

Committee	Dated:
Audit and Risk Management	17th July 2018
Subject: Deep Dive: CR01 Resilience – Event or situation related to terrorism or another serious event / major incident	Public
Report of: Town Clerks	For Information
Report author: Gary Locker, Head of Resilience	

Summary

The corporate 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 any other serious event / 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 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

It should be noted that whilst the combined responses to terror related attacks was prominent in London and Manchester during the summer of 2017, the legislation governing emergency preparedness and response, “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.

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 responsibility 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 initial and long-term aftermath of a major incident, which is defines as 'recovery'.

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 'MODERATE' meaning an attack is "a possibility" but not likely. The threat level for international terrorism rose twice to 'CRITICAL' (the highest level) in 2017, suggesting an attack is expected "imminently". 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, Security services and other partners, including the City of London Corporation. Further detail in respect of the terror related threat towards the City of London can be found in the CR24 Operational Security Risk Update.
3. 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, 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

4. 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:
 - Assess the risk of emergencies occurring and use this 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
5. Two further duties are prescribed in the Regulations for all emergency responding organisations
 - Share Information with other local responders to enhance co-ordination
 - Co-operate with other local responders to enhance co-ordination and efficiency

Current Position

6. 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 of the City of London Corporation
7. For responding to specific issues, the City of London Corporation has a range of mitigating controls
8. Business Continuity Planning follows a cycle of review. In October 2018 the Resilience team working in conjunction with the Cabinet Office Emergency

Planning College will carry out an independent assurance review based on the current International Standard ISO 22301 and will examine the Corporation's process for identifying key critical services as part of the business impact analysis. Departmental business continuity leads meet regularly to focus on this activity across departments as part of the Resilience Steering Group quarterly meetings chaired by Head of Resilience for the City of London Corporation. This group also provides a mechanism for engaging with key departments, managers and chief officers across the organisation.

9. The Business Impact Analysis element will be followed by the City of London IT team reviewing its list of Critical Applications and Services. Shaping the service provision, resilience and pre-defined reaction to any incident affecting these applications and services. This will ensure focus is on the business continuity of services key to the Corporation and City Police.
10. The IaaS - Infrastructure as a Service migration project during 2015/16 and the Desktop Transformation Project in 2017/18 has moved all core services out of Guildhall Justice Rooms, including telephony and significantly reduced any Single Points of Failure. The network transformation programme is implementing a new wide area network (between City of London and City of London Police buildings) and a new Local Area Network (internal network), improving resilience for all core sites and services including Guildhall. Additionally, along with Critical Applications and Services being moved into Agilisys' IaaS or in the cloud (SharePoint, Office365, In Tune replacing GOOD for Blackberry) City of London and City of London Police resilience for these services has greatly improved.
11. Once the Network Transformation is complete and the Critical Applications and Services review has completed. A joint exercise will be implemented to test Business Continuity and Disaster Recovery for the City. In conjunction with an improved security position following the recent PSN accreditation, the City's position has greatly improved, with further improvements to come.
12. The City of London 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 and 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 survivor reception centre joint exercise and awareness training was also held with City of London Police on 2nd October 2017 with a follow up training and awareness programme delivery to operational and control room police officers and staff.
13. Following the London Bridge attack, the City of London Police and City of London Corporation had the opportunity to test its support to the community, setting up its Survivor Reception Centre at the Andaz Hotel to cater for a large number of significant witnesses to the incident and those caught up in the tragic events.
14. 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 was Exercise Safer City held over

2 days March 14/15. The key element of this exercise for the City of London and local authorities was to exercise the recovery element of a move to 'critical' resulting from a terrorist attack outside of the London area. The exercise programmes generally include the 'blue light services', the voluntary sector, the military, the utilities, City Corporation service departments and the business community.

15. The City of London Corporation, Head of Resilience, chairs the local City of London Resilience Forum. This forum provides the mechanism for local partners and responders as defined under the Civil Contingencies Act 2004 who have a statutory duty, to meet for co-operation and information sharing between agencies. The City of London invites a comprehensive number of local business identified by sector as part of the 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 business receive first hand and up to date information on growing trends and an opportunity to share learning and exchange information in the resilience network.
16. The Resilience forum provides the mechanism for overseeing the local City Risk Register.
17. 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 MSL process is currently under review as part of a wider London standardisation programme investigating ways of working across Boroughs during incidents as experienced during 2017, particularly how councils deploy trained staff to support incidents such as the Grenfell Fire, as part of the established Mutual Aid Arrangements between councils and a defined assurance process to compliment the MSL. As key elements of the standardisation programme, the City of London resilience team are incorporating the following components into its recent learning and review of the organisations emergency management response.
 - **Emergency Centres** To ensure sufficient appropriately trained staff to support rest centres, survivor reception centre, Humanitarian Assistance Centre, family and friend's reception centre
 - **Business Continuity management** Assurance process and review of critical services, to include training for department business continuity leads, in conjunction with Cabinet Office Emergency Planning College planned for October 2018
 - **Review of LALO-Local Authority Liaison Officer** Trained members of the City of London Corporation deployed to an incident via the resilience team to act in a tactical capacity liaising with on scene emergency services

- **Strategic Gold awareness training** Developing the City of London capability of Senior staff to strategically lead the organisation during response to an incident / pre planned event
18. The City of London Corporation recognised it previously had a reduced capability in terms of appropriate and experienced staff at the senior level to act as Gold Strategic lead for a pre-planned City event such as a banquet or Lord Mayor Show or a Major incident impacting the City. Training analysis was carried out resulting in senior staff attending a 2-day bespoke programme including inputs on Civil Contingencies Act 2004, Crisis Communications including television, newspaper and social media and a full day in a public inquiry court scenario with a solicitor advocate. There is now a capability within the City of London with a cadre of Gold and Silver commanders from the COLC senior staff.
 19. The resilience team through its crisis support team training also 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 attended a training event on 24th April facilitated by City of London Corporation with a second day to approximately 50 FANY members 25th April. This features as part of the Resilience team commitment to increasing its capability to respond to people as part of its commitment to increase our humanitarian assistance capability.
 20. In response to the need for the City of London Corporation to be able to have an initial response capability out of hours to major incidents and emergencies as witnessed during 2017. The City of London Corporation Resilience team implemented a 24 hour call out standby rota from May 1st, 2018. This guarantees a member of the team can respond to an initial call from any one of the emergency services, particularly City of London Police via a dedicated call out number currently held by the City of London Control room.
 21. The City of London Corporation Emergency Management plan is currently under review taking into consideration some of the 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 section in April 2018.

Conclusion

The City of London Corporation 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 other London Local Authorities. The resilience team along with key City of London Corporation departments, emergency services, voluntary agencies and City business' continually striving to ensure a resilient city that can respond to major incidents that may impact the City and has the ability to engage in longer term recovery where required.