



Peter Lee

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David Bellamy

Chief of Staff to the Mayor of London

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(by email only)

26 January 2021

[Dear David]

OPERATIONALISING THE 'LONDON MINUS' OP LONDON BRIDGE PLAN

I wanted to write about next steps on producing an operational plan for the event footprint in London for the Royal Household's 'London minus' plan for Op LONDON Bridge.

First, I wanted to thank you, your team and everyone in the Met Police, and Westminster City Council for all the work that has gone into producing the operational delivery concept for how the London minus plan could be implemented in a way that is COVID compliant. I know this was a substantial piece of work, done at pace and whilst everyone has been very busy with other business.

Second, I would be very grateful if the GLA could lead the next stage of this work and develop detailed London coordination and operational event footprint management plans for the events in London. As we have agreed with your team at a working level, this will involve leading the work you have done to date on developing an inter-agency coordination and event footprint management plan from D to D+10. This work will obviously require the GLA to coordinate other operational partners to ensure that their planning supports the overall operational planning and delivery, for example: vehicle and people accreditation, business and resident engagement, transport plans, barrier and perimeter plans, health and welfare, first aid and fire safety etc. It should also include setting clear delivery roles and responsibilities.

Wider responsibilities for the London minus planning remain the same as they do for all the non-covid Bridges planning: the Royal Household owns the plan and the Cabinet Office will continue to lead on coordinating all the national operational partners, including for the events outside of London, working closely with the Household. As part of our role, it would be helpful to understand your next steps on the work.

Individual operational partners also remain responsible for the parts of the plan that they own, for example Black Rod's responsibility for the Lying-in-State. All partners in London will obviously need to work closely with you to ensure that you can produce this event

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management plan for the London footprint, and you will need to have sight of and understand their individual plans so your work dovetails with theirs. I would be very grateful if copied recipients would work with the GLA on this, including sharing information about the events that they are responsible for, to enable the GLA to work up their plan.

I think we should aim, if at all possible, to have this operational plan in place by mid February. I realise that this is a very challenging timeline and it depends on partners being able to resource and prioritise the work. But I do think we should be ambitious and try to have it done by then.

As I set out at the Government GOLD group on 17 December and your London Strategic Partners group on 7 January, the task is to produce an operational plan that is ready to implement, should the public health situation allow it.

When we have a plan in place I think the next step is to do a piece of assurance work to test it to ensure that it is, as I'm sure it will be, suitably robust. This might involve some external 'challenge' from other partners who have not been directly involved in producing the plan. It would be good to discuss how best to do this with you and others in slightly slower time.

If there is anything that I can do to help with this work then please do let me know. My team in the Cabinet Office also stands ready to work with your team to help them move things forward and is happy to assist if there are challenges with partners not being able to take things forward at the pace required, including escalating issues to me and others here.

I am copying this letter to the other members of the Government GOLD group and would be grateful if your office could also share it with others on the GLA chaired London Strategic Partners Group.

[Yours sincerely]

A handwritten signature in black ink, appearing to read 'Peter Lee', with a stylized, flowing script.

PETER LEE

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MAYOR OF LONDON

Peter Lee

Acting Director General
UK Governance Group
Cabinet Office

Our ref:

Date: 1st February 2021

By email: peter.lee@cabinetoffice.gov.uk
ellen.atkinson@cabinetoffice.gov.uk

Dear Peter

Thank you for your letter of 26 January regarding the operationalisation of the 'London Minus' Op London Bridge Plan.

The GLA are committed to working with London's key agencies to support the Royal Household and Cabinet Office with the potential delivery of London Minus, and are pressing forward at pace with coordinating the production of an operational plan for the London Minus event footprint. We also acknowledge, as you outline in your letter, that there are a number of partners that retain responsibility for elements of the London Minus plan and we will look to gain greater visibility of these plans to ensure that the wider event plan supports their deliverables.

Since receiving confirmation that the concept the GLA and the MPS put forward prior to Christmas has been approved, the GLA have been working to secure an event management company to support us with the coordination of the London Minus event management plan. This is moving rapidly and a company will be in post by the week beginning 8 February. It is our intention that this is an interim solution and the London Minus work will be fully embedded in the full event management process, procurement for which is already well underway.

My team, if they have not already done so, will be reaching out to colleagues in DCMS with regards to funding for this work and to agree a sensible budget agreement process and payment schedule. As with the full Op London Bridge event management, this is not a cost that the GLA can bear.

In the interim we have also been working to develop the roles and responsibilities for London Minus and all the work streams, their owners and current status of plans. This work went to the City Operations Group on the 28 January for multi-agency agreement. This information will inform and guide the event management company over the coming weeks. We also intend to hold a weekly City Operations Group meeting every Tuesday from 9 February until the end of March and will extend if required.

As outlined above, we intend on appointing the event management company the week beginning 8 February. Therefore, I believe the proposed deadline of mid-February to be overly ambitious, given the scale of work required. Once the event management company has been appointed, we will work with them to agree a clear planning schedule so that we can give the

Cabinet Office and other partners appropriate assurances as to when the operational plan will be in place.

Following this, I would suggest we request that the City Coordination Group look at a testing and exercising programme and present the outcome of this to the London Strategic Partners Group.

In developing the operational plan, our goal will be to do so as quickly as possible (consistent with the quality of plan required for an event of this scale and significance), while ensuring that it is done in a manner and order that is supportive were activation to occur during this process. The progress we have already made in developing London's governance structures and partner relationships will be an important part of ensuring a safe and successful delivery when the time comes.

As requested, I have shared your letter, and this response, with London's Strategic Partners.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'D. Bellamy', with a stylized flourish at the end.

David Bellamy
Chief of Staff

Dear David,

As you know, following the meeting on 24 July 2020, DCMS and GLA are working together to ensure GLA can take on responsibility for stewarding in the ceremonial footprint and vehicle accreditation for a London Bridge. This will be in addition to the GLA's current responsibility for stewarding of the grey space and Pan London Coordination. DCMS will retain responsibility for stewarding and Home Office will retain responsibility for vehicle accreditation in a Forth Bridge.

We have received confirmation from HM Treasury that they will in principle reimburse DCMS for the Bridges delivery costs undertaken by GLA through its newly appointed event management contract, subject to the requirements of Managing Public Money. DCMS will then arrange to provide GLA with such funding following activation. This is currently estimated at circa £30m.

HMT have also agreed to work with DCMS to find the appropriate way to resource the annual project management costs for GLA associated with the event management contract. This is currently estimated at circa £1.2m.

DCMS Commercial team will work with GLA Commercial team to scrutinise the costs to ensure value for money and provide engagement in the procurement process. The Home Office will review the vehicle accreditation element of the GLA's event management contract. Our teams will also engage to put in place the most appropriate mechanism for the transfer of funds.

As well as crowd management for London Bridge, we are working with your team to consider as part of the GLA event management contract the potential work that would be necessary for Her Majesty's Platinum Jubilee in 2022 and Operation Golden Orb. Both these events are currently in early stages of cross government planning, so at this time we are not in a position to confirm funding. However, we are currently working at pace to resolve this, and will provide clarity to the GLA on Operation Golden Orb and Jubilee as soon as we can. We would be grateful if these events can be included in the scope of the procurement exercise. We will work with your team to put in place the assurances we would all need to plan and deliver these historic events.

We anticipate that the GLA will appoint a contractor by June 2021 at which point DCMS will send a further confirmation of the amounts as per the successful contract. I know both of our organisations are keen that this is delivered as swiftly as possible and I look forward to working with the GLA to make this happen.

Alan