

Committee	Dated:
Audit and Risk Management	24 July 2017
Subject: Deep Dive: CR01 Resilience – Event or situation related to terrorism or other serious event/major incident	Public
Report of: Town Clerk	For Information
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Summary

This strategic risk (CR01 Resilience) identifies issues for which the City of London Corporation has primary responsibility and control. This review has concentrated on the preparedness of the City of London Corporation and its 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 partners 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.

Recommendation: Members are asked to note the report.

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 and updates the Committee from the report in September 2016. 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. The threat level after the recent Manchester attacks was raised to CRITICAL for a period of five days. The City of London reacted by increasing the security posture of its buildings and during this time mobilised extra resources. The recent London Bridge attacks did not cause the threat level to be raised but the City of London reacted rapidly to the local incident. Due to the proximity of the terrorist event the level of security was heightened in the following days.
4. There are currently cross-cutting projects across four City sites (Mansion House, Barbican Centre, Guildhall and the Central Criminal Court) aimed at improving security at these locations. These projects have been initiated due to the surveys, reviews and recommendations carried out by Counter-Terrorism Security Advisors (CTSA) and City of London Security Consultant, Directors and Counter Terrorism Advisor. To support the City of London improvement works and drive an enhanced security culture, the City of London have also appointed a new Strategic Security Director and Counter-Terrorism Advisor who will be starting in August 2017.
5. A separate corporate risk for security has been developed focusing on the specific threat to the assets of the City of London Corporation from terrorist related event or other major incident. This has been approved by the Senior Security Board and was approved by the Chief Officer Risk Management Group. This will now be considered by Summit Group before coming to Audit and Risk Management Committee in October 2017.

6. 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.
7. 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 is available through this link (<https://www.cityoflondon.gov.uk/business/support-promotion-and-advice/business-continuity/Documents/risk-register-revised-2016-v3.pdf>). This 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.
8. The risk register is regularly reviewed by the Local Resilience Forum as well as the Strategic Resilience Forum, who approved the latest version on 13 June 2017.

Statutory Requirements

9. 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
10. 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

11. 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

12. 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 2015/16 the City Corporation's increased dependence on IT for business delivery and hence the importance in business continuity planning was highlighted.
- a. Following an unsuccessful test of Disaster recovery readiness of the core Datacentre in the Guildhall Justice Rooms in October 2016, a number of improvements to IT provision were made. A subsequent DR test in February 2017 proved to be more successful for internal and remote working, however weaknesses were still identified with email and calendar provision to mobile devices. Although GOOD is no longer sited in the Data-centre, the network routes that deliver services to it are part of the in-train Network Transformation Programme includes the staged exit from the GJR data-centre - a recognised Single Point of Failure (SPoF), in addition to a new Local and Wide area Network (LAN and WAN). As such, it was agreed to not perform a DR test again until the core components delivering mobile email and calendar were migrated away to mitigate this risk.

The GJR Exit project is on schedule to move the connectivity away from GJR. Once complete, a follow up DR test will be performed. In addition, another project is also in progress which will deliver greater long term resiliency and improved mobility services to customers, which is operating to a similar timeline.

Office365, delivered as part of the Desktop Transformation Programme allows for a cloud-based, resilient email and calendar service for PCs and mobile devices. This, in conjunction with Microsoft InTune to provide secure Mobile Device Management will replace and update the services currently provided by GOOD, which will be an unsupported product in September 2017.

Although the timeline for organisation-wide deployment of O365 and InTune is longer, the core components needed to mitigate the immediate resilience risk to mobile email and calendar will be in place by the end of August, as the pilot for the new O365/Intune provision gets underway.

Once the pilot is successful and suitable approvals are obtained, the solution will be deployed across the COL estate.

- b. A SharePoint site has been set-up for departments to maintain their business continuity plans in a centralised location which can be accessed remotely. Also the format used for capturing departmental information via the Business Impact Analysis (BIA) has been standardised.
- 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.
- iii. 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
- 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. In October 2016 rest Centre arrangements were exercised at the Artizan Street Library and the following exercises are planned over the next 6 months:

Fuel Workshop at London Fire Brigade (LFB) HQ - July 2017	London Fire Brigade's quarterly exercise looking at how each Sub-Regional Resilience Area (SRRF) would work together to respond to an incident affecting their area. The work stream this quarter will focus on Fuel Disruption in London.
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Exercise Connects – Sept 2017	An exercise to test communications equipment for the Borough Emergency Command Centre (BECC) via London Local Authority Coordination Centre.
Lord Mayor's Show Exercise - Sept 2017	Annual preparation exercise for the Lord Mayor's show.
Exercise Preparer – October 2017	Multi borough exercise hosted at LFB HQ to testing preparation and communication between boroughs based on fictional major incident scenario.
LFB event – Guildhall Yard –Oct 2017	London Fire Brigade (Dowgate station) use the Guildhall yard to test their equipment and demonstrate to public and businesses their capabilities
LM Show and Fireworks' Event Liaison Team – Nov 2017	Lord Mayor's show. Full BECC set up and Event Liaison Team (ELT) made up of multiple CAT 1 & 2 responding organisations on site within Committee Room 3/4 with Crisis Support Team on standby.

- 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 peer review for 2016 will focused on eight key areas of resilience planning work (the next review will take place towards the end of 2017):

- Local Emergency plan
- Community Shelter plans
- Evacuation
- Identification of vulnerable persons
- Warning, informing, alerting arrangements
- Excess death plans
- Pandemic Influenza
- Severe weather

13. In addition to a regular programme of simulations there have been exercises involving several partners from the private and public sector. This tests the effectiveness of our plans and coordination arrangements through London Local Authority Gold arrangements. The Centre for the Protection of 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.

Response to Recent Events

14. In reaction to the London Bridge, Manchester and Westminster attacks, debriefs are being held to understand what lessons can be learned for general security practice.
15. Following the London Bridge attack a survivor reception centre was set up within an hour and staffed by City of London Police and City of London Crisis Support volunteers. The rapid response with the emergency services has received widespread positive coverage. The location of the centre was at one of a number of pre-planned locations agreed with the City of London Police.
16. Several crisis support volunteers and local authority liaison officers (LALOs) have been deployed to Kensington and Chelsea, Camden and Southwark to respond to recent major events. This has coincided with a concerted effort to train up more volunteers and LALOs in the past year.
17. The City currently has 43 active staff who have been trained in crisis support by the Red Cross and a specialist in humanitarian assistance. There are 11 active LALOs who have been trained by the London Fire Brigade.
18. The Town Clerk has been the lead for the Grenfell Fire Response Team and this experience will only be beneficial to the organisation in the future.
19. 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. This includes regular communication during major events through the Cross-Sector Safety and Security Communications (CSSC).
20. 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.

Conclusion & Assessment of the existing controls

21. 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.