

<b>Committee</b> Audit and Risk Management	<b>Dated:</b> 13 September 2016
<b>Subject:</b> Deep Dive: CR01 Resilience – Event or situation related to terrorism or other serious event/major incident	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Information</b>
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### Summary

This strategic risk reflects issues for which the City of London Corporation has both primary responsibility and control. This review has focused on the preparedness of the City of London Corporation and its delivery departments to respond effectively to an emergency situation related to terrorism or other serious event/major incident.

For the purpose of clarity the current definition of a ‘major incident’ is an event or situation requiring the implementation of special arrangements by one or more of the emergency services following an incident:

- Involving either directly or indirectly large numbers of people
- The rescue and transportation of a potentially large number of casualties
- The large scale combined resources of Police, London Fire Brigade, London Ambulance Service
- The mobilisation and organisation of the emergency services and support services, for example a Local authority to cater for the threat of death , serious injury or homelessness via set up of rest centres , humanitarian support through volunteer local authority employees crisis support teams
- The handling of a large number of media enquiries likely to be generated both from the public and news media.
- Acts of terrorism

This review has also examined the effectiveness of our engagement with key partner agencies involved in responding to incidents of this nature, as well as our work with the Square Mile business and residential communities. The risk is owned and managed by the Town Clerk.

### Main Report

#### **Introduction**

1. This deep dive report on CR01 Resilience risk has been prepared at the request of the Audit and Risk Management Committee. The risk has a number of

components for the City of London Corporation resulting from its roles as an employer, a provider of local government services and as the Police Authority for the Square Mile. The risks from a policing perspective (operational policing) are managed by the Commissioner of Police. The remaining elements cover a range of operational areas e.g. disaster recovery/business continuity, building management, employee and community safety. Under the Civil Contingencies Act 2004, the City of London Corporation (defined by the Act as a Category 1 responder) also has a responsibility to support its businesses and residential communities in the aftermath of a major incident

## **Context**

2. The UK faces a serious and challenging threat from international terrorism. The UK threat level, determined by the Joint Threat Analysis Centre (JTAC) for international terrorism, is currently at SEVERE, meaning an attack is highly likely. The threat to the mainland UK excluding Northern Ireland from Northern Irish Related Terrorism is currently assessed as SUBSTANTIAL meaning an attack is a strong possibility
3. In the context of the City of London, the City Police has the lead responsibility for disrupting and preventing a terrorist attack as well as leading the initial response should an attack occur. They are supported in this task by the Metropolitan Police Service, the Security Services and other partners, including the City Corporation.
4. The City of London Corporation must also plan to respond to a number of other foreseeable risks. The City of London Risk Register, which is a publicly available document on the City Corporation's website and attached to this report, focuses on the most impactful emergencies that could happen in the square mile or elsewhere in the UK but with significant impacts on the square mile, using the National Risk Assessment and the Greater London Risk Register as the starting point. This assessment includes details of how likely they are to happen and the impacts if they do. This includes the impacts to people, their property, the environment and local businesses. This document is designed to inform the square mile community about the risks that could occur that could impact their daily activities. It is intended as a tool for driving better preparedness across the whole community

## **Statutory Requirements**

5. The Civil Contingencies Act 2004 places the City of London Corporation under a statutory duty to ensure that it is prepared to respond to an emergency, including public order incidents. Under this Act, the City of London Corporation has a number of specific duties:
  - i. assess the risk of emergencies occurring and use this to inform contingency planning
  - ii. put in place emergency plans
  - iii. put in place business continuity management arrangements

- iv. put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency
  - v. provide advice and assistance to businesses and voluntary organisations about business continuity management
6. Two further duties are prescribed in the Regulations for all emergency responding organisations:
- i. share information with other local responders to enhance co-ordination
  - ii. co-operate with other local responders to enhance co-ordination and efficiency

## **Current Position**

### *Common consequences and mitigating actions / risk controls*

7. The issues for the City Corporation to manage would include:
- i. Dealing with damage to specific areas and buildings, for example Guildhall
  - ii. Employee and community welfare
  - iii. Public and business confidence
  - iv. Coordination of the services of the City of London Corporation and other public services
8. For responding to these specific issues the City Corporation has a range of mitigating controls, these include;
- i. Business continuity plans. These are currently being reviewed and updated. At the last review in 2014/15 the City Corporation's increased dependence on IT for business delivery and hence the importance in business continuity planning was highlighted.
    - a. The move to infrastructure as a service should have increased organisational resilience, however during a series of incidents it became apparent that there remains a single point of failure in connectivity infrastructure in the Guildhall Justice Rooms which prevented access to systems hosted in remote data centres. The overall assessment of CR01 was re-rated from amber 8 to amber 12 on 18 April 2016 to reflect ongoing concerns about the robustness of the City Corporation's own IT and its effect on business continuity.
    - b. IT services has an initial test planned in the near future. This will test the resilience of all remote access services following some new facilities which have been installed to remove the dependency on the remote access gateway at Guildhall Justice Rooms. Once this test has been conducted successfully, more work can be carried out with departments on developing their business continuity plans. In addition a disaster recovery site exercise is planned at the London Metropolitan Archives building later in the autumn.

- ii. The City Corporation has plans in place to support employees following an incident including the availability of a Freephone advice line. We also have arrangements to care for the residential community should they become displaced by an incident through the establishment of rest Centres. Support is also available for the business community, for example, through the establishment of a Business Information Centre at which briefings will be provided by service departments and the emergency services. A joint rest centre exercise with Community and Children's Services and Resilience planning team will be held in the City next month.
- iii. A review of City of London Corporations emergency planning arrangements was undertaken by an independent consultant, Mick Free, in 2014 and one of the recommendations was the establishing of a Strategic Resilience Forum ,Chaired by Town Clerk, with membership from City of London Police and City business to oversee the work of the City of London Resilience Forum
- iv. The City Corporation has a comprehensive Major Incident plan that is regularly reviewed and exercised. These exercises include the 'blue light services', the voluntary sector, the military, the utilities, City Corporation service departments and the business community. This plan fits into the wider Pan-London arrangements and the interaction between both levels is also subject to regular exercises.
- v. The work of the City of London Resilience Forum was instrumental in generating the City Risk Register. The Forum recently conducted a series of thematic workshops exploring how businesses need to prepare to respond to the key risks (including terrorism and public order). These workshops have led to the production of a comprehensive guidance document. The document (available on the City Corporation website) contains a detailed description of the potential impacts on business associated with each set of risks identified in the City Risk Register. The document also contains a compilation of simple measures that businesses of all sizes can implement to help them be better prepared to deal with the impacts identified
- vi. The City of London Corporation along with the 32 London Boroughs is subject to a set of Minimum Standards for London (MSL). This comprises of a set of standards aligned to resilience and emergency planning arrangements locally and Pan London. The MSL for each local authority is subject to peer review. The next round of peer review for 2016 will focus on eight key areas of resilience planning work:
  - Local Emergency plan
  - Community Shelter plans
  - Evacuation
  - Identification of vulnerable persons
  - Warning , informing , alerting arrangements
  - Excess death plans
  - Pandemic Influenza
  - Severe weather

9. In addition to a regular programme of simulations the recent pan-London and International Exercise Unified Response provided number of opportunities for testing the effectiveness of our plans and coordination arrangements through overarching local authority objectives, to test London Local Authority Gold arrangements, The City of London co-ordination centre as well as the role of local authority liaison officer the City has been able to derive significant confidence that its plans are effective and are consistent with Pan London and national major incident plans.
10. The Centre for the Protection for National Infrastructure and the Security Services continually develop guidance on how to deal with the type of terrorist attacks that have happened around the world. Following on from this guidance, iconic sites within the City have been assessed by the Security Services and plans concerning these are regularly reviewed using simulations of real incidents and role plays.
11. Following the increase in the UK threat level to SEVERE in August 2014, the proliferation of terror attacks in Western Countries, Europe and the number of disrupted plots in London and the UK, Town Clerk commissioned a security review of all Corporation activity, critical buildings and assets in early 2016. This review has delivered a security strategy which provides aims and ambition for delivery by the City Corporation. The strategy is currently being reviewed by a new officer Security board Chaired by the Town Clerk. The strategy includes the delivery of a Corporate Security plan intended to deliver the aim and ambition of the strategy by setting out specific activity areas of governance, threat and risk, concept of operations to include cyber and information protection
12. To support the delivery of priority security enhancements, Resource Allocation sub-Committee agreed a specific budget under the management of the Town Clerk. Project reports detailing how individual issues will be addressed are progressing through the Committee system.
13. The City of London Corporation is also working closely with other business districts in London (such as Canary Wharf and the London Bridge Quarter) to help them become better prepared to respond to potential terrorist attacks
14. As a result of lessons learned from the disorder experienced in London in 2011, we have strengthened the support network for residents of our housing estates both inside and outside the Square Mile – including reassurance measures via staff on site. Support is also available for the business community, for example, through the establishment of a Business Information Centre at which briefings will be provided by service departments and the emergency services.
15. An information sharing protocol was also signed in 2014 between City of London Police and City of London Corporation providing an effective means of sharing information and intelligence on known protest , groups and intentions to allow the Corporation to be better prepared

## **Conclusion & Assessment of the existing controls**

16. The City of London has comprehensive plans that cover emergency response, business continuity and disaster recovery. These plans meet the requirements established by Central Government through the Cabinet Office and have been benchmarked against those of all London local authorities.

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