

Committee(s): Economic and Cyber Crime Committee	Dated: 5 May 2021
Subject: Cyber Griffin – Overview	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1, 6, 7, 9, 10 and 12
Does this proposal require extra revenue and/or capital spending?	Under discussion
What is the source of Funding?	Not determined
Report of: Assistant Commissioner Angela McLaren	For Information
Report author: Sgt Charlie Morrison, Helen Thurtle	

Summary

The City of London’s financial and professional services (FPS) industry faces a unique cyber threat which continues to grow in its severity. As a sector designated as Critical National Infrastructure, there is a need to offer enhanced protection from future cyber attacks. Work began on this in June 2018 when the City of London Police (CoLP) launched Cyber Griffin with the support of the Innovation and Growth Directorate.

At the close of its pilot period on the 1st April 2021, Cyber Griffin will have successfully met the objectives set by the Policy and Resources Committee (see Appendix 1). Moreover, an external review conducted by KPMG has confirmed the programme’s impact on security as well as its value for money (Appendix 6). The same report has outlined out a number of local, regional and international opportunities for future development.

Over the same period the COVID-19 pandemic has dramatically changed the position of global business hubs and the services they must provide in order to remain world leading. The most valuable security programmes will be those which can meet the needs of a remote working culture. Increasingly, protecting the Square Mile and remaining a globally desirable place to do business, will mean giving the organisations present within it, protection which extends beyond the Mile itself.

Cyber Griffin responded to the pandemic by developing digital versions of its services which have exponentially increased the programme’s capacity and deployment potential. Cyber Griffin is now in a position to deliver beyond the Square Mile. Such an offering supports policing objectives and compliments the Corporation’s aim to remain a centre of investment and innovation in a rapidly changing global market.

As the newly appointed National Police Chiefs’ Council (NPCC) lead for cyber, CoLP now seeks to build on the success of Cyber Griffin and wishes to investigate the opportunities set out in the KPMG report. In summary these include: Cyber Griffin taking on a national role within policing, the programme exploring overseas markets for revenue generation and Cyber Griffin developing its services further in line with KPMG’s recommendations.

For these reasons CoLP are considering the following:

- To continue the work conducted and services offered by Cyber Griffin to support businesses and individuals in the Square Mile.
- How these developmental opportunities can be fully investigated and piloted.
- Additional officers to manage the increased workload these opportunities would create.
- The scope of Cyber Griffin being expanded in order to conduct work nationally and internationally in line with the developmental opportunities listed.

Links to the Corporate Plan

This overview primarily maps to Outcome 1 of the Corporate Plan – People are safe and feel safe. In particular, under this outcome the 'City Corporation commits to tackling fraud and cyber crime. This sits alongside the commitment under supporting a thriving economy to “lead nationally and advise internationally on the fight against economic and cyber crime (Outcome 6(c)).”

The Cyber Griffin programme also supports the CoLP Corporate Policing Plan 2018 - 2023 – developing a world class digital policing environment, supporting safety by design and leading the delivery of a safe place to live, work and visit.

Recommendations:

Members are asked to note the report.

Main Report

Background

1. It is now a largely settled point that cyber criminality represents a substantial threat to global centres of business like the City of London and that in the coming decade this threat is set to steadily increase (see Appendix 2).
2. The COVID-19 pandemic has now triggered an even greater reliance on technology. Global business centres must now consider how they will evolve to meet this new environment and remain world leading within it. Alongside this, the pandemic has been a cyber event itself. From the start of outbreak, ransomware and phishing campaigns began to focus on the human and network security weaknesses the pandemic instigated (see Appendix 2).
3. Given the severity and borderless nature of cyber criminality, it is clear that for the City of London, effective policing and continued global business leadership requires the same innovation. Namely, to provide security to businesses within the Square Mile that can also extend beyond its borders. Future world leading security

services will be those which can protect an organisation as a whole, not just the offices in a given area.

Current Position

4. In response to these trends business centres around the world have begun to develop area-based programmes of digital protection such as Estonia's Cyber Security Vision 2019-2022 and Singapore's Cyber Security Unity Strategy (see Appendix 2). Here in the City of London we have the Corporation's Cyber Strategy of which Cyber Griffin is a part. Critically, Cyber Griffin is now ideally positioned to act as a world leading security brand for the Corporation. With its digital delivery platform and accredited officers, Cyber Griffin can protect organisations both in and outside of the Square Mile, and in so doing become an area-based security programme with an international reach.
5. The City of London's programme, Cyber Griffin was formally established in June 2018. Like its predecessor, Project Griffin (see Appendix 3), Cyber Griffin is driven by the principle that our best opportunities to tackle cyber criminality lie in improving our collective defences against it. Cyber Griffin (see Appendix 4) provides four core services which can be delivered digitally or in person. Each service is delivered by a specialist team of officers and designed to protect individuals and businesses in the Square Mile from cyber attack. These services are as follows:
 - **Baseline Briefings:** Non-technical briefings designed to take audiences through today's most prolific digital threats with the aim of teaching the simplest and most functional defences to each. This service is National Cyber Security Centre (NCSC) accredited.
 - **Table Top Exercise:** An interactive exercise used to explore simulated cyber security choices which mimic progressively complex cyber attacks with the aim of teaching strategy, managing security and decision making. This service is NCSC accredited.
 - **Incident Response Training:** A practical service in which officers teach police command structures and decision making models in the context of cyber incident response. This helps to develop improved cyber incident responses using tried and tested techniques developed in policing. This service is NCSC accredited.
 - **Cyber Capability Assessment:** A detailed assessment of an organisation's cyber security maturity level which includes a vulnerability assessment, a comparison of the organisation's maturity gauged against best practice standards and a road map for improvement.

Options

6. Now at the end of its pilot period, Cyber Griffin has met the targets set at the programme's creation. A report conducted in 2021 by KPMG confirms this, '*Cyber Griffin has delivered a consistently positive impact on cyber security in the Square*

Mile and established a trusted brand based on the quality of the services.’¹ Cyber Griffin has won multiple awards, engaged with over 460 companies and trained over 11,000 people. Additionally, KPMG recognised that, ‘Cyber Griffin is the only cyber unit nationally that has achieved NCSC accreditation for three out of four core services. This differentiates Cyber Griffin from a significant number of private sector organisations.’²

7. These accolades combined with the successes of the new digital delivery platform that Cyber Griffin has pioneered, have now presented the programme with a number of promising developmental opportunities. KPMG’s report details these as follows:
- Cyber Griffin to support the delivery of a national Cyber UK Strategy.³
 - Cyber Griffin to create a revenue raising capacity targeting overseas markets.⁴
 - Cyber Griffin to develop its existing services in the following ways⁵ :
 - Incorporate the police initiative Cyber Alarm into the Cyber Griffin offering.
 - To begin development of Digital Security Coordinators (DSecCo’s) – officers who assess the digital risk of police run events.
 - To develop an intelligence led mechanism into Cyber Griffin’s delivery in order to better target vulnerable organisations and subsequently offer support.
 - Create a new cyber Incident Response Exercise which incorporates the research conducted by Bristol University with the existing training principles used by Cyber Griffin in its Incident Response Exercise.

For further details of each of the developmental services mentioned above please see Appendix 5. For details of KPMG’s recommendations in regard to these services, please refer to the KPMG report (Appendix 6).

8. Overall Cyber Griffin has proved a trusted, impactful and cost-effective security programme which now presents excellent prospects for further development including the potential for revenue generation. The subject of this overview is to update members of the Police Authority Board (PAB) on the Cyber Griffin programme and to explain how it currently functions. Additionally, this overview sets out the opportunities for further development which could be considered in the future.

¹ KPMG, ‘Cyber Griffin Evaluation for the City of London Corporation’.:5

² KPMG (n 1):8

³ KPMG (n 1):22

⁴ KPMG (n 1):23

⁵ KPMG (n 1):22-24

Funding

9. The Cyber Griffin programme is currently supported by one Police Sergeant (a CoLP funded post), five PC/DC's and one D Grade Office Manager (funded by the Corporation's grant for Cyber Griffin in 2018). One PC/DC post is currently vacant.
10. Corporation of London funding for Cyber Griffin concluded at the end of this pilot programme on the 31st March 2021. Discussions are now being had as to how the programme should be funded in the future and which of the opportunities above should be investigated.

Performance Targets (April 2021 to April 2022)

Cyber Griffin will report on the following performance metrics:

11. The number of end users trained, businesses engaged with and services conducted. Over this period the programme aims to reach 7,000 individuals, 100 businesses and to deliver 150 services.
12. The satisfaction rate of attendees and businesses that Cyber Griffin engages with to ensure the services remain of the highest quality. In line with national reporting standards, the programme aims to achieve an above 75% satisfaction rate and accompanying positive qualitative feedback through survey responses.
13. The percentage of victims referred to Cyber Griffin from Action Fraud and other channels who are engaged with by Cyber Griffin officers. In accordance with national reporting standards, the programme aims to engage with 100% of all victims identified in the Square Mile.

The Cyber Griffin Reporting Lines:

14. A quarterly report to Team Cyber UK detailing the performance metrics listed above and a summary update of the programme's progress. The structure of this report is nationally standardised.

Corporate and Strategic Implications

15. In addressing the emerging cyber threats facing the City of London, Cyber Griffin directly contributes to the achievement of a number of outcomes from the Corporation's Corporate Plan. By building resilience within the City to, 'fraud and cybercrime' the proposal primarily maps to Outcome 12 – Our spaces are secure, resilient and well-maintained, under the theme of 'build resilience to natural and man-made threats by strengthening, protecting and adapting our infrastructure, directly and by influencing others.'
16. Cyber Griffin also enables the Corporation to assert national leadership and advise internationally on the fight against cyber crime, helping to promote the City's world

class legal and regulatory framework. This maps to Outcome 6 – We have the world's best legal and regulatory framework and access to global markets.

17. It also ensures the City remains a global hub for FPS innovation by supporting businesses in preparing for technological transformations of the economy and because partnership with Cyber Griffin could be a competitive advantage for organisations in the City (Outcome 7 – We are a global hub for innovation in financial and professional services, commerce and culture). Research indicates some firms are already considering how their cyber investment could be a value-add for their customers, either as a market differentiator or the basis for enhanced security-based products and services.⁶
18. More broadly, Cyber Griffin helps to maintain the competitiveness of the City's FPS offering, when faced with the innovative cyber protection programmes being launched by its competitors. This maps to Outcome 9 – We are digitally and physically well-connected and responsive, Outcome 10 – We inspire enterprise, excellence, creativity and collaboration and Outcome 1 – People are safe and feel safe.

Conclusion

19. At the conclusion of its pilot, Cyber Griffin has created a brand that is well regarded and reputable. The programme has also built a team of technically trained and NCSC accredited officers' capable of delivering its four core services (three of which are also NCSC accredited) to very high standards. Furthermore, Cyber Griffin won a number of awards and developed a digital platform of delivery significantly increasing its reach.
20. CoLP seeks to continue combatting cyber threats currently facing the City of London's FPS sector through the work conducted and services offered by Cyber Griffin.
21. With the opportunities now available to Cyber Griffin, CoLP is now considering how to investigate, and where possible to pilot, how the programme can be expanded on. These opportunities include: Cyber Griffin taking on a national role within policing, the programme exploring overseas markets for revenue generation and Cyber Griffin developing its core services further, in line with KPMG's recommendations.
22. Cyber Griffin is ideally positioned to act as a world leading cyber security brand for the Corporation. With continued support, Cyber Griffin can protect organisations both in and outside of the Square Mile, and in so doing become an area-based security programme with an international reach.

⁶ TheCityUk, 'Governing Cyber Security Risk' <<https://www.pwc.co.uk/issues/cyber-security-data-privacy/insights/governing-cyber-security-risk.html>>.

Appendices

- Appendix 1 - Original Cyber Griffin Objectives and Outcomes
- Appendix 2 - Cyber Security Landscape
- Appendix 3 - Project Griffin - The Predecessor to Cyber Griffin
- Appendix 4 - Cyber Griffin
- Appendix 5 - Cyber Griffin Developmental Projects
- Appendix 6 - 2021 KPMG Report, 'Cyber Griffin Evaluation for the City of London Corporation' (non-public)

Background Papers

- Cyber Strategy and Cyber Griffin Proposal 2018

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