

MINUTES

Meeting **London Resilience Forum**

Date **Wednesday 4 June 2025**

Time **2.00 pm**

Place **Committee Rooms 2 & 3, City Hall,
Kamal Chunchie Way, London, E16
1ZE**

Ref	Action	Owner
4.19	LRU to convene a sub-group to consider assurance in further detail.	LRU
5.3	MHCLG to discuss the possibility of a briefing on hostile state threats to Critical National Infrastructure operators with Cabinet Office.	MHCLG
7.4	LRU to arrange a conversation with Business Sector Panel on how they can further support the work of the LRF strategy.	LRU
8.12	LRF members to champion single-agency returns to LRU request for information to support the development of partnership T&E policies (e.g. frequency, accreditation).	LRF
8.13	LRF members to champion London's involvement in Exercise Pegasus, ensuring representation from their organisation / sector in both the planning and delivery stages.	LRF
8.14	Partnership T&E Group to consider prioritisation/opportunities for flood scenario exercising (potentially in conjunction with the enhanced military liaison work).	Partnership T&E Group

Present:

David Bellamy, Chief of Staff, Greater London Authority (Chair)
 Pat Goulbourne, London Fire Brigade (Deputy Chair)
 Mark Cleland, British Transport Police
 Peter Lavery, Business Sector Panel
 Umer Khan, City of London Police
 Charlotte Wood, Environment Agency
 Alastair Cutting, Faith and Belief Sector Panel
 Chandru Dissanayake, Greater London Authority
 Emma Stapley, Greater London Authority
 Natasha Wills, London Ambulance Service
 Fiona Taylor, London Borough of Barking and Dagenham
 Geethika Jayatilaka, London Communities Emergencies Partnership
 Terry Leach, Maritime & Coastguard Agency
 Louise Puddefoot, Metropolitan Police Service
 Charles Broughton, Military
 Sam Cates, Military
 Tony Bray, Ministry for Housing, Communities and Local Government
 Tom Mills, MOPAC

Aaron Gracey, Network Rail
Will Huxter, NHS England (London)
Chloe Sellwood, NHS England (London)
Christian Van Der Nest, Transport Sector Panel
Yimmy Chow, UK Health Security Agency
Emma Christensen, UK Power Networks
Beth Reeves, Utilities Sector Panel

London Resilience Unit (LRU):

Katherine Richardson, Deputy Director of Strategy and Governance
Janette Browne, Deputy Head of London Resilience
Toby Gould, Head of Response Capabilities, Training & Readiness
Kristen Guida, Head of Strategy, Prevention & Community Resilience
Matt Hogan, Head of Partnerships, Governance and Assurance
Fiona Mair, London Resilience Manager
Jeremy Reynolds, Head of Risk, Planning Assumptions, Learning and Exercising
Katie Wood, London Resilience Manager
Daniel Rossell, Intelligence & Analysis Manager
Callum Gegg, Senior Resilience Officer
Toby Roads, Senior Resilience Officer
Eleanor Frost, London Resilience Officer

Secretariat:

Felicity Harris, Senior Board Officer
Clare Kutona, Board Officer (clerk)

Also in attendance:

Rowan Blackmore, Environment Agency
Mark Sawyer, Local Authority Regional Resilience Board
Jack Bromley, London Ambulance Service
Brian Fahy, Military
Lucy Goulding, Network Rail
Irma Palubeckiene, Royal Borough of Greenwich
Nina McLean, UK Health Security Agency
Paulina Vesaluoma, UK Parliament

1 Chair's opening remarks

- 1.1 David Bellamy, Chair of the London Resilience Forum (LRF) and the Mayor's Chief of Staff, welcomed members to the 80th meeting of the Forum.
- 1.2 The Chair reported that he had met with Alex Norris, the Parliamentary Under-Secretary of State (Building Safety, Fire and Local Growth), Ministry for Housing, Communities and Local Government (MCHLG). The Minister expressed gratitude for the Forum's work to support London's resilience. The Chair had communicated to the Minister that London's size and risk profile should be considered in funding decisions, and explained how much more could be achieved with additional funding.
- 1.3 Since the previous meeting on 27 February 2025, partnership organisations had been involved in the response to the Hayes substation fire and the impacts of the resulting closure of Heathrow Airport, as well as other substation fires. There were also widespread power outages in Spain and Portugal, and cyber-attacks on several retailers and the Legal Aid Agency.
- 1.4 The Chair and the Mayor met with the Chief Executive of Heathrow the previous week to further discuss the incident at Heathrow and planned to meet with National Grid, to understand how London could be more resilient to incidents impacting critical national infrastructure.
- 1.5 The Chair sent his condolences on behalf of the partnership to those impacted by the tragic incident in Oxfordshire where two firefighters, including one employed by LFB, and a member of the public died.
- 1.6 The Chair noted that following the terrible scenes in Liverpool during the Premier League victory parade, and a similar incident in Vancouver, there would be important developments ahead and lessons for the partnership to reflect on, particularly with the upcoming sporting fixtures and events, the introduction of Martyn's Law and planning for UEFA Euro 2028.
- 1.7 The Chair noted that a review of the recommendations made by the London Assembly in response to the 7 July attacks in 2005 was circulated with the meeting agenda pack for review as partnership organisations considered the 20th anniversary in July.

2 Introductions and apologies for absence

- 2.1 The Chair led a round of introductions and welcomed Yimmy Chow, the new UK Health Security Agency (UKHSA) representative to the Forum. Yimmy would replace Yvonne Young, who had now left UKHSA. The Chair thanked Yvonne for her involvement in several incident responses over recent years.
- 2.2 The Chair also welcomed Chandru Dissanayake, the new Executive Director for Strategy and Communications at the GLA and thanked Rachael Hickman for her work as Interim Executive Director for Strategy and Communications.
- 2.3 The Chair noted that the Forum now offered observer seats as one of the suites of changes to enhance the linkage between the Forum and the 33 Borough Resilience Forums (BRFs). He thanked observers for attending and for all the work they did.

- 2.4 Apologies had been received from: Kim Wright, Local Authority Regional Resilience Board (Deputy Chair); Mark Rogers, Met Office; Sean O’Callaghan, British Transport Police; Dawn Morris, MOPAC; and Don Randall, Business Sector Panel.

3 Minutes and matters arising from previous meetings

- 3.1 The Forum confirmed the minutes of the meeting of the Forum (80 01) held on 27 February 2025, as an accurate record.
- 3.2 With reference to actions outstanding, the Forum noted the following updates:
- Action 8.13 (June 2024) – The London Resilience Communications Group (LRCG) meetings had recommenced and work to review the framework, which included the Emergency Alerts Protocol, would start later in the year.
 - Action 9.3 (June 2024) – It was agreed that the MPS would continue as default chair of LRCG.
 - Action 6.7 (February 2025) – LRU had commissioned a provider (Protection Approaches) to run engagement exercises with equality groups during Summer 2025. Meetings would be trailed later in the year before a formal structure for the equalities partners to engage with the LRF was proposed.
- 3.3 All other actions had been completed.

3.4 **DECISION:**

That the minutes of the previous meeting held on 27 February 2025 be approved.

4 Strategic agenda items

a) **LRF Work Programme and Trailblazers (Paper 80 03)**

- 4.1 The Chair reported that since the LRF Strategy was agreed at the previous meeting, MHCLG had confirmed that London would receive ‘Trailblazer’ funding to strengthen the LRF and the partnership. A plan for year one funding (which needed to be spent by the end of the 2025-26 financial year) would be submitted to MHCLG by the end of June 2025.
- 4.2 In response to the above the Chair had asked the London Resilience Unit (LRU) to present an outline three-year work programme, which considered how to deliver against LRF priorities and MHCLG funding requirements. The Chair invited Janette Browne, Deputy Head of London Resilience, to provide a summary of the paper.
- 4.3 Janette confirmed that the LRF work programme would hold the LRF accountable for the delivery of its intended work and identify gaps and opportunities that Trailblazers could make the biggest impact on. The first iteration of the programme captured legacy funding projects, Trailblazers, and all core projects and programmes, breaking them down into timebound deliverables. The next steps would be to develop the programme plan further to include prioritisation, dependencies, and delivery risks. The London Resilience Programme Board (LRPB) would oversee programme development, whilst the LRF would lead on strategic discussions and direction

setting. As Chair of LRPB, Janette Browne would provide the LRF with regular updates on progress.

- 4.4 Trailblazers would be a key project within the LRF work programme. £670,000 was available from MHCLG with indicative funding for years two and three. The initial plan provided high-level outcomes against the Trailblazer project themes of accountability, leadership and integration. The draft outcomes were ambitious and ensured that the three project themes did not operate in isolation.
- 4.5 Tony Bray, MHCLG, thanked the LRU and wider partners for their work and looked forward to working with all five Trailblazer cities. A virtual meeting would be held with Trailblazer partners on 9 June 2025 followed by an in person meeting in Manchester.
- 4.6 Fiona Taylor, London Borough of Barking and Dagenham, said that as exciting as it was to think about integration and the potential new partners that could be brought in, it was important not to lose sight of BRFs. Janette confirmed that there would be focus on BRFs throughout the project themes.
- 4.7 Geethika Jayatilaka, London Communities Emergencies Partnership, said that it was good to see that community would be at the heart of the work to be done. However, there was a challenge around capacity, particularly on the leadership side. Janette confirmed that the first year of the programme would be spent looking at training needs analysis and how to manage capacity at a local level.

4.8 **DECISION:**

That:

- 1. the Trailblazers activities to be submitted to MHCLG be agreed**
- 2. LRPB taking the operational lead in managing the implementation of the LRF work programme and Trailblazers be agreed**
- 3. a delegation to Katherine Richardson to progress the LRF work programme and Trailblazers as appropriate be agreed.**

b) Assurance (Paper 80 04)

- 4.9 The Chair invited Katherine Richardson to provide a summary of the paper.
- 4.10 Katherine reported that the government was undertaking a resilience review, which would include consideration of the assurance of local resilience. Katherine was keen for the LRF to start work ahead of the results of the review, to set a direction for London on assurance.
- 4.11 A draft of the paper was presented to the Local Authorities' Regional Resilience Board (LARRB) in May 2025 for review and feedback. There was no appetite in London to create an inspectorate or to audit single agencies, instead better transparency of existing agency assurance work was preferred.
- 4.12 Katherine added that the LRF had a responsibility to convene, challenge and connect partners and to ensure that there was full awareness and information on known or potential gaps particularly where risks or issues straddled geographical and organisational boundaries. It was noted that more use could be made of LRPB and

sub-groups (including BRFs) on assurance but that this would require further exploration on the best ways to operationalise.

c) LRF member discussion on assurance

- 4.13 The Chair noted that the government's response to the Grenfell recommendations contained a commitment to determine the appropriate levels of assurance and asked Tony Bray how the government would work with the relevant bodies to ensure that their regulatory and inspection regimes considered resilience. Tony responded that discussions had been held with ministers on their approach to greater assurance of multi-agency preparedness. Ministers preferred to adopt a peer review approach and acknowledged that changes would carry a cost. He added that the move of fire functions from the Home Office to MHCLG would help MHCLG have a stronger say in the tasking of inspectorates across the LRF landscape.
- 4.14 Fiona Taylor said that cost considerations would have to be built into any future framework. She added that there were existing LARRB groups and structures that could be built on as an alternative to creating a brand new framework. Beth Reeves, Utilities Sector Panel, added that there was a local authority checklist alongside the London Plan and that there was an opportunity to utilise that checklist as a form of assurance.
- 4.15 Chloe Sellwood, NHS England (London), noted that the NHS had an existing extensive national process that could feed into the proposed assurance work. She added that the chosen approach (audit or self-assurance) needed to be confirmed first and that time would also need to be taken into account when considering resources.
- 4.16 Pat Goulbourne, London Fire Brigade (Deputy Chair) said he would be interested to see how the assurance piece would sit alongside or complement existing long-term requirements on London Fire Brigade.
- 4.17 Geethika Jayatilaka added that the charity eco-system looked very different from other partnership organisations and further work would be needed to understand what an assurance process would look like. It was agreed that BRFs would be a good starting point for this work.
- 4.18 Alastair Cutting, Faith and Belief Sector Panel, said that good relationships were fundamental to building assurance and that the LRF was a good network for doing that. Katherine added that the opportunity should be taken to strengthen relationships across the partnership.
- 4.19 **ACTION:** LRU to convene a sub-group to consider assurance in further detail.

4.20 **DECISION:**

That the creation of a time-bound sub-group to ensure depth of conversation and exploration of options as regards assurance be agreed.

5 Special agenda item:

- 5.1 The Chair invited Colonel Charles Broughton, Military, to share an update on the importance of collaborating with the military on resilience, and work on mitigating

emerging hostile state threats. The update coincided with the publication of the Strategic Defence Review on 2 June 2025.

5.2 Toby Gould, Head of Response Capabilities, Training & Readiness, LRU, provided an overview of initial ideas for enhanced work between LRF partners and the military.

5.3 **ACTION:** MHCLG to discuss the possibility of a briefing on hostile state threats to Critical National Infrastructure operators with Cabinet Office.

5.4 **DECISION:**

That the establishment of a working group to further consider enhanced military liaison be agreed.

6 Standing LRF business items

6.1 The Chair invited Janette Browne to share an update from the LRPB meeting held in May 2025.

6.2 Janette reported that the changes proposed in January 2025 had started to be implemented and had received positive feedback. Breakout discussions had been held on the Trailblazers project and had informed the Trailblazers paper (80 03). All three framework documents (80 09-11) were discussed and endorsed at the LRPB meeting before being brought to this meeting for approval.

6.3 The meeting was held at the Salvation Army headquarters. The next meeting, in October 2025, would be hosted by London Councils. Janette asked partners to let the LRU team know if they were willing to host future meetings.

7 Agency and sector updates (Paper 80 05)

7.1 The Chair thanked Peter Lavery, Business Sector Panel, for circulating the update on the launch of the Resilience Business Networks to the Cross-sector Safety and Security Communications platform members. The Chair suggested that a separate meeting be set up with Peter and Don Randall, Business Sector Panel, to discuss how the panel could provide more support for the work of the LRF.

7.2 The Chair informed the Forum that he would be carrying out a series of visits throughout the summer to better understand the work of the partnership. His first visit would be the following week to the Beckton Sewage Treatment Works and to a community facility in Kensington, which provided cool space during hot weather.

7.3 Alastair Cutting noted that he was struck by the number of weekly demonstrations reported and said that it would be good to know to what extent faith and belief sector issues were a factor.

7.4 **ACTION:** LRU to arrange a conversation with Business Sector Panel on how they can further support the work of the LRF strategy.

8 LRF sub-group activities

a) **Risk and Planning Assumptions (Paper 80 06)**

8.1 Jeremy Reynolds, Head of Risk, Planning Assumptions, Learning and Exercising, highlighted two key items from the paper. Additional national risks would be added to the London Risk Register (LRR). Work was being carried out to determine which of the additional risks were relevant to London and should be added to the next version of the LRR. It was noted that this would not be all 27 (as some would still not be relevant for the LRR). Of those to be included, a suggestion was made that the hostile threats category may warrant prioritisation for the next LRR.

8.2 The London risk assessment of the top risks was completed. The next step would be to consult with partnership response capabilities on LRF preparedness against those risks.

8.3 **DECISION**

That:

- 1. the intention to consider adding 27 additional national risks to the LRR be noted, subject to the caveats noted above**
- 2. the ongoing top risks project be noted**
- 3. a further update being provided at the next meeting be agreed.**

b) Learning and Implementation (Paper 80 07)

8.4 Jeremy Reynolds reported on lessons that had been in the partnership database since May 2022. There were 49 lessons, 27 of which had been closed. The remaining 22 lessons were in progress.

8.5 On the lessons escalated to LRPB, a response was received from DEFRA via MHCLG on Hackney Marshes burst water main (HMBWM12) and the planning assumption gap between water disruption and what was legally required. DEFRA confirmed that the 1.5 per cent requirement on water companies was a minimum rather than maximum target. LRU would share this information with the Water Supply Disruption capability group for consideration.

8.6 Jeremy thanked Susanna Grenga for coordinating work and producing the Historical Lessons Report. He also thanked all partners who contributed updates.

8.7 **DECISION:**

That

- 1. the progress of learning implementation and the lessons raised to LRPB and decisions made be noted**
- 2. further consideration of DEFRA's response to Lesson no. HMBWM12 by the Water Supply Disruption capability group be agreed**
- 3. the proposal for a full Partnership Lessons Report in September 2025, to contain an overview of progress of historical lesson implementation, be agreed.**

c) Training and Exercising (Paper 80 08)

- 8.8 Jeremy Reynolds reported that capability group requirements would be spaced out to consider the demands placed on capability groups. As a result, the next training and exercising needs assessment would be moved to later in the year.
- 8.9 LRU continued to work with capability groups to further support their responsibility to address training and exercising needs. A consultation on partnership training and exercising policy had been sent out to multiple partners. No responses had been received to date. Jeremy asked partners to champion the project and encourage organisational involvement.
- 8.10 Fiona Mair, London Resilience Manager, provided an update on pandemic planning. Since the previous LRF meeting, Exercise Solaris, the first stage of the national pandemic exercising was completed. The exercise planning group for Exercise Pegasus was scheduled for the following week. Fiona asked partners to reach out if they had not received invites to the planning group.
- 8.11 The Chair noted that the Environment Agency had raised the need for a pan-London multi-agency exercise with a flooding scenario. Sam Cates, Military, and Jeremy agreed that there was an opportunity to incorporate flood scenario exercising into the enhanced military liaison work.
- 8.12 **ACTION:** LRF members to champion single-agency returns to LRU request for information to support the development of partnership T&E policies (e.g. frequency, accreditation).
- 8.13 **ACTION:** LRF members to champion London's involvement in Exercise Pegasus, ensuring representation from their organisation/ sector in both the planning and delivery stages.
- 8.14 **ACTION:** Partnership T&E to consider prioritisation/opportunities for flood scenario exercising (potentially in conjunction with the enhanced military liaison work).
- 8.15 **DECISION**

That:

1. **the intention to undertake T&E needs assessment in the autumn and provide a report to the February 2026 LRF meeting be noted**
2. **the multiple requests of capability groups and LRU (e.g. reporting against risk and lessons, plus T&E assessment) and the ongoing need for these to be well considered and carefully scheduled be noted.**

9 Documents for Approval

a) Structural Collapse Framework (Paper 80 09)

- 9.1 The Chair invited Pat Goulbourne to introduce the updated Framework.
- 9.2 Pat noted that this was the first time the framework was updated since it was inherited from local authority colleagues. The update had taken note of the changes to the tactical coordination protocol, and there was more consideration for heritage railway and crown land, where special arrangements were required. The framework would be shared with LFB Urban Search and Rescue teams, local authority Building Control teams and members of the London Dangerous Structures Association.

9.3 **DECISION:**

That the updated Structural Collapse Framework be approved for publication.

b) **Strategic Flood Response Framework (Paper 80 10)**

9.4 Charlotte Wood, Environment Agency, provided an overview of the framework. There were some improvements made including the inclusion of the community and voluntary sector with an emphasis on acting early on forecast. A need for a pan-London multi-agency exercise alongside relevant training was noted in the framework. Charlotte said that the LRF needed to be mindful of the recent national flood risk assessment which significantly increased the number of properties at risk. Charlotte also reported that the London Surface Water Strategy was published and that DEFRA would be completing a flood plan check with the local authorities this year.

9.5 **DECISION:**

That the updated Strategic Flood Response Framework be approved for publication.

c) **Severe Weather and Natural Hazards Framework (Paper 80 11)**

9.6 Fiona Mair, London Resilience Manager, reported that there were changes to the triggers and actions process for extended periods of severe and unsettled weather to avoid the need for frequent tripartite calls. Information was added on how to deal with concurrent weather.

9.7 Lessons from Exercise Helios were reviewed as part of the framework review.

9.8 Pat Goulbourne reminded Forum members to ensure that they were well informed on the updated framework and aligned their own plans accordingly.

9.9 **DECISION:**

That the updated Severe Weather and Natural Hazards Framework be approved for publication.

10 **Any Other Business**

10.1 The Forum confirmed that there were no objections to the Chair's proposal (circulated by email on 10 April 2025) to spend the remaining £483,654 LRF COVID-19 legacy grant funding in June 2025.

10.2 **DECISION:**

That the proposal circulated by email for spending COVID-19 legacy grant funding be approved.

11 Dates of Next and Future Meetings

11.1 The Chair noted the date and details of the next LRF meetings, as set out below:

- Thursday 6 November 2025, 2-4pm, City Hall (to include Winter Preparedness Briefing in AM)
- Thursday 26 February 2026, 2-4pm, City Hall