

MINUTES

Meeting **London Resilience Forum**
Date **Thursday 6 November 2025**
Time **2.00 pm**
Place **Committee Rooms 2 & 3, City Hall,
Kamal Chunchie Way, London, E16
1ZE**

Ref	Action	Owner
4.20	LCEP and LRU to produce a summary of the Strategic Discussion, together with clear actions for the LRF work programme to take forward.	LCEP and LRU
5.16	Environment Agency to consider impacts of proposed changes to Thames Barrier use and update partners at February's LRF (Paper 81 05).	Environment Agency
5.17	LRF agreed that a summary of key findings from the TfL cyber-attack should be shared with LRF members. TfL to determine the most appropriate format and approach for delivery.	TfL
5.18	Katherine Richardson and Clerk to circulate the LRU Evaluation Report alongside actions from the meeting and the minutes.	Katherine Richardson and Chantell Richards
5.19	LRF to review the effect of agreed changes to the Business Sector Panel at the April 2027 LRF.	All
6.14	LRF to receive an update on the progress of the implementation of the LRF Strategy via LRPB in February 2026.	LRU
7.2	That the Forum share ideas and suggestions for the LRF summit to be held in Spring 2026.	All

Present:

David Bellamy, Chief of Staff, Greater London Authority (Chair)
Pat Goulbourne, London Fire Brigade (Deputy Chair)
Kim Wright, Local Authority Regional Resilience Board (Deputy Chair)
Sean O'Callaghan, British Transport Police
Don Randall, Business Sector Panel
Umer Khan, City of London Police
Charlotte Wood, Environment Agency (EA)

Alastair Cutting, Faith and Belief Sector Panel
Katherine Richardson, Greater London Authority (GLA)
Terry Leach, HM Coastguard
Natasha Wills, London Ambulance Service
Fiona Taylor, London Borough of Barking and Dagenham
Robyn Knox, London Communities Emergencies Partnership
Geethika Jayatilaka, London Communities Emergencies Partnership
Mark Rogers, Met Office
James Harman, Metropolitan Police Service
Sam Cates, Military
Tony Bray, Ministry for Housing, Communities and Local Government (MHCLG)
Tom Mills, MOPAC
Will Huxter, NHS England (London)
Christian Van Der Nest, Transport Sector Panel
Yimmy Chow, UK Health Security Agency
Beth Reeves, Utilities Sector Panel

London Resilience Unit (LRU):

Janette Browne, Deputy Head of London Resilience
Matt Hogan, Head of Partnerships, Governance and Assurance
Jeremy Reynolds, Head of Risk, Planning Assumptions, Learning and Exercising
Katie Wood, London Resilience Manager
Callum Gegg, Senior Resilience Officer
Toby Roads, Senior Resilience Officer

Secretariat:

Felicity Harris, Senior Board Officer
Chantell Richards, Senior Board Officer (clerk)

Also in attendance:

Hayley Bennett, Environmental Agency
Steve Miller, Faith and Belief Sector
Kristen Guida, GLA
Sian Mullen, GLA
Emma Stapley, GLA
Kashi Syal, GLA
Mark Sawyer, Local Authority Regional Resilience Board
Kirstie Newham, London Borough of Hillingdon
Victoria James, London Borough of Sutton
James Lunn, MHCLG
Gill May, MPS
Peter Boorman, NHS England
Farida Mostafa, Protection Approaches
Ralph Davison, TfL

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 meeting of the Forum, following the morning's seasonal briefing, emphasising the importance of collective preparedness. Over lunch, attendees had the opportunity to view a demonstration of the City Collaboration Tool, which aimed to improve shared situational awareness across the partnership. Further details on the rollout and training, would be shared with the Forum ahead of the planned February 2026 launch. Members were asked to encourage engagement with the tool across their sectors.
- 1.2 The Chair acknowledged the recent tragic incidents in Huntingdon and at Heaton Park Synagogue in Manchester, expressing solidarity with those affected and commending the bravery of individuals and emergency responders. The ongoing conflict in the Middle East and Hurricane Melissa in Jamaica were also noted, with appreciation for the London Communities Emergencies Partnership's (LCEP) WhatsApp community and other channels providing support to impacted Londoners.
- 1.3 The Chair thanked all the teams that were involved in major summer events, including Notting Hill Carnival and Pride, with particular recognition of the reduction in serious violence at Carnival. A recent visit to a flood prevention scheme in Harrow highlighted the importance of strong partnership relationships, with further visits planned in alignment with LRF priorities.
- 1.4 The Chair welcomed colleagues from Borough Resilience Forums (BRF), who were observing the meeting as part of efforts to strengthen links between BRFs and the LRF. The upcoming Partnership Chairs Forum, to be convened by Pat Goulbourne, LRF Deputy Chair, London Fire Brigade (LFB), would further explore joined up working across the resilience system.
- 1.5 The Chair highlighted that Paul Netherton, the former Deputy Chief Constable of Devon and Cornwall Police, had been commissioned to review the resilience system. He would be approaching Forum members to understand the main challenges and would present his findings back to the Forum at the February meeting.
- 1.6 The Chair referenced the recent GLA Oversight Committee session, where Katherine Richardson, Director of Resilience (LRU), and Pat Goulbourne responded to questions on London's resilience. Pat Goulbourne was invited to share reflections with the LRF.
- 1.7 Pat noted that initial discussions had focused on how effectively the strategy was being implemented at a local level. The Committee also reflected on London's overall readiness in relation to the full range of identified risks.

2 Introductions and apologies for absence

- 2.1 The Chair led a round of introductions and welcomed DAC James Harman, Metropolitan Police Service, to his first Forum meeting. The Chair thanked Louise Puddefoot (MPS) for her involvement with the Forum.
- 2.2 The Chair also welcomed Chantell Richards, Senior Board Officer, GLA, to her first meeting.

- 2.3 Apologies had been received from: Jon-Paul Graham, GLA; Aaron Gracey, Network Rail; Kevin Fenton, Office for Health Improvement and Disparities; and Emma Christensen, UK Power Networks.

3 Minutes and matters arising from previous meetings

- 3.1 The Forum confirmed the minutes of the meeting of the Forum (81 01) held on 4 June 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) continued its work to embed the Emergency Alerts Protocol. The LRCG Framework would be due for review at the next meeting in February 2026.
- Action 6.7 (February 2025) – Protection Approaches had been commissioned to establish the Equalities Advisory Group, the first meeting was scheduled for December 2025, and an update on approaching this systematically would be provided to the February 2026 LRF.
- 5.3 (June 2025) – The MHCLG had discussed with the Cabinet Office, and they were happy to provide a briefing on hostile state threats but there was no clear timeline of when this would take place.
- 8.14 (June 2025) – Exercise Pegasus was ongoing until the end of November 2025; the action would be marked as closed.

- 3.3 All other actions had been completed.

3.4 **DECISION:**

That the minutes of the previous meeting held on 4 June 2025 be approved.

4 Strategic discussion item

People centred approach to resilience – LCEP facilitated discussion (Paper 81 03)

- 4.1 The Chair highlighted that the discussion would focus on how to take a people centred approach to resilience. There had been a lot of work that had gone into the session and active participation from both Forum members and observers was encouraged.
- 4.2 The Chair invited Geethika Jayatilaka, London Communities Emergencies Partnership, and Robyn Knox, London Communities Emergencies Partnership, to lead the discussion.
- 4.3 Geethika expressed that that session would act as a starting point for further discussion and action. There were many live examples of good practice, and the aim was how to turn those examples into something that was systemic. The focus was on improving outcomes for Londoners, and it was important that partners work together, particularly where there were limited resources.

- 4.4 Robyn noted there was no simple formula and encouraged reflection on what being person centred meant for partners, organisations, and individuals.
- 4.5 Pat Goulbourne, LFB, reflected on the recent fire in Forest Hill and power loss at Heathrow which highlighted the importance of the LFB being person centred and having moved away from faceless communication and showing leadership presence.
- 4.6 Umer Khan, City of London Police, noted the importance of a person centred approach in policing and ongoing conversations about where power was held and willingness to share some decision-making powers with the public.
- 4.7 Beth Reeves, Utilities Sector Panel, highlighted that it was important that non-resilience professionals understood the work that was being done. Following this point, Matt Hogan, Head of Partnerships, Governance and Assurance, LRU, expressed that it was important to connect and coordinate the work across partnerships that was already taking place.
- 4.8 Steve Miller, Faith and Belief Sector, highlighted the capacity within the faith and community sectors to support engagement and noted the need for a balanced and inclusive approach that recognised the diversity of communities. While community groups were not the only engagement route, they remained valuable channels.
- 4.9 Mark Sawyer, Local Authority Regional Resilience Board, noted that while a lot of focus was placed on individual and organisational action, there was an opportunity to review how the LRF managed risks, lessons, and training. He questioned whether the Forum sufficiently engaged community voices and suggested the LRF should lead by example in this area.
- 4.10 Yimmy Chow, UK Health Security Agency, welcomed the discussion, stressing the importance of embedding people-centred thinking into all areas of work.
- 4.11 Robyn highlighted that it was important for organisations and partners to have a shared set of principles and goals. There were five key principles set out of what a person centred approach could look like, and the aim of the session was to see if members of the LRF could endorse those five principles. Members were encouraged to use the five principles to identify actions for themselves, their organisations and the LRF. In breakout groups, the Forum were asked to consider what progress would look like by next year and how accountability could be maintained.
- 4.12 Following the breakout session, the Forum reflected that responses to incidents were often not person centred and focused too heavily on operational fixes. The group called for earlier involvement of key community voices and organisations such as the British Red Cross and discussed strengthening accountability and training.
- 4.13 The Forum discussed the value of Multi Agency Gold Incident Command (MAGIC) training and the need to think beyond local boundaries. They emphasised empathy, noting that strict adherence to process could inhibit it, and highlighted the importance of clear, compassionate communication centred on lived experience.
- 4.14 The Forum noted the role of local councillors as community links, the importance of feedback loops, and framing engagement around what matters most to communities. They discussed involving affected people in debriefs and training, focusing more on recovery, and creating a community of practice to share good examples such as those arising from Exercise Pegasus.

- 4.15 The Forum highlighted the importance of gathering community views proactively and using existing mechanisms across partners rather than creating new ones. They proposed regular LRF updates on this work to enhance accountability and discussed ways to measure progress and impact.
- 4.16 The Forum emphasised the need for clear evidence of change and ongoing engagement with communities post incident. They suggested embedding people centred processes through partnership working, ensuring senior practitioners heard community voices directly, and reviewing progress at each LRF meeting.
- 4.17 Robyn and Geethika thanked LRF members and highlighted the importance of linking forum discussions with local activity and agreed to consider how best to bring the ideas back for further discussion.
- 4.18 Alastair Cutting, Faith and Belief Sector Panel, noted that people centred working was core to existing practice and that much expertise already existed within the network.
- 4.19 The Chair thanked members for their contributions and acknowledged the complexity of the challenge, encouraging continued reflection and collaboration on next steps.
- 4.20 **Action:** LCEP and LRU to produce a summary of the Strategic Discussion, together with clear actions for the LRF work programme to take forward.
- 4.21 **DECISION:**
- That LRF members endorse the five key principles of a person centred approach to resilience.**

5 Agency and Sector updates

- 5.1 The Chair thanked those who had provided written updates for the paper (81 05) and invited Charlotte Wood, EA, to provide an update on the upcoming changes to the Thames Barrier.
- 5.2 Charlotte reported that, due to climate change and rising sea levels, operational changes would be introduced in 2025. The Thames Barrier would no longer be used for certain upstream floods, which could raise water levels by up to one metre in areas such as Richmond and Kingston. The EA was working through the West London Communities Project to identify mitigations, with further details available online.
- 5.3 The Chair thanked Charlotte and invited an update from the Business Security Panel (BSP).
- 5.4 Don Randall, BSP, confirmed the BSP had been re-established with 22 members and was focusing on a more strategic and inclusive approach aligned with LRF priorities. A co-chair model was being introduced, with Peter Lavery proposed as co-chair and Don remaining as guardian. The panel would strengthen links with small businesses and London Chamber of Commerce.
- 5.5 The Chair endorsed the proposal and thanked Don for his commitment to the Forum's work, noting key achievements such as the business communications hub and support provided during the pandemic.

- 5.6 The Chair invited an update on the Transport Cell.
- 5.7 Christian Van Der Nest, Transport Sector Panel, reported ongoing work to clarify arrangements relating to the Transport Cell. The Strategic Coordination protocol noted that the Cell could act as an advisory group to the Strategic Coordinating Group (SCG). Recent experience indicated that greater flexibility may be required to ensure appropriate attendance, and it was suggested to include a more rapid coordination led by the MPS, in addition to the existing Transport Cell arrangements. Amendments to the Strategic Coordinating Protocol would follow outside of the LRF. There was a lot of learning from the recent cyber incident, notably workforce pressures during prolonged responses.
- 5.8 The Chair noted the importance of capturing lessons from long duration incidents and welcomed further learning.
- 5.9 The Chair invited an update from Ministry for Housing, Communities and Local Government (MHCLG) on ministerial changes and Exercise Pegasus.
- 5.10 James Lunn, MHCLG, confirmed new ministerial appointments, with Steve Reed MP as Secretary of State for MHCLG and Samantha Dixon MP as the Parliamentary Under Secretary for MHCLG. Phase 3 of Exercise Pegasus had concluded successfully, with consistent themes emerging nationally, including gaps in pandemic specific guidance. A London debrief would be held on 1 December 2025, with Phase 4 focusing on recovery in Summer 2026.
- 5.11 Yimmy Chow added that implementing the lessons identified would be the next key step and noted UKHSA's ongoing internal exercises.
- 5.12 The Chair thanked UKHSA for its contribution to the recent capability showcase event.
- 5.13 The Chair invited Katherine Richardson, LRU, to provide an update on the resilience review.
- 5.14 Katherine outlined that a review had been commissioned to assess how the partnership identified and managed risks and to strengthen response capability. Led by DCC Paul Netherton, the review would focus on systems and governance rather than individual risks, with findings due in February 2026 and implementation from Spring 2026.
- 5.15 Katherine added that the London Resilience Unit (LRU) had completed its first year evaluation and thanked partners for their support.

- 5.16 **Action:** Environment Agency to consider impacts of proposed changes to Thames Barrier use and update partners at February's LRF (Paper 81 05).
- 5.17 **Action:** LRF agreed that a summary of key findings from the TfL cyber-attack should be shared with LRF members. TfL to determine the most appropriate format and approach for delivery.
- 5.18 **Action:** Katherine Richardson and Clerk to circulate the LRU Evaluation Report alongside actions from the meeting and the minutes.
- 5.19 **Action:** LRF to review the effect of agreed changes to the Business Sector Panel at the April 2027 LRF.

5.20 **DECISION:**

That

- 1. the LRF agreed to endorse the Business Panel proposals**
- 2. the LRF endorse the LRPB's proposals and review after 12 months.**

6 London Resilience Programme Board update - LRF sub-group activities and documents for approval

6.1 The Chair explained that this section of the meeting had been revised to focus the LRF on strategic oversight, with the London Resilience Programme Board (LRPB) reporting on delivery. The Chair invited Janette Browne, Deputy Head of London Resilience and Chair of LRPB, to provide the updates on behalf of the Board.

a) State Threats

6.2 The Board reported that the LRPB had considered state threats and established a dedicated sub-group, co-chaired by Sam Cates, Military, and Jon-Paul Graham, GLA, with membership from Category 1 organisations. Membership was currently limited due to security clearance but would expand in 2026. A draft strategy and plan were being developed, with an update due at the February LRF meeting.

6.3 Sam noted that London was expected to lead national thinking in this area, with priority work under way to identify capability gaps.

b) Risk and Planning Assumptions (Paper 81 08)

6.4 The Board highlighted the ongoing work to define top risks and thanked partners for their input.

6.5 Jeremy Reynolds, Head of Risk, Planning Assumptions, Learning and Exercising, reported that while the assessment was not yet comprehensive, it had clarified the need to link risks and capabilities, and to align preparedness assessments with capability reviews.

c) Learning and Implementation (Paper 81 09)

6.6 The Board noted that they had approved changes to strengthen the Learning and Implementation Group's role in closing lessons.

6.7 Jeremy Reynolds expressed that further work was needed to unblock older actions and prioritise key risks.

d) Partnership Training & Exercising (Paper 81 10)

6.8 The Board noted that there were upcoming regional exercises. The LRF approved new guidelines to support capability leads, which would take effect immediately.

e) Recovery Management Protocol (Paper 81 11)

6.9 The Board noted that the protocol had been signed off subject to minor amendments to the strategic objectives annex.

f) Mass Evacuation and Shelter Framework

6.10 The Board noted that despite ongoing development, the framework did not yet meet the planning assumptions. Further targeted work was therefore required before the LRF could approve it. The Cabinet Office was leading capability development at a national level, with input from LRFs. The framework would be presented for approval following further progress. Given the importance of this capability, the LRPB Chair would continue to update LRF members on developments.

g) Water Supply Distribution Framework (Paper 81 12)

6.11 The Board noted that the Framework was approved, noting that worst case assumptions could not be met without mutual aid.

h) Emergency Centres Guidance (Paper 81 13)

6.12 The Board noted that the guidance and proposal to scope an exercise, which would explore multi-agency coordination on this issue. The Board recommended that the LRF endorse this guidance noting the expectation of further development.

6.13 The Chair thanked all contributors to the capability work.

6.14 **Action:** LRF to receive an update on the progress of the implementation of the LRF Strategy via LRPB in February 2026.

6.15 **DECISION:**

That:

- 1. the Recovery Management Protocol be approved subject to minor amendments to the strategic objectives annex**
- 2. the Water Supply Distribution Framework be approved**
- 3. the Emergency Centres Guidance be approved**
- 4. the LRF agreed the recommendations in the Risk and Planning Assumptions paper (Paper 81 08)**
- 5. the LRF agreed the recommendations in the Learning and Implementation paper (Paper 81 09)**
- 6. the LRF agreed the recommendations in the Training and Exercising paper (Paper 81 10)**
- 7. the LRF approved the updated Recovery Management Protocol for publication (Paper 81 11)**
- 8. the LRF approved the updated Water Supply Disruption Framework for publication (Paper 81 12)**

9. the LRF approved the updated Emergency Centres Guidance for publication (Paper 81 13)
10. the LRF agreed that the Mass Evacuation and Shelter Framework task and finish group should share a paper at the February LRF on issues it needs support from the LRF on.

7 Any Other Business

- 7.1 The Chair noted that there were plans to arrange a LRF summit in Spring 2026. This would bring together people of all levels across organisations who had a responsibility in resilience.
- 7.2 **Action:** That the Forum share ideas and suggestions for the LRF summit to be held in Spring 2026.

8 Dates of Next and Future Meetings

- 8.1 The Chair noted the date and details of the next LRF meeting, as set out below:
 - Thursday 26 February 2026, 2-4pm, City Hall