

RiskTopics

Counter-Terrorism
October 2017

Terrorist groups use violence and threats of violence to publicise their causes and as a means to achieve their goals. They often aim to influence or exert pressure on governments and government policies but reject democratic or legal processes.

The United Kingdom is regarded as under threat from international terrorism and by terrorism related to Northern Ireland.

The threat of terrorism can cover a very wide range of attack from disrupting business or infrastructure through cyber-attack to the deliberate causing of death and injury to the maximum number of people.

There is a correspondingly wide range of guidance and advice for businesses, organisations and individuals to help them manage the threat of terrorism.

Introduction

This Risk Topic aims to signpost the reader to some of the main sources of guidance and advice on counter-terrorism. This focuses mainly on attacks aimed at causing physical harm to people or damage to property rather than the disruption of business or infrastructure through cyber-attack. However, it must be acknowledged that much of our modern physical security and intelligence systems are heavily reliant on information and communication technology so the robust protection of ICT systems cannot be ignored.

Terrorism is a difficult threat for insurers and their customers because it is not created by the work activities specifically. The risk is a deliberate one, but not by the insured. There is intention to cause harm, fear or disruption. Recent attacks in public places or using hire vehicles are not necessarily linked to the owner or operator of that site or asset; they are a means to an end. However, for some customers particularly in certain sectors, the threat is foreseeable and insurers will expect this threat to be assessed and reasonably mitigation put in place, monitored and reviewed over time.

In the UK, there has been a shift towards soft targets for terrorism and much of the information from our security services is aimed at making those targets harder for terrorists. It is this changing nature of the terrorism threat that has prompted this Risk Topic.

Discussion

The National Consortium for the Study of Terrorism and Responses to Terrorism (START) manage the Global Terrorism Database. This is a comprehensive database of global terrorist attacks from 1970 to present. In 2016 they published a heat map (Figure 1) showing the global concentration and intensity of terrorist attacks from 1970 to 2015

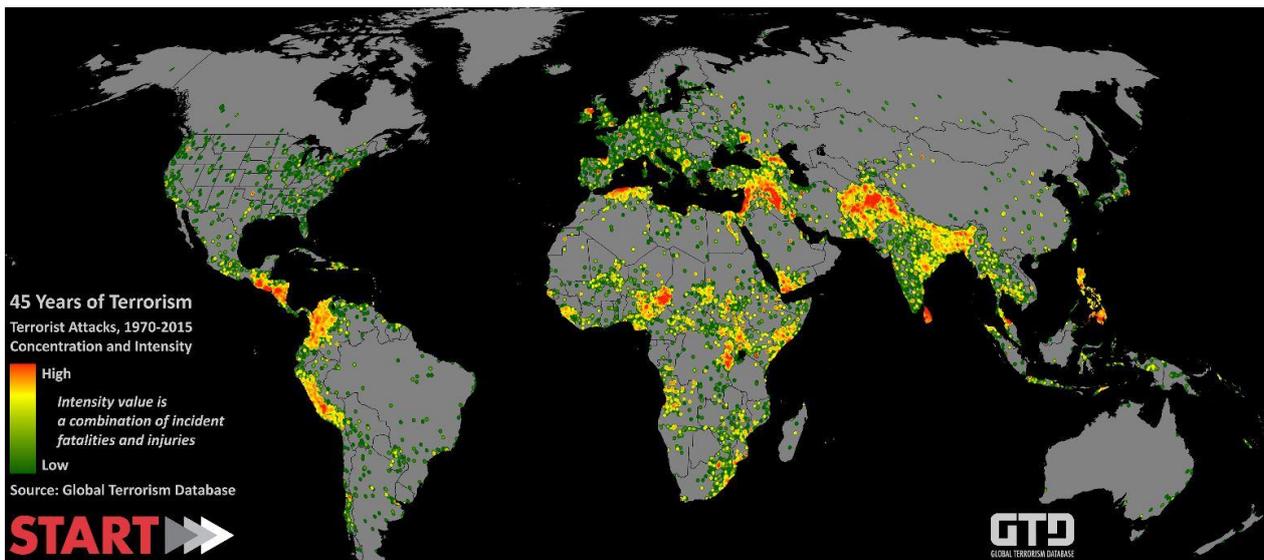


Figure 1

The data can be broken down by country and for the UK has details of 5098 attacks in the period. This shows how both the number and type of attacks have changed over time. For example the overall number of attacks in the UK generally decreased from the mid-1990s until 2007, followed by a steady increase over the past decade. Explosive devices are still the main weapon deployed by terrorists but in the past decade there has been an increasing use of incendiary devices, firearms, melee weapons (e.g bladed weapons) and vehicles. These 'low technology' weapons have a higher success rate for the terrorists than explosive and incendiary devices that require greater planning and technical skills. Intended human targets have changed from specific individuals to random members of the public. Attacks against the UK's infrastructure is higher now than in the 1970s. In terms of targets, the vast majority are private citizens (32%) followed by businesses, the military and the police. This is different than in many world regions where attacks are most prevalent against the security services.

Commons Briefing Paper 7613 contains data about counter terrorism activity including stop and search, arrests and convictions. This tells us that the number of arrests for terrorism related activities has been between about 150 and 250 per year since 2001. 79% of those arrests were categorised as international terrorism; that is linked to a terror organisation based outside of the UK. 93% of convicted terrorists are male and 53% are under the age of 30 years. 55% of those arrested since 2001 declared themselves as UK citizens. This rose to 75% in 2015/16.

MI5 monitor the UK's terrorist threat level. They use national and international security service intelligence, estimations of active terrorist capability and intention and judgement on timescales for a possible attack. This generates a current terrorism threat level from Low (an attack is unlikely) to Critical (an attack is expected imminently). This is mainly used by the Security Services and Police to determine their response, but may be of use as an indicator to businesses to be more on their guard. For example, the National Counter Terrorism Security Office (NaCTSO) publish advice for security managers of crowded places on how they could respond to a change to a critical threat level (see References).

While this data and information is quite generic, businesses can use it to help develop their counter terrorism risk assessments. It may help you to identify if your site is vulnerable because of its infrastructure role, whether it provides a concentration of people in one place, what type of attack might be most probably and what weapons may be used. In turn this will help develop your risk management, control and response strategies, based on the most relevant guidance for your situation. The data also tells us that the terrorist threat changes in terms of its causes, its targets, the type of attack and the type of person most likely to be involved. It is linked to the global political, religious, economic and social situation. Therefore, what might have been an effective assessment and response at one time may no longer be fit for purpose.

Guidance

Zurich Risk Engineering does not offer its own specific advice on counter-terrorism. The intention of this Risk Topic is to assist businesses and organisations to find their way to some of the most relevant guidance provided by the UK's security services and associated third parties. In general Zurich Risk Engineering would expect a business, employer or organisation to include the threat of terrorism within their risk register and management system (see Figure 2).

This section plus the references and appendix provide a quick summary of various key sources of guidance and advice, plus links to where this can be accessed.

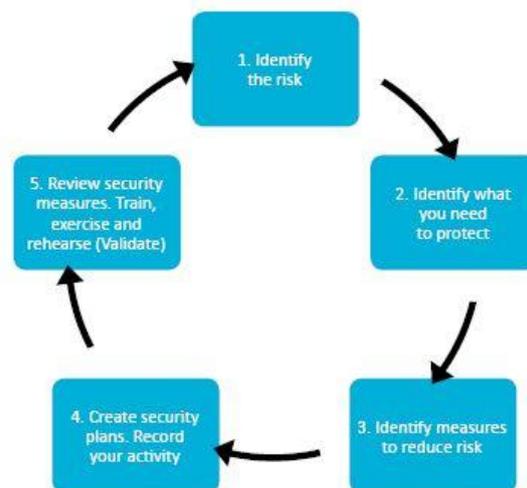


Figure 2 (Source: NaCTSO)

Data Sets

The Global Terrorism Database provides a comprehensive database of global terrorist attacks from 1970 to present. It is academic research run from the University of Maryland. Users can either use basic search facilities online or download the full database to run more detailed analysis. Key search criteria are incidents over time, country where the attack took place, target type, weapon type, perpetrator and casualties.

Statista provides users with an innovative and intuitive tool for researching quantitative data, statistics and related information. Some data is free to access, some by payment. It can be a quick way to access key statistics about terrorism and counter-terrorism.

Guidance on terrorist threats and counter-terrorism measures

MI5's role, as defined in the Security Service Act 1989, is "the protection of national security and in particular its protection against threats such as terrorism, espionage and sabotage, the activities of agents of foreign powers, and from actions intended to overthrow or undermine parliamentary democracy by political, industrial or violent means". MI5's work is guided by UK's National Security Strategy which covers terrorism as well as military crisis, major accidents, natural hazards and cyber-crime. The MI5 website has some basic information about their role in counter-terrorism and the current threat level, but does not have much guidance for use by businesses in assessing or managing terrorist threats.

The Centre for the Protection of National Infrastructure (CPNI) aims to reduce the vulnerability of the national infrastructure to terrorism and other threats. The national infrastructure consists of key assets – physical and electronic – that are vital to the continued delivery and integrity of essential services such as energy, communications, transport and water. CPNI is accountable to the Director General of MI5. CPNI provides authoritative expert advice to organisations across the national infrastructure, covering physical and personnel/people protective security. All the advice is informed by access to intelligence and information about the threats. CPNI works closely with the National Cyber Security Centre which provides advice on cyber security. The CPNI website contains information that will be of use to many businesses, not just infrastructure, but the focus is on sites that are not generally open to the public. As well as online information there are documents available for download, use and adaptation by businesses. CPNI guidance is considerable and covers a wide range of topics including;

- Leadership in Security – advice for board members and senior managers on developing a security strategy and the CPNI Board Security Passport
- Security Planning – principles of security risk assessment; operational requirements use of Building Information Modelling, The 'Guide to Producing Operational Requirements for Security Measures' (February 2016) is a useful tool for defining, reviewing and procuring security measures.
- Managing Asset Protection – Protective measures at different points of the site: Beyond the Perimeter; Perimeter Security; Within the Site; Outside the Building; Inside the Building; Individual Assets
- Technical Advice and Guidance – this is more detailed information to support site and asset protection. It is split into three main sections covering Personnel and People Security, Physical Security and Cyber Security.
- CPNI also produces a range of security awareness products – see 'Training and Awareness' section below

The National Counter-terrorism Security Office (NaCTSO) is the most comprehensive single source of advice on counter-terrorism for most business sectors and organisations. NaCTSO produce sector specific guidance, plus counter-terrorism advice on people and property risk management and security. In addition to guidance they provide many checklists that can assist a business to review their current security measures and determine what else they can do.

- NaCTSO 'Crowded Places Guidance' (2017) is probably the single most useful guidance available to organisations that manage sites which are accessible to the public. The document is a downloadable PDF and provides information on security risk management (threat assessment, communications,

attack types, physical security, personnel security etc.) and links this together into sector specific guidance for a range of business types including retail, stadia, hotels, vehicle hire companies and education. A number of checklists are included to help organisation's review their existing security measures such as housekeeping, CCTV, bomb threats, crisis response kits and search planning. It also provides links to other advice from sources such as the Health and Safety Executive

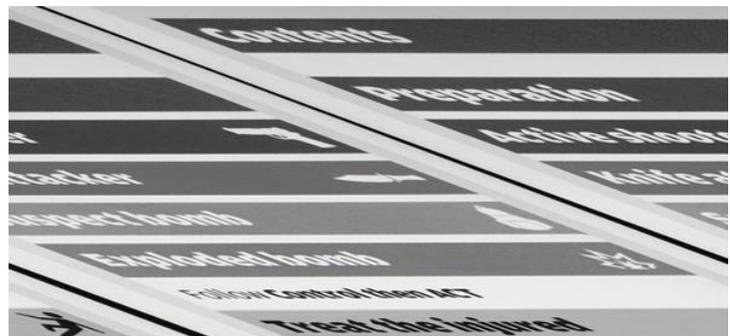
- The NaCTSO website has guidance on 'Recognising the terrorist threat' (updated March 2017). Much of this duplicates the information in the 'Crowded Place Guidance'
- NaCTSO 'Guidance to improve your Security Stance' (2017) gives advice to security managers of crowded places to escalate their site's security stance during a rise in the threat level to 'Critical' (attack expected imminently). The guidance includes a number of operational and tactical options for an organisation to adopt to enhance their preparedness, response and recovery to an attack.

Secured by Design produce a number of building design guides covering a range of security threats including terrorism. SBD also run a certification scheme for building programmes that are built to the standards within their design guides. This is run locally in liaison with the local Police Crime Prevention Design Advisors (CPDA), also known as Architectural Liaison Officers.

- The 'Resilient Design Toolkit for Counter Terrorism' is an interactive guide for download. It takes readers through the construction design process so they can effectively integrate counter-terrorism measures into the building design process in conjunction with their architects and CTSA's / CPDA.
- HM Government publish 'Protecting Crowded Places: Design and Technical Issues' (2014). The purpose of the guide is to give advice about counter-terrorism protective security design to anyone involved in the planning, design and development of the built environment. It aims to incorporate counter-terrorism protective security measures into proposed new development schemes whilst ensuring that they are of high design quality so that the vulnerability of crowded places to terrorist attack can be tackled in an imaginative and considered way.

Training and Awareness

CitizenAID is a charity partnership between Queen Elizabeth Hospital Birmingham Charity, NaCTSO and other organisations. It seeks to provide individuals with a simple and logical approach to protect themselves and others in the event and aftermath of a terrorist incident. It achieves this through the provision of an App (Android, AppStore and Windows Phone) and/or a Pocket Guide. The website has a series of videos to explain the aims and actions promoted by the initiative.



Project ARGUS is a NaCTSO counter terrorism testing and exercising initiative, delivered by Counter Terrorism Security Advisers and Counter Terrorism Awareness Advisers. It is aimed mainly at senior managers. Delegates on the training gain a better understanding of the threat from terrorism and of simple security measures that can be taken to protect a business or an organisation. Participants from business and other organisations are

asked to consider their preparedness for a terrorist attack through a series of simulated multi-media scenarios. The aim is to identify measures to help their organisation to prevent, manage and recover from a terrorist incident. Project Argus is co-ordinated by the local CTSA and there are different variations for different types of sector including Further Education, Healthcare, Events / Stadia and Retail. Attendance is free of charge.



Project Griffin is the national counter terrorism awareness initiative for business produced by NaCTSO to protect our cities and communities from the threat of terrorism. It is aimed at individuals or communities rather than senior managers (see Project ARGUS) and aims to increase understanding of the terrorist threat, enable people to recognise and report suspicious activity and take appropriate action in the event of an attack. The training sessions are modular and can be adapted to suit the audience. They are free of charge and arranged by the local CTSA. NaCTSO are now encouraging organisations, particularly PLCs and other large employers, to become accredited to deliver Project Griffin to their own employees. <https://www.gov.uk/government/publications/new-initiative-project-griffin-industry-self-delivery>

Project Revise is a multi-media package which aims to highlight the potential misuse of hazardous materials to those who legitimately and routinely use them, in particular the academic community. Further information about the package is available from the local CTSA.

The CPNI produce a number of Security Awareness Campaigns. These cover Employee Vigilance, Observing and Reporting Suspicious Behaviours, Personal Digital Footprints and Workplace Security Behaviours. These typically contain a mix of free information for businesses to use with their employees and include training packs, posters, films and wallet cards. CPNI are in the process of producing e-learning packages.

Conclusion

Assessing and managing potential terrorist threats may seem a daunting task for some organisations. As with many low likelihood / high severity risks it is often not top of the list of priorities. However, good practice in conventional risk management is appropriate for counter-terrorism. This Risk Topic has focused on some of the key sources of written guidance, educational resources and practical help available from the UK security services and related third parties.

In summary;

Adopt a risk management approach (Figure 2) and produce a counter-terrorism plan(s) that covers

1. Policy – Clear statement of what you want to achieve through planning, preparedness, response and recovery
2. Systems – Processes you need to deliver the policy, including risk assessment
3. Physical measures – Hardware to provide protection, response and recovery
4. Human measures – Procedures to provide safe, competent and motivated workers and suppliers

5. Validation – Checks, including drills, inspections and reporting, on the performance of your plan
6. Partnerships – Liaison with stakeholders to obtain advice and provide mutual support
7. Communication – Communication means and messages for internal and external audience.
8. Adapt – Regular reviews leading to adaptation and improvement of the counter-terrorism plan

Base your mitigation on good practice. In our view the two key sources of counter-terrorism advice are;

- For owners and managers of places accessible to crowds of people – NaCTSO ‘Crowded Places Guidance’
- For owners and managers of industrial and infrastructure sites – CPNI ‘Managing My Asset’ at <https://www.cpni.gov.uk/managing-my-asset>

References

National Consortium for the Study of Terrorism and Responses to Terrorism (START). (2017). Global Terrorism Database [Data file]. Retrieved from <https://www.start.umd.edu/gtd>

<https://www.mi5.gov.uk/threat-levels>

<https://www.gov.uk/government/publications?departments%5B%5D=national-counter-terrorism-security-office>

http://www.riscauthority.co.uk/free-document-library/RISCAuthority-Library_detail.s30-terrorism-sources-of-guidance-and-support.html

<https://www.gov.uk/government/publications/crowded-places-guidance>

<https://www.gov.uk/government/publications/recognising-the-terrorist-threat/recognising-the-terrorist-threat#ethane---initial-actions-at-a-terrorist-major-incident>

<https://www.gov.uk/government/publications/advice-for-security-managers-following-a-threat-level-change-to-critical>

<https://www.cpni.gov.uk/managing-my-asset>

<http://citizenaid.org/>

<http://www.cii.co.uk/knowledge/insurance-institute-of-london/articles/terrorism-goes-underground/43717>

House of Commons Library Briefing Paper 7613 ‘Terrorism in Great Britain: the statistics’ June 2016

HM Government ‘Protecting Crowded Places: Design and Technical Issues’ March 2014

Appendices

Sources of Advice

National Counter Terrorism Security Office (NaCTSO)

www.gov.uk/government/organisations/national-counter-terrorism-security-office

The National Counter Terrorism Security Office (NaCTSO) is part of the National Police Chiefs Council (NPCC) in support of the government's counterterrorism strategy. It supports a network of about 190 counterterrorism security advisors (CTSAs – see below) working within local police forces to provide help, advice and guidance on counterterrorism protective security to specified industry sectors.

Counter-Terrorism Security Advisers (CTSA)

<https://www.gov.uk/government/publications/counter-terrorism-support-for-businesses-and-communities/working-with-counter-terrorism-security-advisers>

Most police forces have at least two of these officers whose role is to identify and assess local critical sites that might be vulnerable to terrorist attack and generate suitable countermeasures. CTSAs work with businesses to explain the threats from terrorism, advise on resilience and help develop appropriate protective security plans. CTSAs are trained in specialist areas and can provide specific technical advice and guidance. They are also responsible for the protective security of crowded places for example shopping centres, sporting stadiums, pubs and bars or transport hubs.

The Centre for the Protection of National Infrastructure (CPNI)

www.cpni.gov.uk

The CPNI is the government authority that provides advice on protecting the country's essential services, facilities and networks from terrorism and other threats. The thirteen national infrastructure sectors: Chemicals, Civil Nuclear, Communications, Defence, Emergency Services, Energy, Finance, Food, Government, Health, Space, Transport and Water.

Secured by Design

www.securedbydesign.com/industry-advice-and-guides

A user friendly PDF-based tool addressing counterterrorism design features in new and existing developments planned for crowded public places.

The National Cyber Security Centre

<https://www.ncsc.gov.uk/guidance>

The NCSC was set up to help protect our critical services from cyber-attacks, manage major incidents, and improve the underlying security of the UK Internet through technological improvement and advice to citizens and organisations

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