

Committee	Dated:
Audit and Risk Management Committee	19 November 2019
Subject: Deep Dive: CR01 Resilience – Event or situation related to terrorism or another serious event/major incident	Public
Report of: The Town Clerk & Chief Executive	For Information
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Summary

The 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 related to terrorism or another serious events/major incident.

For 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 emergency rest centres and humanitarian support through volunteer local authority employee 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

The legislation governing emergency preparedness and response, the Civil Contingencies Act 2004, along with Cabinet Office guidance within the Civil Protection framework requires organisations tasked with the responsibility of planning for emergencies to plan for the generic 'consequences' of an event rather than the cause or source.

This review has also examined the effectiveness of our engagement with key partner agencies involved in responding to major 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. The risk has several 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 are managed by the Commissioner of Police. The remaining elements cover a range of operational areas including 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 local businesses and residential communities during an emergency or 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 SUBSTANTIAL, meaning an attack is likely. In the context of the City of London, the City of London Police has the lead responsibility for disrupting and preventing a terrorist attack as well as leading the initial response to an attack. They are supported in this task by the Metropolitan Police service, British Transport Police, security services and other partners, including the City of London Corporation. Further detail in respect of the terror related threat can be found in the CR24, Operational Security Risk Update.
3. The City of London Corporation must also plan to respond to a multitude of other foreseeable risks. The City of London Risk Register is a publicly available document on the City Corporation's website which focuses on the most impactful emergencies that could happen in the square mile or elsewhere in the UK. 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 occur. This includes the impacts to people, their property, the environment and local businesses. The Local Risk Register is designed to inform the square mile community about the risks that could occur and how those risks could impact their daily activities. It is intended as a tool for driving better preparedness across the whole community.

Statutory Requirements

4. The Civil Contingencies Act 2004 places statutory duties upon the City of London Corporation to ensure that it is prepared to respond to emergencies and major incidents. Under this Act the City of London Corporation has several specific duties, which include:
 - Assessing the risk of emergencies occurring and use this information to inform contingency planning
 - Put in place emergency plans
 - Put in place business continuity management arrangements
 - 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
 - Provide advice and assistance to businesses' and voluntary organisations about business continuity management
 - Share Information with other local responders to enhance co-ordination
 - Co-operate with other local responders to enhance co-ordination and efficiency

Current Position

5. The issues for the City of London Corporation to manage would include:
 - Dealing with damage to specific areas and buildings, for example Guildhall
 - Employee and community welfare
 - Public and business confidence
 - Co-ordination of the services for the City of London Corporation
 - Emerging Public Protest

Business Continuity Planning

6. Following an independent assurance review carried out by the Cabinet Office Emergency Planning College of the City of London Corporation's business continuity management system. A number of recommendations were made to assist the organisation in building its resilience. A working group has now been established, consisting of departmental business continuity leads, led by the resilience team to follow up on the recommendations made in the report. This group meets quarterly to focus on business continuity activity, in particular, departmental business impact analysis systems.

7. The organisation requires a comprehensive, yet simplified, way to deliver business continuity for all departments across the Corporation. To this end, the Resilience Team have secured a trial across departments, of a software programme called Clearview. This is a software system designed specifically for business continuity purposes. Following trials of this system, consultation with departmental business continuity leads will determine if this is a suitable and appropriate system that we could then pursue via a procurement process.
8. The Critical Applications and Services list has been redefined based on new criteria and is covered by the Application Management Policy, which is due for review by the Strategic Resources Group. This will ensure that new applications and services likely to be critical to the organisation are procured, architected and supported in such a way to allow them to be managed properly as Critical. It also allows the organisation to focus the correct resources to applications which are critical.
9. The IT Team have created a draft Technology Roadmap, which includes improving the reliability and resilience of technology tools, applications and services through greater adoption of the Public cloud, further developing on the previous move of services into the Agilisys Infrastructure as a Service (IaaS) environment. In addition, the planned move to public cloud affords a greater use of monitoring and security tools to help maintain the resilience and security of the Corporation's technology and information assets.
10. The IT team have created series of rolling, ongoing disaster recovery and resilience tests which began in June 2019 and will continue throughout. These consist of testing against a number of scenarios delivered through technical tests, simulations and desktop exercises.

Developing Key Areas of Capacity, Capability & Partnership

11. The City of London Corporation has plans in place to support employees following an incident, including the availability of a staff emergency number. The Resilience Team in conjunction with the Department of Community and Children's Services also have arrangements to care for the residential community should they become displaced by an incident; this is facilitated through the establishment of rest centres. Support is also available for the business community, for example, through the establishment of a business information centre, whereby briefings will be provided by Corporation service departments and the emergency services to businesses in the Square Mile severely affected by an incident that affected their premises.
12. Following the London Bridge attack, the City of London Police and City of London Corporation carried out a series of debriefs. A number of lessons have been identified and since implemented into the overall planning and resourcing of our survivor reception centre process. A live test exercise is currently being developed to be facilitated on the 26th of February 2020. The objective is to test the capability, capacity and systems of our survivor reception centre at a new location, to act as the reception centre in supporting the city community in the aftermath of a major incident.

13. The City of London Corporation has a comprehensive emergency management plan that is regularly reviewed and exercised locally and is part of the wider Pan London exercise programme. The most recent test was 'Exercise Safer City' held over two days on the 1st and 2nd of May 2019. The theme for this year's exercise was a water contamination incident carried out over a 2-day period. The key element of this exercise for the City of London Corporation was to validate and test its command and control procedures, in particular, the Strategic Lead, Tactical Lead and the emergency coordination centre mechanisms. This exercise once again provided a valuable opportunity for recently trained and accredited senior staff to perform the role of strategic and tactical leads in a real time scenario as well as other staff volunteering roles.
14. The City of London Corporation recognised it had a reduced capability in terms of appropriate and experienced staff at the senior level, to act as Strategic and Tactical leads for a pre-planned City event, such as Banquets, the Lord Mayor Show or during a Major incident impacting the City. A training analysis was carried out resulting in Senior staff attending 2 command courses. The programme included inputs based on Crisis Communications, including television, newspaper, social media a full day in a mock public inquiry court with a solicitor advocate and a session on community resilience. There is now an increased capacity and capability of key staff within the City of London Corporation, with a cadre of Strategic and Tactical trained senior staff. Refresher and further courses with a revised programme are planned for 2020.
15. The command training was recently tested in a live environment during the Animal Rebellion Protest at Smithfield Market, Billingsgate Market and wider Extinction Rebellion incursion into the City. The City of London Corporation key staff engaged with City of London Police and partners in preparation for protest activity and a full command structure. An event liaison team was also put in place as part of the response for the duration of the protests. A full structured debrief will be carried out on the 2nd of December 2019 to examine any lessons that can be identified from the City of London Corporation's response. The National College of Policing have been invited by the Corporation to facilitate this debrief. Any findings will be incorporated into the emergency planning and response processes for the future.
16. The Resilience Team, through its crisis support team training, have an arrangement with First Aid Nursing Yeomanry (FANY), to deploy with City of London volunteers to an emergency centre in the City should one be required to support the local community. Several FANY managers and members have attended training facilitated by City of London Corporation. This features as part of the Resilience team commitment to increasing its capability to respond to the community and its people as part of our commitment to increase humanitarian assistance capability.
17. The City of London Corporation's Head of Resilience chairs the local City of London Resilience Forum. This forum provides the mechanism for local partners and responders, as defined in the Civil Contingencies Act 2004, who have statutory duties, to meet for co-operation and information sharing between agencies. The Corporation invites several key local businesses identified by sector, as part of this partnership. Previous work with the business community conducted a number of

thematic workshops designed to explore and understand the needs of the City business community in terms of preparation and response during a 'major incident', including key risks terrorism and public order. The membership of business on the local forum means businesses receive first-hand and up to date information on growing trends and an opportunity to share learning and exchange information in the resilience network.

18. The City of London Corporation Resilience team now operate a 24hour standby call out rota and have responded to several localised incidents in the last twelve months. This service guarantees a resilient capability resource on behalf of the City of London Corporation at any time of the day throughout the year.
19. The City of London Corporation Emergency Management Plan is currently under review taking into consideration lessons identified from events over the past 12 months and was also the subject of a Corporate wide emergency planning review carried out by Chamberlains Audit department in April 2018.

Conclusion

20. 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. The Resilience Team along with key City of London Corporation departments, emergency services, voluntary agencies and City business' continually strive to maintain an awareness and overview of emerging threats, hazards and trends, to ensure a resilient City that can respond to major incidents that may impact locally, to provide support to wider London incidents and has the ability to engage in longer term recovery where required.

In January 2018 a review was commissioned by the City of London Corporation on behalf of the Local Authorities Panel. The objective of the review was to recommend the means by which London Local Government can individually and collectively assure their organisational preparedness, through capacity and capability. The Local Authority Panel endorsed the review and a set of resilience standards replaced the previous Minimum Standards for London assessment, which had been referred to in a previous committee report. As part of the resilience standards consultation, the City of London Corporation participated in a self-assessment resilience assurance process, along with other Central London Boroughs. Further self-assessment and peer challenges are set for the future as a way of developing the organisation's capacity and capability in preparing for and responding to civil emergencies in line with our statutory responsibilities and support for the City of London local community.

Appendices

Appendix 1 – CR01 Resilience Risk Register Entry

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