

**20th**  
ANNIVERSARY

# BUSINESS CONTINUITY AWARDS 2018

Twenty years of celebrating  
excellence in business  
continuity, security  
and resilience

## WINNERS' REVIEW

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# BUSINESS CONTINUITY AWARDS 2018

## Congratulations to this year's worthy winners...

### **Best Contribution to Continuity and Resilience**

#### **Sponsored by YUDU**

WINNER: Barclays

### **Global Award**

WINNER: Dubai Airports Corporation

### **DRaaS Award**

WINNER: Water Direct

### **Cloud based Services**

WINNER: Zerto

### **Most Innovative Product of the Year Sponsored by the Retailers' Business Continuity Association**

WINNER: citizenAID

### **BCM Planning Software of the Year**

WINNER: Daisy Shadow Planner

### **Excellence in BC in Industry Sponsored by Plan B Consulting**

WINNER: HomeServe & Daisy

### **Excellence in BC in the Financial Sector Sponsored by Daisy**

WINNER: Barclays

### **Transformation Award Sponsored by Barclays**

WINNER: DVLA

Highly commended: RSA

### **Incident Management Award Sponsored by Clearview**

WINNER: USAA

Highly commended: Imperial College London

### **Initiative of the Year sponsored by CMAC Business Continuity Transport**

WINNER: Marks & Spencer

### **Strategy in Partnership**

WINNER: Civil Nuclear Constabulary & CMAC Business  
Continuity Transport

### **Strategy of the Year sponsored by Sungard Availability Services**

WINNER: Lloyds Banking Group

### **Most Effective Recovery of the Year sponsored by Fortress**

WINNER: CITI

### **Specialist Technology Company of the Year**

WINNER: FireEye

### **Specialist Company of the Year**

WINNER: CMAC Business Continuity Transport  
Highly commended: International SOS

### **Team of the Year Sponsored by Daisy**

WINNER: RSA

Highly commended: DVLA

### **Adviser of the Year**

WINNER: Ewan Donald, PlanB Consulting

### **Newcomer of the Year**

WINNER: Amelia Barton, Regester Larkin by Deloitte

### **Lifetime Achievement Sponsored by Fusion Risk Management**

WINNER: Steve Mellish, Mellish Risk & Resilience

### **Manager of the Year Sponsored by Sungard Availability Services**

WINNER: Nicky Russell, RBS

### **Ambassador Award**

WINNER: Sungard Availability Services

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## Incident Management Award



Bal Chhokar, manager, Member Solutions, USAA; Maurice Williams, executive director, Business Continuation, USAA; pictured with Ian Crabb, CEO, ClearView Continuity; and host Paul McCaffrey

### Winner USAA

**The judges said:** The intensity of Hurricanes Harvey and Irma robustly tested USAA's incident management capabilities, and this year's panel of judges were humbled by this winning entry

**About:** Hurricanes Harvey and Irma delivered a crippling blow to the southern US in 2017. It was the first time on record that two Category four landfalls occurred in the US in the same hurricane season, much less within 16 days of each other. Harvey is expected to be the most expensive natural disaster in US history. Damages are expected to exceed US\$160bn. Irma prompted the largest evacuation order in US history as nearly 6.4m people were ordered to evacuate or seek shelter.

USAA's Unified Command Centre recognised the threat posed by both storms long before they made landfall and executed action plans to proactively mobilise teams and resources to safeguard over 23,000 employees at 19 facilities in the paths of the two storms. These plans included closing the company's headquarters for Harvey, closing its Tampa Regional Offices and ceasing all operations in Florida for Irma; requiring a massive employee accountability process. As the storms formed, an interactive web map was created for each hurricane,

with live weather feeds updated near-real time, personnel locations (updated daily), third party suppliers' capabilities (updated every 30 minutes) and operational locations (daily).

"Our corporate comms team launched an information campaign which included tactics such as: member comms, leadership comms, claims reporting resources, alerts on usaa.com, and an event specific webpage providing on-site location information," said executive director, Business Continuation at USAA, Maurice Williams. "External comms included public relations outreach, social marketing, paid search, online and radio advertisements. Internal comms included leadership, as well as digital billboards to promote employee safety and campus closure information.

"Due to the severity of the storms, anticipated impact on employees and their availability for work, USAA stood up an Agile Response Team to respond to employee needs with greater agility, speed and clear accountability. This approach kept USAA ahead of the curve, allowing for appropriate planning for employees and their families and enabling USAA to successfully maintain its ability to serve its members before, during, and after the hurricanes."

[usaa.com](http://usaa.com)



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INCIDENT MANAGEMENT AWARD

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## Best Contribution to Continuity and Resilience



Richard Green, vice-president, Incident & Crisis Management, Group Resilience, Barclays; pictured with Richard Stephenson, CEO, YUDU Sentinel and host Paul McCaffrey

### Winner Barclays

**The judges said:** Barclays has shown its commitment to helping small to medium sized enterprises with their own resilience efforts, mirroring its dedication in this arena.

**About:** Small and medium-sized enterprises are key drivers of economic growth, and account for 48% of private sector employment in the United Kingdom. Many of these organisations show tremendous potential for growth, with annual revenue growth rates at or above 25%.

Disruptive events can happen anywhere and at any time, and helping small business owners to create resilience and build recovery plans helps to guarantee their future prosperity, as well as that of the UK.

It has never been so important for UK businesses to help SMEs be more resilient, so in 2017, the Group Resilience team at Barclays rolled out a series of impactful and diverse events as part of its BResilient campaign targeting specific SME customers and audiences across the country in order to promote, explore and embed a culture of resilience within the mindset of small business owners.

From direct relationships with businesses to digital tutorials, the team has been able to capture the imagination of the SME community, engaging and informing them through scenarios with the use of virtual reality technology.

“Barclays is committed to supporting communities in an holistic and tangible way, sharing skills and knowledge as well as promoting a new way of thinking to consider risks, up skill SMEs and promote a resilience way of thinking,” says Lee Webb, director, Group Resilience at Barclays.

“Partnering with Business in the Community, Barclays Digital Eagles, In Your Face Advertising and Vivida, the aim is to increase resilience awareness in the wider community and enable businesses to be better prepared for events which have the potential to disrupt their business through initiatives such as the #BResilient campaign via a number of events.

“Participants were taken on a journey using VR technology through scenarios which drew on the catastrophic impacts of not being resilient in an engaging and informative way.”

[barclays.co.uk](http://barclays.co.uk)



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**BEST CONTRIBUTION TO CONTINUITY**  
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## Excellence in BC in the Financial Sector



Sean Deadman, vice-president and UK Resilience Partner, Barclays; pictured with Andy Dunn, head of availability services at Daisy Group and host Paul McCaffrey

### Winner Barclays

**The judges said:** Barclays puts the most important stakeholder, the customer, at the heart of its resilience approach

**About:** The financial sector faces many unique challenges, amongst them the financial services regulatory regime and an ongoing legacy of consumer mistrust following the 2008 financial crash. An environment of change, including digital transformation, growth of the sharing economy, the advent of crypto currencies, challenger banks, increasing customer expectations and high levels of scrutiny all make operating in the financial sector a greater challenge today than ever before. Addressing these issues is vital, and Barclays has shown a commitment to rebuilding trust in its brand and in the banking community as a whole. It has achieved this in part by embedding a resilience ethos at all levels of the organisation. With the support of a committed resilience team and new technologies, the last 18 months have seen Barclays achieve much of its planned transformation; and it has clearly identified the next steps for successful completion.

“Resilience by Design was the concept introduced to ensure resilience is not an afterthought competing for management attention but is on the board agenda and an integral part of the way

the firm assesses, measures, evaluates and responds to risk,” says Mike Butler, managing director, Group Resilience at Barclays.

“Enterprise risk themes were introduced into the overall Risk Framework to drive action and improvements with a series of videos produced to help explain the concept of resilience to colleagues. A further initiative to better prepare for disaster and increase resilience capabilities was the Near Miss function which educates and delivers cultural change by changing the way risk is perceived and countered.

“Having seen the value of Near Miss internally and wanting to positively influence the industry, Barclays established an independent Global Near Miss Cross-Industry Forum to leverage experience from a variety of different industries to share best practice and align strategies on joint risks. Forum members include Sungard Availability Services, Sky, BA, Tesco and Colt Telecoms. As a good corporate citizen, Barclays promotes the importance of resilience to the wider community. Initiatives such as the widely advertised ‘Digital Eagles’, present in branches to build customers’ internet skills, and the #BResilient campaign in conjunction with Business in the Community to promote the resilience message to SMEs are part of this strategy.”

[barclays.co.uk](http://barclays.co.uk)



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**EXCELLENCE IN BC IN THE  
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## Strategy in Partnership



The winning teams at the Civil Nuclear Constabulary and CMAC BCT, pictured with Jane O'Leary, Alarn and awards host Paul McCaffrey

### Winner Civil Nuclear Constabulary & CMAC Business Continuity Transport (BCT)

**The judges said:** The Civil Nuclear Constabulary & CMAC BCT work together to transport and accommodate police officers in times of national emergency, through a bespoke plan that covers all areas of the UK. This partnership was recently called upon after the terrorist attack at the Manchester Arena and the failed attempt at Parsons Green.

**About:** CMAC Business Continuity Transport works with the Civil Nuclear Constabulary (CNC) to provide transport and accommodation to police officers in times of national emergency, covering isolated locations across the UK to move armed police officers once mobilised.

This partnership is part of the counter terror plan known as Operation Temperer. CNC's contribution involves the no-notice mobilisation of over 400 armed officers from locations across the UK. Since its inception, CMAC BCT have been involved in the development and testing of the CNC element of this national plan. We have worked closely with the CNC to create a bespoke plan for emergency transport and we have helped refine the response time from days to a matter of hours.

"We work by providing the CNC with live inventory of transport and accommodation services across the UK giving us the ability to relocate instantly once invoked. The solution allows the CNC to have little or no impact on their recovery plans whilst also allowing them the freedom to continue with their task in hand of reducing the UK's terror threat level," said Steve Turner, CEO at CMAC. "Central to our operation is ensuring availability of transport and accommodation. This is done on a daily basis using our bespoke software system which provides full visibility of available transport on our UK network, to ensure that we have the ability to deliver against multiple invocations across locations should we need to."

Chief Constable Mike Griffiths said, "With the intimate support of CMAC we deployed at very short notice over 800 officers across two deployments to 23 different Home Office force areas in a matter of hours. The critical element in the success of this deployment was the hard work and detailed planning which went into this contingency plan and the close working relationship we have with CMAC. They understood our needs and delivered our people to the locations from which they were able to conduct their armed policing tasks. This was truly a joint endeavour"

[cmacgroup.co.uk/businesscontinuitytransport](http://cmacgroup.co.uk/businesscontinuitytransport)



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STRATEGY IN PARTNERSHIP

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## Specialist Company of the Year



The winning team at CMAC BCT; pictured with awards judge and head of business continuity for UK&I, EMEA & APAC at Experian, Dean Beaumont; and awards host Paul McCaffrey

### Winner CMAC Business Continuity Transport (BCT)

**The judges said:** In a closely fought category, this impressive outfit has done it again. There is something very different about CMAC and the services they offer. They are always on the scene quickly. They've even gone as far to make arrangements with first responders. On top of this, countless customer testimonials vouch for their excellent service.

**About:** CMAC BCT is a leading UK dedicated provider of emergency and pre-planned managed transport services. CMAC BCT offers clients a UK network of over 4,000 approved and compliant ground transport operators; constant monitoring of vehicle availability via unique system software technology; emergency hotel accommodation and marshalling; and a UK-based control centre handling calls 24/7/365. CMAC BCT currently has over 100 employees who handle invocations, tests and queries from over 100 contracts. In 2017, the company managed the movement of over 1,000,000 people in emergency situations. CMAC BCT works with each client to create a bespoke plan for the evacuation and transport, and if necessary accommodation, of employees and customers in the event of an invocation. For an office-based business this may mean moving employees to and from their homes, mainline

or tube stations, or designated pick-up points to a recovery site, until permanent accommodation is restored. For airlines, which are an important part of the company's business, it may involve providing marshals and accommodation in addition to transport for their customers. When invocation occurs, the situation is not always what was planned for. Although planning is crucial, experience has shown that it is also essential to be flexible and able to respond changing requirements.

On 2nd October 2017, CMAC BCT received a call from its client, the Civil Aviation Authority, to activate contingency plans and assist in the repatriation of Monarch Airline customers. Over a three-week period, the company assisted in what became the biggest ever peacetime repatriation exercise. Over 32,000 passengers were moved by CMAC BCT and its suppliers during this time.

"This was one of our busiest periods since CMAC began operations ten years ago," said chief operating officer at CMAC, Peter Slater. "It was a pleasure to help support the CAA during this time and I am very proud of how professional all the teams involved from CMAC and the CAA were and how well we worked together during what was a very stressful time."

[cmacgroup.co.uk/businesscontinuitytransport](http://cmacgroup.co.uk/businesscontinuitytransport)



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## BCM Planning Software of the Year



Colin Jeffs, head of business continuity management, Daisy Group; pictured with Charlie Maclean-Bristol, director at PlanB Consulting, and host Paul McCaffrey

### Winner Daisy Shadow-Planner

**The judges said:** Shadow-Planner has proven to be an enormous asset to a great many companies and users. With this product, Daisy has shown that it recognises that it is people that make a business successful, and that software tools exist to enable them.

**About:** Formed in 2001, Daisy has grown into the UK's largest independent provider of IT, comms and business continuity with 600,000 customers, 2,000 partners and some 4,000 employees in over 35 locations nationwide. In addition to providing services to half of the country's high street retailers, Daisy is at the technological heart of the nation's critical infrastructure – from keeping trains running to planes flying; it supports doctors caring for patients and connects businesses of every kind to the customers they serve. Shadow-Planner brings all strands of a business together and identifies which parts are most critical. Its hugely powerful real-time dependency mapping capability identifies weaknesses immediately.

“Having won this award in 2016, we entered again this year because, having listened to our customers, our user group and industry-leading business continuity managers, we've taken

great steps to improve Shadow-Planner so that it is more relevant and effective for the midmarket, whilst enhancing its enterprise capabilities even further,” says Colin Jeffs, head of business continuity management at Daisy.

“This work is still ongoing and it means we are bringing the huge benefits of business continuity management planning software to a much wider and diverse audience.

“It is really gratifying to win this year, on top of our win when we last entered, and even better news for us and our customers is that we've been working with our user group to understand what further developments and functionality they would like to see, and there are already further great new features in the pipeline both short and longer term.

“We look forward to entering this category again once these have been rolled out and our customers are reaping even greater benefits. It's true that no two businesses are the same but having a business continuity management software product that's aligned to best practice and recognised as industry-leading is vital when considering your business continuity programme, no matter what your business does.”

[daisygroup.com](http://daisygroup.com)



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**BCM PLANNING SOFTWARE**  
**OF THE YEAR**

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## Global Award



Buti Qurwash, Dubai Airports, pictured with Scott Baldwin, CIR Awards judge, and awards host Paul McCaffrey

### Winner Dubai Airports

**The judges said:** Dubai Airports was able to successfully demonstrate its key focus of providing corporate support and direction for delivering resilience and assurance. In so doing, it has created a 'new normal' in business resilience providing greater flexibility, creativity, global awareness, and social awareness – for which they are to be congratulated.

**About:** Dubai Airports (DA) owns and manages the operation and development of Dubai International (DXB) and Dubai World Central (DWC) airports. Air transport is fundamental to Dubai's social and economic development and welfare; it comprises 28% of GDP. DA is vital in creating a lasting, positive impression for tourists and residents alike. Customer experience is amongst DA's key focuses.

The Dubai Airports Corporate Resilience unit's main focus is providing corporate support and direction for delivering a resilient business model and correct levels of assurance to underpin the corporate strategy of ensuring Dubai Airports operate effectively despite major internal and external challenges. The Corporate Resilience team has delivered a programme that encompass enterprise risk management, response and recovery processes and insurance management,

resulting in adequate business protection against current and future threats to people, services, operations, facility and reputation. The unit also adds value through continuous improvement recommendations and conducts reviews to produce cost effective insurance liability.

Executive vice-president, Corporate Affairs, Majed Al Joker, commented, "I am tasked with overseeing the airports' security, legal, internal assurance, excellence and resilience initiatives. It brings great pride and honor that the success of our efforts and ideas are now recognised globally. This is not a one-person feat; and I would like to thank all employees who have worked day-in and day-out to transform our company; I am pleased that Dubai Airports now belong to the elite cadre of awarded organisations for adopting leading resilience practices. I must also thank all our internal and external stakeholders and acknowledge their vital role and support in enhancing our resilience capabilities.

"We are more energised and motivated than ever to take on new and challenging projects to further improve our risk management, response and recovery capacities – both for the benefit our organisation, as well as aviation in Dubai generally."

[dubai.ae](http://dubai.ae)



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## Ambassador Award



Industry ambassadors, Sungard Availability Services, pictured with Jason Crosby, global business continuity manager, MUFG Securities International plc and awards judge; and host Paul McCaffrey

### Winner Sungard Availability Services

**The judges said:** It is 20 years since the Business Continuity Awards were launched. To mark this special occasion, the board and the judging panel are presenting the Business Continuity Ambassador Gong. This award goes to the company that we believe has done the most for the industry over the life of the awards. We have no hesitation in presenting Sungard Availability Services with this accolade.

**About:** Sungard Availability Services is a leading provider of critical production and recovery services to global enterprise companies. Sungard AS partners with customers worldwide, truly getting to understand their business needs and provide tailored services for defined outcomes. A name that is synonymous with business continuity, Sungard AS leverages over 35 years' experience of designing, building and running critical IT services that help customers manage complex IT, adapt quickly and build resiliency and availability.

"As a pioneer in the field of disaster recovery and business continuity, Sungard Availability Services is delighted to add the inaugural Ambassador Award to our unparalleled track record of success in the CIR Business Continuity Awards," says Kathy

Schneider, chief marketing officer for Sungard Availability Services. "Having advocated the benefits of availability and resilience for four decades, this accolade is fitting recognition in the year in which we celebrate our 40th anniversary.

"We extend our congratulations to all the finalists and winners, especially former customer and Sungard AS Customer Advisory Board member Steve Mellish, Hon, FBCI on being honoured with the Lifetime Achievement Award. We were also pleased to see our customer Barclays recognised for Excellence in Business Continuity in the Financial Sector.

"The Business Continuity Awards are a highly respected and much coveted industry standard for businesses continuity professionals. We're extremely proud to be recognised, along with our customers. The Ambassador Award recognises our continued commitment to deliver the highest standards of service for our customers.

"Today, more than ever, it is essential for businesses to remain resilient in the face of huge challenges. We constantly strive to deliver the services and consultancy to facilitate this mindset and work closely with our customers to help them achieve it."

[sungardas.co.uk](http://sungardas.co.uk)



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**AMBASSADOR AWARD**

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