

MINUTES

Meeting **London Resilience Forum**

Date **Thursday 27 February 2025**

Time **2.00 pm**

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

Ref	Action	Owner
3.4	LRF members to ensure Emergency Alerts process is embedded within relevant organisational training, including for strategic and communication functions.	All
4.11	LRU to invite NCSC to work with Cyber Response Working Group members to explore strategic coordination in response to a major cyber incident impacting London.	LRU
4.12	LRF members to consider cyber advice/lessons in their organisations' business continuity and response arrangements.	All
4.15	All LRF members to respond to Strategic Discussions survey by end of March, to inform forward plan for 2025/26 LRF meetings.	All
4.28	All LRF members to support LRU in developing the workplan to support implementation of the LRF strategy.	All
6.7	LRU to propose a structure for how the equalities advisory group will support implementation of LRF strategy.	LRU
7.7	LRU to review the timescales to hold the risk workshop and consider strategic implications within the workshop.	LRU
7.8	LRU to provide an update on chronic risks at June's LRF.	LRU
7.11	LRF members to work with the LRU to give partnership assurance and auditing further consideration as included in the Grenfell Tower Inquiry report.	LRF & LRU
7.17	Partners to continue to highlight potential partnership exercising opportunities (or expectations), particularly those that might involve strategic play, as early as possible.	All
7.18	LRF members to champion London's involvement in Exercise Pegasus, ensuring representation from their organisation / sector in both the planning and delivery stages.	LRF

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)
 Peter Lavery, Business Sector Panel
 Don Randall, Business Sector Panel
 Claire Cresswell, City of London Police

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Charlotte Wood, Environment Agency
Eleanor Carnes, Ministry for Communities, Housing and Local Government
James Lunn, Ministry for Communities, Housing and Local Government
Mark Cleland, British Transport Police
Deesha Chadha, Faith and Belief Sector
Rachael Hickman, Greater London Authority
Natasha Wills, London Ambulance Service
Fiona Taylor, London Borough of Barking and Dagenham
Terry Leach, Maritime & Coastguard Agency
Mark Rogers, Met Office
Carl Lindley, Metropolitan Police Service
Brian Fahy, Military
Dawn Morris, MOPAC
Aaron Gracey, Network Rail
Will Huxter, NHS England (London)
Christian Van Der Nest, Transport Sector Panel
Yvonne Young, UK Health Security Agency
Beth Reeves, Utilities Sector Panel
Robyn Knox, VCS Emergencies Partnership

London Resilience Unit (LRU):

Katherine Richardson, Director of Resilience
Toby Gould, Deputy Head of London Resilience
Kristen Guida, Urban Resilience Manager
Matt Hogan, Deputy Head of London Resilience
Fiona Mair, London Resilience Manager
Jeremy Reynolds, Deputy Head of London Resilience
Katie Wood, London Resilience Manager
Callum Gegg, Senior Resilience Officer
Emily Nash, London Resilience Officer

Secretariat:

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

Also in attendance:

Storme Alexander, London Fire Brigade
Hayley Bennett, Environment Agency
Janette Browne, incoming Deputy Director London Resilience
James Groom, London Borough of Hackney
Gareth Humphreys, Port of London Authority
Gillian May, Metropolitan Police Service
Nina McLean, UK Health Security Agency
Mark Sawyer, Local Authority Regional Resilience Board
Emma Stapley, Greater London Authority
Two members from the National Cyber Security Centre

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 79th meeting of the Forum.
- 1.2 The Chair noted that the government had published its response to the Grenfell Tower Inquiry on 26 February 2025. The response focused on the issues that led to the fire and the work required to make buildings safe, including the reform of construction and regulatory systems. The government made clear that improvements to resilience were needed and that it accepted the findings recommendations. The Chair added that the Forum owed it to the 72 people who died and those affected by the events to ensure that a similar incident never happened again. The Chair noted that the LRF's new strategy had been informed by various inquiry findings, including those relating to Grenfell.
- 1.3 The Chair reported that he had attended the LRF Chairs' Conference earlier that month and remarked that it was encouraging to hear that other LRFs were also focused on the needs of communities and individuals. London was announced as one of the five Trailblazer LRFs at the conference. More detail on that was anticipated and would be shared with members.
- 1.4 Further to a note shared with the agenda pack, the Chair reported that the LRF continued to build good relationships with the government and that he had met again with Abena Oppong-Asare MP, Parliamentary Secretary, Cabinet Office, at the LRF Chairs' Conference. A letter was also sent to the minister highlighting the LRF's priorities and links to the government's resilience review.

2 Introductions and Apologies for Absence

- 2.1 The Chair led a round of introductions.
- 2.2 Apologies had been received from: Sean O'Callaghan, British Transport Police; Tony Bray, Ministry of Housing, Communities and Local Government (MHCLG); Louise Puddefoot, Metropolitan Police Service; and Kevin Fenton, Office for Health Improvement and Disparities.

3 Minutes and Matters Arising from Previous Meetings

- 3.1 The Forum confirmed the minutes of the meeting of the Forum (79 01) held on 6 November 2024, 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 London Resilience Unit (LRU) had also recently appointed a Communications Officer, Louisa Cavell, to work specifically on risks communication and to support the work of the LRCG.
 - Action 9.3 (June 2024) – The London Fire Brigade had stated their interest in providing a suitable candidate to support the LRCG. The request for LRF partners

to consider whether anyone from their communications teams would like to be more involved with the LRCG remained open.

- 3.3 All other actions had been completed.
- 3.4 **ACTION:** LRF members to ensure Emergency Alerts process is embedded within relevant organisational training, including for strategic and communication functions.
- 3.5 **DECISION:**
That the minutes of the previous meetings on 6 November 2024 be approved.

4 Strategic Discussion Items

a) Cyber Preparedness (Paper 79 03)

- 4.1 The Chair introduced the strategic discussion on cyber-preparedness, noting that public sector organisations and their supply chains were increasingly under threat from cyber-attacks. Therefore, it was important for the partnership to consider how it protected itself from cyber-attacks and if an attack were to occur, how it would coordinate a rapid response to mitigate the impacts.
- 4.2 The Chair invited Emily Nash, London Resilience Officer, LRU Capability Coordinator and James Groom, London Borough of Hackney, Lead Capability Coordinator to provide a summary of the paper.
- 4.3 James reported that the London Resilience Partnership's Cyber Response Framework had been updated and published in July 2024. The framework outlined the strategic coordination and technical arrangements in the event of a cyber incident. Discussions had been held with Emergency Planning and IT experts to inform changes to the framework. The LRF Cyber Working Group continued to successfully engage with these colleagues on cyber preparedness.
- 4.4 Emily noted that the effectiveness of any framework for a major incident was dependent on the awareness of its existence and the training provided on that framework. Over the next 12-18 months, the Group would focus on raising awareness of the framework, networking across the partnership and breaking down silos between emergency planners and cyber security experts to improve preparedness for a major cyber incident. Emily also noted that the London partnership had not yet activated a major response to a cyber incident and would rely on learning gathered from cyber incidents across the nation to inform exercises.
- 4.5 National Cyber Security Centre (NCSC) representatives gave an overview of the work of the NCSC. Since inception in 2016, the NCSC, as the National Technical Authority on cyber security worked to make the UK the safest place to live and work online. The NCSC delivered real benefits for the nation, from dealing with significant cyber incidents to defending citizens against online harm and developing a skills pipeline for the future. The Chair thanked the NCSC representatives for their presentation and invited them to work with the Forum as it reviewed its response capabilities and strategic coordination.
- 4.6 Kim Wright, LRF Deputy Chair, Local Authority Regional Resilience Board, commented that the information presented within the framework and at this meeting had served to underline vulnerabilities to cyber threats. It would be critical to consider

training and exercising in response to the challenges presented and to gain an understanding of the role of the NCSC and its core services.

- 4.7 Pat Goulbourne, LRF Deputy Chair, London Fire Brigade, noted that it was encouraging to see cyber preparedness firmly on the LRF agenda. Pat reported that the Counter Terrorism Board, comprising of the MPS and City of London Police, had started to consider what internal testing looked like. Pat also shared his experience of the impact of a cyber-attack on shared third-party providers and warned that it was important for partnership members to consider their organisations' supply chains and who else was linked to them.
- 4.8 Robyn Knox, VCS Emergencies Partnership, noted that the voluntary sector was holding more discussions about threats to cyber security. She also noted that the most effective tool in raising awareness of cyber risk was hearing from big organisations who had been attacked sharing their experience of the attack, its impact and how they had recovered. She urged partnership members to share more stories from organisations within their network.
- 4.9 James Groom shared his experience of the cyber-attack on the London Borough of Hackney's data system in 2020, noting that the impact of a cyber-attack could be significant, far reaching and long duration.
- 4.10 Christian Van Der Nest, Transport Sector Panel, reported on TfL's experience of the September 2024 cyber-attack, noting that TfL was still in the recovery stage. TfL was in the process of carrying out an independent review of the incident and would share the outcome of the review with the Forum at the June 2025 LRF meeting. The Chair thanked Christian for sharing TfL's experience and reported that he had had a conversation with Andy Lord, TfL Commissioner, who expressed a keenness to share the learnings and experiences from the incident.
- 4.11 **ACTION:** LRU to invite NCSC to work with Cyber Response Working Group members to explore strategic coordination in response to a major cyber incident impacting London.
- 4.12 **ACTION:** LRF members to consider cyber advice/lessons in their organisations' business continuity and response arrangements.

b) LRF Forward Look (Paper 79 04)

- 4.13 The Chair invited Katie Wood, London Resilience Manager, to provide a summary of the paper.
- 4.14 Katie reported that the LRU had been working to ensure that sufficient time was given to strategic discussions during LRF meetings. The LRU would now focus on agreeing a process for deciding discussion topics so that they could better plan LRF agendas. The paper set out ideas for deciding themes and associated discussion topics that were purposeful, aligned with the LRF's strategic priorities and responded to new and emerging risks. Katie invited LRF members to respond via the QR code provided at the meeting or email their thoughts and views on determining and prioritising discussion topics. Papers supporting strategic discussions would be shared in advance of each meeting to allow attendees sufficient time to seek input from the relevant areas within their organisations.

- 4.15 **ACTION:** All LRF members to respond to Strategic Discussions survey by end of March, to inform forward plan for 2025-26 LRF meetings.
- 4.16 **DECISION:**
That the process and proposal for future strategic discussions for the forward planning of future LRF meetings in 2025-26 be agreed.

c) Capability Assessment (Paper 79 05)

- 4.17 The Chair invited Matt Hogan, Deputy Head of London Resilience to introduce the paper which provided a high-level assessment of LRF capabilities.
- 4.18 Matt thanked all partners and Callum Gegg, Senior Resilience Officer, for the speed at which they had produced the paper following the London Resilience Programme Board (LRPB) meeting in January 2025. The capability assessment drew on existing sources of information including the Document Approval Report and the training and exercising needs assessment conducted in 2024. Matt asked the Forum to note that the assessment provided a broad snapshot of capability maturity and was a qualitative assessment.
- 4.19 There were three primary observations from the capability assessment. Firstly, that there was a mature capability for risks that partners were more familiar with. The more novel incident types particularly those with cascading effects had a lower level of maturity. Secondly, across the capabilities, training and exercising emerged as a common theme which needed attention. Recent analysis carried out by the London Resilience Unit would provide more specific understanding about where the specific issues were with training and exercising. Thirdly, there was a lower level of maturity around across areas relating to equity and justice. However, this was to be expected as these aspects were recently added to the strategy and work had not begun to coordinate efforts around them.
- 4.20 The paper linked to the LRF strategy and served as necessary evidence of existing LRF capabilities and would inform strategic decisions on where the LRF needed to focus efforts.

d) London Resilience Strategy (Paper 79 06)

- 4.21 The Chair invited, Katherine Richardson, Director of Resilience, LRU, to introduce the paper.
- 4.22 Katherine reported that since the draft strategy was discussed at the November 2024 LRF meeting, it had been developed based on the discussion at that meeting, consultation with LRPB and LRF members, various discussions with stakeholders, and the findings and recommendations of the Grenfell Tower Inquiry report. Katherine thanked LRF members and their teams for their contributions, stating that the strategy was collectively owned by the LRF, which is why it was so important that it was informed by members.
- 4.23 Key changes to the strategy included adding guiding principles on people, risk, governance and communications and adding greater emphasis on activity at borough level. The changes made meant the strategy now contained seven priorities.

- 4.24 The next steps would be to develop the work programme sitting underneath the strategy and operationalise LRF ambitions. Several of the activities were already core business for the partnership, so the main challenge would be addressing the newer and more complex aspects of the strategy. Katherine identified four key areas of focus in the coming months:
- a step change in placing people at the heart of what the LRF did including developing a framework for engaging people with lived experiences in planning, training, exercising and learning
 - enhanced, and substantially more, training of resilience leaders and practitioners, and supporting a diverse pipeline of talent into resilience
 - developing processes to achieve assurance of multi-agency capabilities at the London and Borough levels
 - integration of resilience with other policy areas, which would be led by the GLA as London's Strategic Authority.
- 4.25 The LRU would work closely with LRF members, as individuals and in sub-groups, to develop the work programme. Engagement would begin as soon as the strategy was signed off. The strategy would be promoted externally at borough level and on the London Prepared website, ensuring that it was the "guiding light" for all LRF work. The LRU had begun work on developing an equalities advisory group and improving shared situational awareness.
- 4.26 Members of the Forum thanked Katherine and her team for taking on board the comments made during the November 2024 LRF meeting and incorporating them into the updated strategy document. Kim Wright noted that the strategy created a good framework to join up the work carried out by the LRF and suggested that it would be helpful when the capability was there to consider how to create a seamless link between the other papers on the LRF meeting agenda (including the Risk and Planning Assumptions and Capability Assessment) and the strategy.
- 4.27 Robyn Knox noted that the strategy was ambitious and that all LRF members would need to support the LRU in developing a workplan for the implementation of the strategy.
- 4.28 **ACTION:** All LRF members to support LRU in developing the workplan to support implementation of the LRF strategy.
- 4.29 **DECISION**
That the revised LRF Strategy be approved.

5 Standing LRF Business Items:

- 5.1 The Chair invited Katherine Richardson to share an update from the recent LRPB meeting.
- 5.2 Katherine noted that the LRPB reports to the LRF and was responsible for driving the LRF's operational work and scrutinising it before it came to the LRF for consideration. Officers were working to strengthen the LRPB so that it could manage more of procedural work and provide space for the LRF to focus on strategic discussions. As of this meeting, the LRPB was introducing a post-LRF briefing for LRPB members and BRF chairs to ensure that the strategic direction from the LRF was well

understood. The LRPB had also discussed and approved the documents presented at this LRF meeting, which allowed LRF members to focus on the strategic issues being highlighted rather than procedural aspects.

6 Agency and sector updates (Paper 79 07)

- 6.1 The Chair invited Kim Wright to provide further information on the Local Authorities' Regional Resilience Board's (LARRB) intention to deliver a bespoke Gold Commanders Course for Chief Executives and Council Golds. Kim confirmed that the course would be delivered as part of the LARRB's updated partnership agreement with the LRU. The course was in the development stage. Input would be sought from Partners at the appropriate time.
- 6.2 The Chair noted that several updates mentioned the risk of industrial action and asked that LRF members continue to share information as they had been doing to ensure multi-agency working.
- 6.3 Rachael Hickman, GLA, reported that the GLA would be commissioning an external partner to help set up an Equalities Advisory Group for the LRF. The advisory group would serve as a bridge between London Resilience partners and equalities organisations as the LRF implemented its strategy. The LRU would lead on the structural set up of the engagement between the parties, ensuring that the Forum and wider partnership were consulted throughout the process.
- 6.4 Eleanor Carnes, MHCLG, reported that a letter had been issued to all LRF Chairs and secretariats following the government's response to the Grenfell Tower Inquiry report. Eleanor suggested that Forum members share the letter with other partners and added that MHCLG would be happy to help with that after the meeting. The letter set out the government's response and acknowledged that a lot of the recommendations made in the report were directed at local partners to implement themselves. The letter also set out the government's commitment to highlight existing local authority duties and responsibilities. This would include the provision of guidance to partners to help them understand what was expected of them; the introduction of training aimed at local authority chief executives and senior staff through the UK Resilience Academy; and a commitment to assist with scoping a process for local authorities to self-report and self-assess the resilience training of their staff. MHCLG would encourage all LRFs to look at the recommendations and act where possible. Eleanor noted that the LRF strategy had already started to recognise some of the recommendations in their training considerations and that MHCLG would continue to work with the LRF to provide the necessary support to address the recommendations including linking them to UK Resilience Academy.
- 6.5 Eleanor also reported a change in ministerial responsibility for fire safety which was enacted on 13 February 2025. From 30 March 2025 responsibility would transfer from the Home Office to MHCLG.
- 6.6 On trailblazers, Eleanor informed members that there would be five trailblazers, which were previously referred to as Stronger LRF pilots. The LRF would shortly receive a letter from MHCLG setting out the three topics that the trailblazers were expected to cover: democratic accountability, strengthening leadership and integration. MHCLG would be in touch to review existing plans and set up next steps.

- 6.7 **ACTION:** LRU to propose a structure for how the equalities advisory group will support implementation of LRF strategy.

7 LRF Sub-group activities

a) Risk and Planning Assumptions (Paper 79 08)

- 7.1 Jeremy Reynolds, Head of Risk, Planning Assumptions, Learning and Exercising, highlighted updates to the London Risk Register. The most significant changes were to risks that had increased in likelihood and impact including food contamination, industrial action by firefighters, the reception and integration of British Nationals arriving from overseas, low temperatures and snow, and major outbreak of avian influenza. There were a total of 25 risks rated as very high or high, but this was not a substantial change from last year's number.
- 7.2 There was a small minority of risks that were due to be assessed in 2024 but were not; these would be prioritised in 2025. The London Risk Advisory Group's (LRAG) focus in 2025 would be on increasing understanding across the partnership of significant risks and the development of suitable controls through a proposed workshop.
- 7.3 Charlotte Wood, Environment Agency, flagged that they had published their national flood risk assessment. Since it was last updated in 2018, the number of properties at risk of surface water flooding had increased significantly. The changes to the agency's risk register would be used to inform the next London Risk Register review and rating of the surface water flooding risk.
- 7.4 The Chair said that the point in the paper on chronic risks was important and that LRU colleagues should produce a detailed update on the risk for the next LRF meeting.
- 7.5 Kim Wright commented that it would be important for the risk workshop to be held sooner rather than later and for it to provide an understanding and reassurance around the strategic implications, risk ratings and what was being done to control them. Jeremy agreed to consider rescheduling of workshop and the addition of strategic implications to the workshop topics.
- 7.6 Pat Goulbourne noted that some risks and mitigations would require more regular monitoring to ensure they remained fit for purpose. Rachael Hickman added that input could be sought from policy colleagues as well as those from the wider GLA on risk mitigation to ensure that plans remained relevant and effective. The Chair agreed that GLA colleagues should be utilised as it was part of the GLA's work as a strategic authority. Jeremy added that the review of potential gaps in the control of risks was a concurrent activity which the team would provide an update on at the next LRF meeting.
- 7.7 **ACTION:** LRU to review the timescales to hold the risk workshop and consider strategic implications within the workshop
- 7.8 **ACTION:** LRU to provide an update on chronic risks at June's LRF.
- 7.9 **DECISION**
- That:**

1. The London Risk Register be approved for publication.
2. The prioritisation of LRAG work by the Partnership and the proposal for a workshop to facilitate greater understanding of risk across the partnership be approved.
3. The intention to provide a further generic historical lessons report for the next LRF in June and another full lessons report for LRF in November 2025 (providing an update on all lessons within this GTF report) be approved.

b) Learning and Implementation (Paper 79 09)

- 7.10 The Chair noted that the government had accepted the recommendation that LRFs adopt national standard and independent auditing schemes for training. The government also planned to test a new peer review protocol for LRFs; a local capability assessment process was also in train. In response to this the LRF would have to consider how to achieve greater assurance and implement auditing. The Chair asked Katherine Richardson how these considerations would be captured in the strategy. Katherine responded that this was a fundamental aspect of the LRF that required a full discussion, the development of a proposal or some options for what that might look like, and working with central government alongside local partners to ensure that the approach was in line with the outcome of the government's resilience review as well as the Trailblazers programme.
- 7.11 **ACTION:** LRF members to work with the LRU to give partnership assurance further consideration as included in the Grenfell Tower Inquiry report.

c) Training and Exercising (Paper 79 10)

- 7.12 The Chair invited Fiona Mair, London Resilience Manager, and Jeremy Reynolds to provide a summary of the paper. Fiona noted that the report captured partnership training and exercising activities during 2024, proposed activity for 2025 and provided an update on the training element. The Training and Exercise Group reviewed training and exercising needs carried out as part of the wider LRU Capability Assessment. With regards to strategic coordination, the review found that Gold level training did not meet the demand for some organisations and sectors. There were capacity issues, and although organisations had funded their own MAGIC training courses, the requirement for minimum attendance from multi-agency partners could not be met which impacted the number of courses offered. Fiona noted that local authorities would be developing their own Gold training to meet demand. The needs analysis showed that there were limited training opportunities provided so far for mass evacuation and mass shelter. There would be ongoing work to review this capability and the Framework to identify the training gaps for roles and groups involved so that the appropriate training could be provided. The review also found that there was a gap in voluntary sector training due to the uncertainty around London Communities Emergency Partnerships funding and its impact on future programme setting.
- 7.13 Jeremy provided an update on exercising, noting that two capabilities were flagged as red by the review: cyber and mass evacuation and mass shelter. The need around cyber would be reviewed further to determine the necessary training exercise solutions. At present appropriate scenarios were less exercised for mass evacuation

and mass shelter. The team were looking into whether a solution could be developed to enable the capability to be exercised in 2026. On the capabilities marked as amber, Jeremy noted that pandemic response and excess deaths gaps would be reduced by the scheduled national pandemic exercise this year. The other amber items were being reviewed to determine the role they could play in future responses. Of particular focus was flood response, which provided a potential to design and deliver a mass widespread flood exercise which also covered elements of recovery and mass evacuation and mass shelter. The team anticipated that the majority of amber rated capabilities would be green in the following year. To achieve this there would be more work to do to provide clarity on how the assessment worked, what was required from capability groups and to identify more areas to be trained. With regards to red items where a solution was not currently identified, Jeremy noted that widespread development was required and a step change to partnership capability groups being responsible for the training and exercising for their capability. The team would look at how to clarify reporting expectations, the extent to which capability groups were expected to lead on training, and the support that would be provided to enable them to do so.

- 7.14 The Chair thanked Fiona and Jeremy for their update and noted that this was an important area to continue developing. The Chair added that the work around MAGIC training should be extended to more actively include colleagues from the voluntary and faith sectors as they were a fundamental part of what the LRF did.
- 7.15 The Chair invited Eleanor Carnes to provide an update on Exercise Pegasus. Eleanor reported that an off-the-shelf exercise would be delivered at the end of April 2025 and a national tabletop exercise would be delivered in May 2025. The main exercise would be delivered in three stages in Autumn 2025. A follow-on recovery tabletop exercise would be delivered in Summer 2026. Materials had been received for the shelf-top exercise, which would be shared with Forum members along with the dates for the training and further details on their involvement. Invites had also been received for a monthly webinar starting on 7 March 2025, which Eleanor hoped would provide further information on the exercise. Colleagues in MHCLG were working to set up a meeting between the London central planning team to address specific questions about the exercise. Sub-regional briefings were being planned for BRFs to ensure that there was alignment across the BRFs.
- 7.16 The Chair thanked Eleanor and Resilience Advisors for their efforts in trying to gather more information on the exercise.
- 7.17 **ACTION:** Partners to continue to highlight potential partnership exercising opportunities (or expectations), particularly those that might involve strategic participation, as early as possible.
- 7.18 **ACTION:** LRF members to champion London's involvement in Exercise Pegasus, ensuring representation from their organisation / sector in both the planning and delivery stages.
- 7.19 **DECISION**
That:
1. the partnership training and exercising report of recent and proposed activity be approved
 2. the principle that partnership capability groups are responsible in the first instance for T&E of their capability, and that capability groups should take

advantage, where appropriate, of upcoming exercises as opportunities to bolt on specific capability elements be endorsed.

8 Documents for Approval

Mass Fatalities Framework (Paper 79 11a and 79 11b)

- 8.1 The Chair invited Carl Lindley, Metropolitan Police Service, to introduce the updated Framework.
- 8.2 Carl noted that this was the latest iteration of updates to what was a live, ever-evolving document. Updates had been made to the activation process, the construction of sub-groups, consideration for the strategy aim, and the agenda for the Mass Fatalities Coordinating Group. A five-week consultation process had taken place to review the framework, the outcomes of which had also been incorporated into the latest iteration of the document.
- 8.3 Carl reported that some testing and exercises had been completed including the multi-agency Exercise Urban Sun (structural collapse/gas outage), which took place in early September 2024. A two-day coroners' conference had been held which considered disaster victim identification aspects, learnings and reflections. Following approval of the framework, the team would start holding briefings to enable partners and interested parties to raise questions and provide feedback. A rolling training programme for disaster victim identification was in place and provided by the police and, as a result of a recommendation from Exercise Urban Sun, would be offered to working groups and interested parties to observe and take part if possible. A further coroners' conference would likely be held in late Autumn 2025 at which contaminated fatalities would be considered.
- 8.4 **DECISION:**
That the updated Mass Fatalities Framework be approved.
- a) **London Emergency Services Liaison Panel (LESLP) guidance (Paper 79 12a and 79 12b)**
- 8.5 Carl provided an update on key changes to the LESLP guidance. The major incident principles were now titled operational and coordination principles to reflect that the document covered information that was relevant to concerns beyond major incidents. The on-scene coordination meeting had been changed to the on-scene coordinating group to bring the terminology in line with other structures. Roles and responsibilities had been expanded to include conditional organisation, which would be beneficial to the wider partnership. The guidance information was also updated to align with the latest version of JESIP. With regards to training and exercising, the team would look to prepare online briefing sessions for members of the partnership to be delivered within six months of sign off. An online magazine was developed containing information that could be shared with respondents to increase awareness and understanding. Organisations would be expected to review and update any training based on the latest version of LESLP.
- 8.6 Aaron Gracey, Network Rail, flagged that they had updated their emergency plan and were also releasing a document that covered how the emergency services accessed the operational line safely, and contained revised advice on minimising the risk to

personnel. The advice was revised in line with colleagues from the Metropolitan Police Service. The Forum agreed that these updates should be incorporated into the LESLP guidance.

- 8.7 **DECISION:**
That the updated LESLP Guidance be approved.

9 Any Other Business

- 9.1 Toby Gould requested that LRF members ratify the decision made outside of committee in January 2025 to support the LRF Chair and Deputy Chairs in the approval of allocating £38,000 of LRF COVID-19 legacy grant funding to part-fund the London Communities Emergencies Partnership (LCEP) for the financial year 2025-26.
- 9.2 The Chair extended his thanks on behalf of LRF members to Chris Rowbottom, City of London Police, who retired on 14 February 2025 and Rob Bell, London Plus and co-chair of LCEP since June 2023, who would be leaving London Plus at the end of the month to take up a position at the Henry Smith Charity.
- 9.3 The Chair also thanked Toby Gould, Deputy Head, London Resilience Unit and LRPB Chair for two years for his contribution to the LRF as he stepped down to serve in a different role within the LRU. Janette Browne would start as London Resilience Unit Deputy Director in the coming weeks, and step into the LRPB Chair role.
- 9.4 **DECISION:**
That expenditure of £38,000 to part-fund LCEP over 2025-26 be endorsed, subject to approval of a related decision form.

10 Dates of Next and Future Meetings

- 10.1 The Chair noted the date and details of the next LRF meetings, as set out below:
- Wednesday 4 June 2025, 2-4pm, City Hall (to include Summer Preparedness Briefing in AM)
 - Thursday 6 November 2025, 2-4pm, City Hall (to include Winter Preparedness Briefing in AM)
 - Thursday 26 February 2026, 2-4pm, City Hall.