

GREATER LONDON AUTHORITY

REQUEST FOR MAYORAL DECISION – MD3476

London Resilience: Delegated authority for LRF programme spend and LRU operational spend

Executive summary:

The London Resilience Unit (LRU), based within the Greater London Authority (GLA), leads work to ensure that London can anticipate, prepare for, respond to and recover from emergencies. It manages two distinct budgets:

- external funding held by the GLA, on behalf of the London Resilience Forum (LRF)
- the GLA's LRU operational budget, including partner contributions for activities delivered by the GLA.

This Mayoral Decision delegates authority to the Director of London Resilience to approve the receipt of income, and associated spend within these budgets (subject to the relevant governance processes). The delegation will support the timely delivery of LRF programmes and LRU operations; and will take effect from 1 April 2026.

Decision:

That the Mayor of London approves:

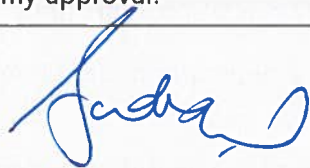
- delegating authority to the Director of Resilience to approve:
 - receiving and spend of external income for programme delivery approved by the London Resilience Forum (LRF), where decisions are recorded in writing and explicitly linked to the relevant LRF governance decision
 - spend within the GLA's approved London Resilience Unit operational budget, and confirmed partner contributions for LRU-delivered services, subject to GLA governance processes (including the use of Director decisions and Assistant Director decisions, where required)
- that this delegation takes effect from 1 April 2026 onwards; and does not apply to decisions that are novel, contentious or repercussive, which remain reserved to the Mayor.

Mayor of London

I confirm that I do not have any disclosable pecuniary interests in the proposed decision and take the decision in compliance with the Code of Conduct for elected Members of the Authority.

The above request has my approval.

Signature:



Date:

26/3/26

PART I – NON-CONFIDENTIAL FACTS AND ADVICE TO THE MAYOR

Decision required – supporting report

1. Introduction and background

- 1.1. The London Resilience Unit (LRU) was established in June 2024, and sits within the GLA. The LRU delivers and coordinates resilience services on behalf of the London Resilience Partnership (LRP) and London local authorities. Strategic oversight of the partnership is exercised through the London Resilience Forum (LRF), where LRP members meet regularly.
- 1.2. Mayoral Decision (MD) 3421 provided a one-year delegation for 2025-26. This enables the Director of Resilience to approve spend of up to £6,000,000 across several income streams, including:
- Ministry of Housing, Community and Local Government (MHCLG) section 31 grants
 - local authority contributions
 - London partner agency funding
 - international partnership funding.

That delegation expires on 31 March 2026.

- 1.3. This decision seeks approval for a consolidated, ongoing delegation, effective from 1 April 2026, covering two distinct categories of resilience funding:

- Externally-funded LRF programme spend (LRF-governed)

This relates to external income, held by the GLA on the LRF's behalf, to deliver programme activity approved through the LRF governance structure. Examples include:

- section 31 grants from MHCLG to fund pan London resilience programmes
- partnership-funded initiatives – e.g. the Metropolitan Police Service (MPS), London Fire Brigade, local authority contributions.

- LRU operational spend (GLA-governed)

This relates to the GLA's budget allocation for the LRU; and partner contributions to the GLA, for defined services delivered by the LRU. Oversight is provided through the GLA's budget-setting and financial monitoring processes. Examples include:

- core staffing and resilience policy development
- intelligence, monitoring and situational awareness capability
- IT systems and platforms supporting 24/7 operational functions
- delivery of the GLA's statutory Category 1 responder duties under the Civil Contingencies Act
- money recouped from external partners for the provision of external training (including Multi-Agency Gold Incident Command training), security vetting and secure systems
- funding from the MPS for the provision of the Strategic Briefing Cell
- City of Stockholm funding for Counter Terrorism Preparedness Network services delivered under a partnership agreement between Stockholm; Washington, DC; and the GLA.

- 1.4. Establishing a delegation covering both categories will provide clarity, consistency and efficient financial management, while maintaining the appropriate governance route for each type of expenditure. Decisions that are novel, contentious or repercussive will remain reserved to the Mayor in line with the Mayoral Decision-Making Framework and are excluded from this delegation.
- 1.5. The proposed delegation will authorise the Director of Resilience to approve the receipt of income, and spend – subject to review, in all cases, through the relevant governance mechanism – that is either:
 - within confirmed external funding agreements relating to the LRF
 - within the confirmed GLA allocation and partner contributions relating to the LRU.
- 1.6. This delegation would operate subject to the GLA's annual budget-setting process. LRU operational spend may only be approved within the unit's confirmed allocation for each financial year. Where entering into multi-year agreements offers better value for money, such agreements may be approved under this delegation provided they include an annual break clause or equivalent mechanism that ensures no reliance is placed on unconfirmed future budget allocations. External or partner funding – for both LRF programme delivery and LRU-delivered services – may be carried forward, where permitted by the funding provider and subject to the appropriate governance route.
- 1.7. All decisions taken under the delegated authority will be logged, recorded and published in accordance with GLA requirements for transparency and public decision making (including the use of Director decisions and Assistant Director decisions, where required). All expenditure under this delegation will comply with the Procurement Act 2023; the GLA Contracts and Funding Code; and the wider GLA decision-making framework. External grant funding will, similarly, comply with the relevant grant-funding provisions of the GLA Contracts and Funding Code.
- 1.8. Delivery under this delegation will continue through two established governance routes:
 - LRF-governed programmes will be delivered in accordance with the LRF's annual work programme, grant-funding conditions, and reporting cycles. Programme decisions will be taken through the LRF governance structure, including any delegated mechanisms between formal meetings.
 - Delivery of LRU operational activity will remain overseen by the GLA Resilience Committee. This ensures alignment with Mayoral priorities; statutory duties; and the annual GLA budget-setting and financial-monitoring processes.
- 1.9. Reporting will be integrated within these arrangements. The LRU will provide regular updates to the LRF, and through the GLA's corporate finance-monitoring processes – ensuring transparency and robust financial and operational assurance.
- 1.10. Different funding streams are also subject to additional oversight and reporting requirements. These will continue unchanged under the new delegation. For example:
 - MHCLG section 31 grants include a detailed grant-determination letter setting out the purpose of the funding, monitoring and evaluation requirements (including quarterly reports), and any conditions. As these grants support LRF-related activity, their allocation is governed through the LRF, which meets three times a year.
 - Partnership funding for LRU-delivered services is set out in bilateral agreements that define the level of funding and services to be provided. Monitoring and evaluation arrangements are determined jointly between the LRU and the relevant partner.

2. Objectives and expected outcomes

- 2.1. The LRU requires funding arrangements that can adapt to the timing and variability of external income. Grant and partnership funding is often confirmed at shorter notice than the GLA's annual budgeting cycle; it may need to be received and spent within the same financial year. As a result, the LRU's in-year funding position is more fluid than most core GLA budgets.
- 2.2. The objective of this delegation is to enable timely, flexible and appropriately governed decision-making. This should reflect current circumstances; and support uninterrupted delivery of London's crucial resilience functions.
- 2.3. This decision is expected to result in:
 - timely approval and management of LRF programme budgets, in line with confirmed external funding agreements and LRF governance decisions
 - consistent delivery of LRU operational activity – including staffing, intelligence, systems, training and policy work
 - agility in responding to emergencies and funding confirmations.
- 2.4. Expected outcomes:
 - sustained and effective operation of London's multi-agency resilience arrangements
 - flexible and transparent financial management
 - strengthened preparedness, response and recovery capability.

3. Equality comments

- 3.1. Under section 149 of the Equality Act 2010 (the Equality Act), as a public authority, the Mayor and the GLA must have due regard to the need to eliminate unlawful discrimination, harassment and victimisation, and any other conduct prohibited by the Equality Act; and to advance equality of opportunity, and foster good relations, between persons who share a relevant protected characteristic and persons who do not. Protected characteristics under the Equality Act comprise age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, and marriage or civil partnership status (the duty in respect of this last characteristic is to eliminate unlawful discrimination only).
- 3.2. The potential impacts of this decision have been considered. No adverse impact is expected on equalities issues, or any people with relevant protected characteristics under section 149 of the Equality Act.
- 3.3. The LRU's work is delivered in support of the LRF Strategy. In 2025, the Strategy was specifically revised to take account of learning from the Grenfell Tower Inquiry and the COVID-19 Inquiry, including findings related to equality. As a result, the Strategy includes the following guiding principles in support of equality:
 - **People:** People must be at the heart of London's resilience arrangements. 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 a whole-of-society approach: Resilience is a collaborative effort beyond the remit and membership of the LRF and borough resilience forums. Expand and develop relationships and networks to support the resilience of all people and places.

3.4. The LRF Strategy also includes the following priorities of relevance to equality:

- 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).
- 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.
- Support robust preparation, response and recovery: Enhance training and development of resilience leaders (including those in the voluntary and community sector) and practitioners, incorporating the lived experience of people affected by an emergency (survivors, their families, the bereaved and responders).
- 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.

3.5. The LRU Vision also includes specific reference to equality. It points to a London that:

- is resilient to acute emergencies and chronic stresses
- can anticipate, respond to and recover from emergencies effectively and equitably through strong, diverse partnerships and continuous improvement.

3.6. Placing people at the heart of the LRF's and LRU's work, as set out in the LRF Strategy and the LRU Vision, will help to ensure that enhancing equality is central to our work. This includes work delivered in partnership, or through grant-funding arrangements referred to in this decision.

4. Other considerations

4.1. The Mayor plays a central leadership role in strengthening London's resilience – setting strategic direction; shaping policy; and supporting initiatives that help the city withstand and recover from

disruption. This requires close coordination across the London Resilience Partnership and wider stakeholders. This delegation supports delivery of those responsibilities by enabling the GLA to meet its duties under the Civil Contingencies Act, and advance the LRF Strategy.

- 4.2. Resilience is recognised in the GLA’s Portfolio Management Framework as a cross-cutting principle, rather than a standalone programme. The LRU therefore focuses on embedding resilience considerations across Mayoral strategies and delivery plans – for example, in work on health inequalities, financial hardship, climate impacts, and community preparedness – so these activities contribute coherently to London’s overall resilience.
- 4.3. Data protection requirements will be considered for all relevant projects; and appropriate measures will be implemented to ensure full compliance with the General Data Protection Regulation, and GLA policies. Where necessary, a comprehensive Data Protection Impact Assessment will be completed to assess risks, and confirm the suitability of proposed mitigations.
- 4.4. Onward grant funding will be provided to registered charities or companies only. Due diligence advice from the GLA Grant Services team will be incorporated into the assessment and approval processes.
- 4.5. All agreements (whether contracts or grants) must contain a right of termination. Furthermore, the expiry date of each agreement shall be no later than the end date of confirmed funding (as stated at the point of entry into the agreement) for the relevant agreement.
- 4.6. All procurements undertaken as part of this expenditure will adhere to the requirements of the Procurement Act 2023, the GLA Contracts and Funding Code, and the GLA decision-making framework.
- 4.7. All external grant funding undertaken as part of this expenditure will adhere to the requirements of the Subsidy Control Act 2022, the GLA’s internal subsidy control guidance, GLA Contracts and Funding Code, and the GLA decision-making framework.
- 4.8. There are no conflicts of interest from those involved in drafting or clearing this decision.
- 4.9. The following risks have been identified and mitigated against:

Risk	Mitigation measures	Current probability (1-5)	Current impact (1-5)	RAG
Insufficient time and staff capacity to deliver services funded through MHCLG grants, or external partnership agreements, within required timelines.	<ul style="list-style-type: none"> • Develop accurate and realistic annual delivery and spend plans for all funded activity. • Monitor progress through quarterly reporting to, and regular joint monitoring with, funding partners. • Ensure partnership agreements reflect realistic resource requirements. • Use this MD delegation to enable agile, in-year approval of income and expenditure. 	3 (possible)	2 (minor)	Amber
Volatility in external LRF funding, creating uncertainty for ongoing programme delivery.	<ul style="list-style-type: none"> • Limit all expenditure to confirmed funding agreements only. • Ensure all contractual commitments include termination clauses aligned to known funding end dates. • Provide regular funding and risk updates through the LRF. 	3 (possible)	2 (minor)	Amber

	<ul style="list-style-type: none"> Where appropriate, use fixed-term staffing contracts aligned to confirmed funding periods, to ensure staffing and delivery commitments can be flexibly scaled in response to changes in external income. 			
Confusion or overlap between governance routes for LRF programme funding, and LRU operational funding.	<ul style="list-style-type: none"> Maintain clear, documented dual governance pathways for each category of spend. Reinforce clarity through consistent communications and decision recording practices. 	2 (unlikely)	2 (minor)	Green
Delay in accessing and authorising emergency expenditure during major incidents, potentially slowing operational response.	<ul style="list-style-type: none"> Introduce a designated LRU emergency cost code to enable and track rapid in incident spending, with retrospective reporting. Ensure staff involved in incident response are trained and confident in emergency spend procedures. Keep a standing list of preapproved suppliers/contracts to minimise mobilisation delays. 	2 (unlikely)	4 (major)	Amber

5. Financial comments

- 5.1. The proposed delegation runs from 1 April 2026. It does not commit new spend; but authorises the Director of Resilience to approve expenditure within confirmed funding agreements and the agreed LRU allocation. This will streamline governance; and support timely delivery of multiagency resilience arrangements.
- 5.2. A summary of the indicative gross budgets for both the LRF and LRU for the next three financial years (2026-27 to 2028-29) – based on the draft GLA budget for 2026-27 and currently anticipated partner contributions – is detailed below:

Budget	Budget Source	26-27 £'000	27-28 £'000	28-29 £'000
LRF	Anticipated partner contributions	917	917	245
LRU	Net GLA budget contribution + anticipated partner contributions	4,344	4,304	4,999
Total	LRF + LRU	5,261	5,221	5,244

- 5.3. It should be noted that the 2026-27 budget is subject to approval of the GLA: Mayor budget.
- 5.4. All funding will be monitored against objectives and outcomes in the LRF Strategy, and approved grant-funding agreements. Should external income differ from that budgeted for, the unit will adjust spend profile and scaling of programmes accordingly. It will not commit to expenditure before partner contributions have been formally confirmed via legal documentation.

- 5.5. In addition, the LRU will ensure all its activities, associated spend and receipt of external income complies with the GLA's Financial Regulations, and Contracts and Funding Code. This ensures that financial resources available to the LRU, during the term of delegation, are used effectively to administer the core statutory obligations.
- 5.6. Any changes to this proposal will be subject to further approval via the GLA's decision-making process. All appropriate budget adjustments will be made.

6. Legal comments

- 6.1. This decision seeks a delegation of authority from the Mayor, to the Director of London Resilience, subject to the conditions set out in section 4, above. Any function exercisable by the Mayor on behalf of the GLA may also be exercised by any member of GLA staff, to the extent that the Mayor so authorises, and subject to any conditions that the Mayor sees fit to impose.
- 6.2. The foregoing sections of this MD indicate that the programme described in this MD concerns the exercise of the GLA's general powers and falls within the GLA's statutory powers to do such things considered to further, or that are facilitative of, or conducive or incidental to, the promotion of economic development and wealth creation/social development, or the improvement of the environment, of Greater London. In formulating the proposals in respect of which a decision is sought, officers have complied with the Authority's related statutory duties to:
- pay due regard to the principle that there should be equality of opportunity for all people
 - consider how the proposals will promote the improvement of health of persons, health inequalities between persons and to contribute towards the achievement of sustainable development in the UK
 - consult with appropriate bodies.
- 6.3. In taking the decisions requested, the Mayor must have due regard to the Public Sector Equality Duty – namely the need to eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Equality Act 2010; and to advance equality of opportunity, and foster good relations, between persons who share a relevant protected characteristic (age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation) and persons who do not (section 149 of the Equality Act 2010). To this end the Director of Resilience should have particular regard to section 3 above.
- 6.4. If the Mayor makes the decisions sought, the Director of Resilience must ensure that:
- no reliance is placed, nor commitments made, that rely upon the availability of future years' budgets, until such budgets are confirmed – where entering into multi-year agreements, such agreements must include an annual break clause or equivalent mechanism that ensures no reliance is placed on unconfirmed future budget allocations
 - the services required are procured in liaison with GLA's procurement team; and in accordance with the GLA's Contracts and Funding Code, and the applicable procurement law
 - when approving the award or the receipt of grant funding, the Director of Resilience must comply with the Subsidy Control Act 2022, the GLA's internal subsidy control guidance and the GLA's Contracts and Funding Code
 - appropriate contracts and grant agreements be put in place between the GLA and the relevant service providers and/or grant recipient/provider and before such services begin or grants are paid or received

- all decisions taken under this delegation are made with due regard to the Public Sector Equality Duty, including the need to eliminate discrimination, advance equality of opportunity, and foster good relations.
- 6.5. For any decision taken under this delegation, that involves entering into commitments extending beyond the current Mayoral term at the point the commitment is made, officers must ensure that the terms of all agreements entered into concerning such commitments do not have the effect of fettering the discretion of any successor administration, considering in particular that future London elections may change priorities. Accordingly, officers must ensure all agreements that involve making such commitments:
- include a GLA right to terminate, at any point, for convenience (at no cost to the GLA)
 - are managed in such a manner, and any services, supplies, works deliverables, milestones and/or output requirements are structured, so as to mitigate risks of the GLA incurring abortive expenditure (which might be reasonably be taken to fetter, practically, the exercise of such discretion).

7. Planned delivery approach and next steps

7.1. The work will be completed to the following timetable:

Activity	Timeline
Activation of new delegation	1 April 2026
Delivery of LRF programme activity	Ongoing, aligned to the LRF's reporting cycle
Delivery and oversight of LRU operational activity	Ongoing, reviewed through Resilience Committee

Appendices and supporting papers:

MD3421 London Resilience Unit budget 2025-26.

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FoIA) and will be made available on the GLA website within one working day of approval.

If immediate publication risks compromising the implementation of the decision (for example, to complete a procurement process), it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary. **Note:** This form (Part 1) will be published either within one working day after it has been approved or on the defer date.

Strategic Programmes

Does this decision seek approval for activity falling within the remit of a programme delivery plan? NO

Part 1 – Deferral

Is the publication of Part 1 of this approval to be deferred? NO

Part 2 – Sensitive information

Only the facts or advice that would be exempt from disclosure under the FoIA should be included in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a part 2 form? NO

ORIGINATING OFFICER DECLARATION:

Drafting officer to confirm the following (✓)

Drafting officer:

Matthew Rodgers has drafted this report in accordance with GLA procedures and confirms the following:

✓

Sponsoring Director:

Chandru Dissanayake has reviewed the request and is satisfied it is correct and consistent with the Mayor's plans and priorities.

✓

Mayoral Adviser:

David Bellamy has been consulted about the proposal and agrees the recommendations.

✓

Advice:

The Finance and Legal teams have commented on this proposal.

✓

Mayoral Delivery Board

This decision was agreed by the Mayoral Delivery Board on 23 March 2026.

CHIEF FINANCE OFFICER:

I confirm that financial and legal implications have been appropriately considered in the preparation of this report.

Date 24 March 2026

Signature



pp on behalf of Fay Hammond

CHIEF OF STAFF:

I am satisfied that this is an appropriate request to be submitted to the Mayor.

Date 23 March 2026

Signature

