wider conversations about crime prevention. Over the next 12 months, with support from the London Mayor's Office, we will be building on this work further and plan to visit all 32 boroughs, as well as the City of London.

Since launching, NCRCG has been critical in helping us understand the business model we need to deliver on and is vital to ensuring there is a level of consistency across the centres.



Being part of a national network that delivers tailored, localised support



Paul Peters,
Director of the Cyber Resilience Centre for Wales



Across the CRC network, there are strong connections between the centres. In Wales, we have really benefited from launching at the same time as the Eastern CRC – it has meant that we have been able to lean on each other, discuss any challenges our teams have been facing and bounce ideas back and forth.



It has also been excellent to have the support of NCRCG, particularly when it has come to essential back-office functions, so that we can really push ahead with what we do best – supporting our SME community.

However, whilst we are able to access the benefits of being part of a wider network, we are also able to retain our independence and make sure we are appropriately delivering for the communities we serve. For example, in Wales, we are currently in conversations with several universities to explore how we can start delivering services in the Welsh language.

This is something that is obviously unique and very important to us as a centre, as well as those businesses and charities we are working with.

Looking ahead in 2023

We will...

- Continue to engage with the CRC network and work together to develop National Ambassador support to the centres and their Boards
- Expand our central team at NCRCG and recruit business students to further support the commercial needs of the centres
- Develop an overarching marketing and commercial strategy to ensure that, across NCRCG and the wider network, we are delivering consistent messaging to the SME community



Launching and developing Cyber PATH

Building the nation's cyber talent pipeline for policing and the private sector

In October, we formally launched Cyber PATH (previously known as Student Services) – an elite talent pipeline for the next generation of specialists in cyber resilience.

Cyber PATH is a programme open to students in full-time higher education who want to strengthen the nation's defences against cybercrime and gain vital experience in a commercial setting.

Accredited by NCRCG and delivered in partnership with the CRC network and over 45 universities, Cyber PATH enables students across the country to be part of a national programme whilst guaranteeing that they, through their CRC, can provide affordable and high-quality cyber resilience services to SMEs local to them.

As well as making cyber operations safer and more secure in smaller organisations, students are equipped with the essential skills, knowledge and on-the-job training they need to succeed in the workplace upon graduation.



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We often find that businesses don't know where to start when it comes to cyber resilience. A small charity, for example, may not have an IT or dedicated cyber department. Through our Cyber PATH services, we give them an understanding of their cyber security posture, what they are doing well and where they need to improve, in a way that is easy to understand and importantly, affordable.

For students, Cyber PATH is kickstarting their career in the cyber space and giving them both the technical and wider workplace skills they need to succeed. From the feedback we have had from our first cohort of graduates this year, we know that employers are very interested in the programme. It is really helping the students to stand out in the job market.

You can't become complacent in cyber as advancements are always happening – nobody is the bearer of all knowledge. That is why it is so important that we are attracting the best and brightest minds to cyber, so that we can continue to evolve in this space and build a strong talent pipeline for the nation's future.

Cyber PATH Supervisor,
Abdullah Khan



What Cyber PATH means for the next generation of cyber experts



Sapphire,

an Anglia Ruskin University graduate with a degree in Criminology and Sociology.

She is in her first year of the Cyber PATH programme attached to the Eastern Cyber Resilience Centre.



Cyber PATH is definitely an initiative that stood out to me. It felt, and continues to feel, fresh and new.



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So far, the main service I have provided has been security awareness training to businesses – having both the knowledge and confidence to do this was a huge milestone for me. At university I hated any sort of public speaking or presentation giving, so to go from not being able to speak in front of peers I knew well to meeting new clients and delivering this training has been fantastic.

If you had told me a year ago I would be able to do that I wouldn't have believed you!

Likewise, to receive such positive feedback from clients has been amazing. It feels like I am really making a difference. I would encourage students to apply to the programme. It is an opportunity to be part of a brilliant work environment and be surrounded by people who want to invest in you – and will believe in you before you believe in yourself.

What Cyber PATH means for the next generation of cyber experts



Nathan,

Cyber PATH Student Supervisor Support and an undergraduate Cyber Security and Forensic Computing student at the University of Portsmouth.



I think the best thing about coming to university has been joining Cyber PATH; there really is nothing like it. Having interactions within a professional work environment has vastly developed my ability to communicate with people effectively.

More generally, the programme has developed my technical skills, which in turn has benefitted my university studies – it has given me extra exposure to the types of techniques used in the industry. I am now more confident in the work I complete and in sharing my ideas with other people.

I am seeing first hand how this initiative is helping small businesses to shore up their cyber defences. It really is an excellent entry point for anyone looking to enter a career in cyber.



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Looking ahead in 2023

We will...

- Grow the Cyber PATH programme to ensure the CRC network can continue to deliver high-quality services to the SME community whilst building our nation's cyber talent pipeline
- Strengthen the existing relationships we have with our partners in academia and foster further university engagement
- Work closely with our National Ambassadors to provide additional training and employment opportunities for Cyber PATH graduates



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Changing the tide against cybercrime

Steering Group Chair and City of London Police Assistant Commissioner Pete O'Doherty and Vice Chair Mandy Haeburn-Little.

We are starting our second full year at NCRCG with a positive, inspired and ambitious outlook. We have been delighted by how quickly the concept of such a private and public sector partnership has become recognised as a vital way to serve the SME community.

The threat from cybercrime continues to evolve, both in terms of volume and complexity, driven by the continued developments in technology and globalisation of goods, people and services. Cyber attacks are committed by a diverse range of threat actors, mostly from outside the UK, and have demonstrated a real focus on directing their activity towards industry and business.

Small and micro businesses are particularly vulnerable given the size of their operations and the difficulty in responding and recovering from a cyber attack. Given the scale and complexity of cybercrime, helping people and businesses protect themselves is a key priority for government and law enforcement.

There is therefore a very clear need for NCRCG. We have brought together the very best expertise, skills and knowledge of industry experts with the top level of cyber policing and academia to form an entirely unique and innovative partnership that is strengthening the cyber resilience of the nation's SMEs.

Pete O'Doherty



Mandy Haeburn-Little



A number of highly experienced Ambassadors from across various sectors have been, and will continue to be, instrumental in helping us shape the services being provided to the business community. Their unstinting commitment has meant that we have been able to create a phased plan of meaningful activity which will be the foundation for the year ahead – from providing practical advice, including through our CyberVersed podcast, to engaging in bi-monthly Steering Group meetings.

Together as the Steering Group, we are working to deliver outcomes across five key workstreams and will be continuing to refine our objectives over the months and years ahead. These five workstreams are as follows:

- Promote the importance of cyber resilience across the business and third sector communities.
- Promote CRC engagement for Ambassadors' SME supply chains and customers.
- Support the long-term sustainability and development of the CRC network including memberships and access to free advice.
- Support the development of the student talent pipeline.
- Become a respected national voice influencing the UK cyber agenda.

The scope and nature of those companies interested in joining us as National Ambassadors continues to grow swiftly and each joining Ambassador provides tangible objectives and outcomes for the business sector.

Pivotal to the vision for this vanguard piece of work is the CRC network. Under the guidance of the police directors running the centres, and with support from NCRCG at a national level, this network is continuing to grow, delivering practical solutions, services and advice at a local level. Of particular importance to this success, is the impressive and wide-ranging activity which continues to take place as part of our student talent programme, Cyber PATH.

We remain impressed and grateful for the level of support we have received from everyone involved in NCRCG's journey to date. Our commitment to those individuals and companies we are working with is to ensure that, moving forward in 2023, we will continue to do everything we can to create a safer and more resilient business community.

We are very excited about what, together, we can and will achieve.

Becoming a National Ambassador

Cyber resilience is rightly moving up every organisation's agenda and leaders are increasingly recognising its vital importance in helping to protect their day-to-day operations.

Working closely with policing and government, NCRCG National Ambassadors are not only strengthening the cyber resilience of their own customer base and supply chains but also sharing their knowledge and learnings to support best practice in organisations across the country.

Alongside this, they are supporting the growth of the **Cyber PATH programme**, helping to develop the next generation of cyber specialists both for policing and the private sector.

To find out more about our National Ambassador Programme and how you can get involved please email:

enquiries@nationalcrcgroup.co.uk

Joining the Cyber PATH talent pipeline

Cyber PATH is developing a second-to-none talent pipeline in the cyber industry, ensuring that, as a nation, we are readying and inspiring the next generation of those who will tackle cybercrime.

Overseen by a senior practitioner with experience in consulting, as well as a supervisor, Cyber PATH students learn from some of the industry's top specialists and are paid appropriately for their work.

With unique workplace experience and BPSS vetting, Cyber PATH helps them to stand out in a competitive job market and access a pool of high-skilled employment opportunities, including in the SME community, policing, and top-quality graduate schemes.

To find out more about Cyber PATH and how you can get involved, please contact the CRC local to your university.

You can find a full list of the CRCs and their websites here:

nationalcrcgroup.co.uk/regional-centres/

Working with your local cyber resilience centre

Every organisation in this country is potentially a target for cybercriminals and there is no hiding place from the impact that cybercrime can have - whatever an organisation's size, location or sector.

Part of our mission therefore is to encourage SMEs to think about the issue of cybercrime, address it and thus reduce the risk of being affected by it.

We know how important it is that SMEs can seek guidance from specialists who understand how they operate, who are well-versed in the business demographics of the area, and who are able to help build cyber resilience against threats that are specific to them. This is why the cyber resilience centre network has been developed.

To find your local CRC please visit:
nationalcrcgroup.co.uk/regional-centres/



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City of London Corporation,

PO Box 270,
Guildhall,
London
EC2P 2EJ



enquiries@nationalcrcgroup.co.uk



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