

London Resilience Strategy

1. Developing the London Resilience Strategy

This updated London Resilience Strategy has been informed by:

- **Bringing together two previously connected but separate strategies** – one focused on prevention and long-term strategic planning, and the established LRF strategy supporting delivery of Civil Contingencies Act duties and multi-agency preparedness to respond to and recover from emergencies.
- **An evolving risk landscape** which increasingly considers the impact of chronic stresses on resilience, longer planning horizons, interconnected and cascading risks, and emerging risks. This reflects the complex and connected nature of London's urban challenges.
- **Outputs from recent public inquiries** which mark an inflection point for a more holistic and integrated approach to resilience.
- **UK Government Resilience Framework** core principles – a shared understanding of risk, prevention in addition to response, and a 'whole of society' endeavour.
- **Structural changes impacting on resilience** including a new LRF Chair, a Director of London Resilience, and the establishment of London Resilience Unit.

2. Guiding Principles

Guiding principles which support and inform all of the partnership activity, projects and outcomes are:

- **People:** People must be at the heart of London's resilience arrangements, and the voices and lived experiences of people affected by an emergency (survivors, their families, the bereaved, communities and responders) are recognised as central to preparedness activity.
- **Equity and justice:** Recognising the disparities in risk, ensure that benefits of resilience activity are fairly-distributed. Engagement and consideration should be meaningful, culturally competent and trauma-informed.
- **Partnership working and 'whole of society' approach:** Resilience is a collaborative effort beyond the remit and membership of the London Resilience Forum and Borough Resilience Forums. Expand and develop relationships and networks to support the resilience of all people and places.
- **Shared understanding of risk:** A developed and shared understanding of the civil contingency and chronic risks we face is fundamental and must inform preparedness, response, and recovery.

- **Prevention where possible and a long-term view:** Address the ‘upstream’ drivers of risk to prevent or reduce the impacts of crises and incidents. Be proactive as well as reactive to current risks.
- **Systems thinking:** Ensure appropriate scope of the LRF in the wider policy context, and coherence of resilience efforts across partnership initiatives and projects. Consider interdependency to identify opportunities, holistically manage risk, and prevent unintended consequences.
- **Governance:** A robust system of governance, structured to support the delivery of the priorities through accountability and by providing a safe space to explore topics, identify opportunities to collaborate, and build trusting relationships.
- **Monitoring and evaluation:** Measuring the outcomes of resilience is an inexact science. Identify appropriate good practice, frameworks and processes for evaluating the impact of the resilience partnership’s activities.
- **Evidence and learning:** Identify knowledge gaps and commission research where needed. Ensure that initiatives are underpinned by the latest and best intelligence.
- **Communications and transparency:** Openly communicate and be transparent about the activity within the remit of the LRF and promote the resilience agenda.

3. Strategic Resilience Priorities

The following priorities are numbered for ease of reference and equal in terms of importance.

PRIORITY 1: Place people at the heart of London’s resilience arrangements

- Ensure the voices and lived experiences of people affected by an emergency, survivors, their families, the bereaved, and responders, are central to our preparedness and inform policy, planning, training, exercising, and learning.
- Develop a framework to consult and engage the public, with a focus on people with lived experience, in our resilience policy, planning, training, exercising, and learning.
- Explore the concept of person-based and rights-based approaches to drive resilience activity (alongside extant risk-based approach).

PRIORITY 2: Support the preparedness of London’s communities, and a whole of society approach

- Review and enhance risk and resilience communications and engagement with London communities, amplifying messaging, countering disinformation and misinformation, and promoting trust which is essential to resilience.
- Support the voluntary, community and faith sector to contribute to resilience and to be better prepared.
- Further enhance partnerships between communities and formal resilience structures and agencies, and ensure proactive engagement of community leaders.

Work with the business sector to enhance the mutually beneficial partnership approach to resilience.

PRIORITY 3: Enhance understanding of risk

- Assess short, medium, and long-term risks to London's resilience.
- Improve understanding and consideration of the cumulative effect of cascading and complex risks.
- Enhance the linkages between London and Borough level risk assessment processes and mitigation.
- Create a mechanism for chronic risk assessment to feed into LRF acute risk assessment processes.
- Publish assessment of risk to London to enhance understanding by the public and communities.

PRIORITY 4: Support robust preparation, response, and recovery

- Ensure the currency and readiness of response and recovery capabilities.
 - Enhance training and development of resilience leaders (including VCS) and practitioners, incorporating the lived experience of people affected by an emergency, survivors, their families, the bereaved, and responders.
 - Support response and recovery through situational awareness, coordination, advice, and convening.
- Place a greater emphasis on recovery in preparedness activity, including training and exercising.
- Make appropriate use of technology and data to support preparedness, response, and recovery.

PRIORITY 5: Support integration and long-term resilience of people and place

- The GLA, as London's Strategic Authority, to lead on integration of resilience into place-based policy through Mayoral strategies and policy initiatives, with resilience recognised as a cross-cutting principle within the GLA.

Identify opportunities for LRF members to support the integration of resilience and address long-term / chronic issues, and to promote resilience and ensure it is delivered in tandem with other priorities.

Identify training and development opportunities for resilience practitioners and leaders (including VCS) in the broader aspects of resilience (prevention, integration to address longer-term stresses and wider determinants of risk, and whole-system thinking).

PRIORITY 6: Learn and improve

- Continue to embed learning and improvement processes across the partnership.
- Respond to the recommendations from Inquiry reports and ensure the implementation of recommendations within the remit of the LRF.

- Learn from improvements in resilience outside of London, including UK and international comparators, and share London's experience.

PRIORITY 7: Enhance leadership, governance and accountability

- Identify ways to support a diverse pipeline of talent into resilience, with an entry-level pipeline, career development, and a development pathway for senior leaders.
- Enhance the role of BRFs, recognising they are essential to local resilience, building relationships and capabilities, and work with local voluntary, community faith and business sector organisations.
- Develop processes to achieve greater assurance of multi-agency resilience capabilities at the LRF and BRF level, as complementary to extant single agency and regulatory assurance regimes.
- Develop a means to ensure transparency of single agency assurance, including a level of LRF visibility on the outcomes and subsequent action plans of extant assurance regimes.
- Explore ways to increase accountability for resilience arrangements to people and communities.
- Review the form, structure, and processes of the LRF, its sub-groups and working groups, to deliver the resilience priorities.

4. Strategy as a Guiding Light

The strategy should serve as a constant guiding light for the work of the London Resilience Forum and its constituent partner organisations. The work of the LRF will be regularly reviewed against the guiding principles and strategic priorities.

LRF Sub Groups, Sector Panels and Borough Resilience Forums are encouraged to adopt the guiding principles in their own work. The strategic priorities will require working across all levels of the resilience partnership through two-way communication and coordination, specific workshops, planning activities and joint training and exercising.

5. Review and Update Cycle

The strategy will be reviewed annually, with the next review due by quarter four 2025/26. This will enable the LRF to:

- review the strategy based on engagement with people, including those with lived experiences of emergencies (people affected by an emergency, survivors, their families, the bereaved, and responders),
- regularly reassess progress on short-term and long-term objectives,

- ensure a swift response to evolving and emerging risks,
- allow for alignment with broader strategies, planning and development cycles,
- regularly review the engagement of a wider range of stakeholders than have traditionally been involved, and
- evaluate the effectiveness of initiatives over a realistic timescale to see change.