

Minutes - APPROVED

Meeting	London Resilience Forum
Date	20 June 2019
Time	2.00pm
Place	Committee Room 5, City Hall, SE1 2AA

Ref	ACTION	OWNER
5.5	London Resilience Group to circulate details of planned EU Exit SCGs at the earliest opportunity.	LRG
6.4	NHS England (London) to bring the revised Mass Casualty Framework to the LRF meeting in October 2019.	NHS (England) London
6.6	London Resilience Group to confirm which version of the Structural Collapse Framework agencies would work to in the event of an incident before the final version is agreed.	LRG
6.7	Local Authorities Panel to bring the revised Structural Collapse framework to the LRF meeting in February 2020.	Local Authorities Panel
6.9	The Environment Agency to bring the revised London Strategic Response Flood framework to the next LRF meeting in October 2019.	Environment Agency
8.12	London Resilience Group to circulate excess death statistics.	LRG

Present:

Fiona Twycross, Chair
 Sadiq Khan, Mayor of London
 David Bellamy, GLA
 Dominic Beattie, GLA
 Claire Aubrey-Robson, Metropolitan Police Service
 Hector McKoy, City of London Police
 Stuart Downs, British Transport Police
 Mark Jones, London Ambulance Service
 Richard Mills, London Fire Brigade
 Graham Ellis, London Fire Brigade
 Terry Leach, Maritime and Coastguard Agency
 Doug Flight, London Councils
 Eleanor Kelly, Local Authorities Panel

Mark Sawyer, Local Authorities Panel
Peter Boorman, NHS England (London)
Marc Beveridge, Public Health England
Simon Moody, Environment Agency
Monica Cooney, Transport for London
Guy Huckle, Network Rail
Sarah Burchard, Utilities Sector Panel
Bill d'Albertanson, UK Power Networks
Don Randall, Business Sector Panel
Emma Spragg, Red Cross (Voluntary Sector Panel Chair)
Luke Miller, Faith Sector Panel
Brian Fahy, HQ London District
Ruth Shulver, London Resilience Communications Group
Katherine Richardson, Deputy Director of the Resilience and Emergencies Division, MHCLG
Emily Pignon, Resilience and Emergencies Division, MHCLG

London Resilience Group:

Hamish Cameron, London Resilience
Toby Gould, London Resilience
John Hetherington, Head of London Resilience
Jeremy Reynolds, London Resilience

GLA: Felicity Harris, Board Officer

Also in attendance

Kelly Dallen, London Resilience
Barry Emerson, NHS England & NHS Improvement
Rob Glead, London Fire Brigade
Matt Hogan, London Resilience
Tom Layfield, GLA
Alan Palmer, London Ambulance Service
Jose Reis, GLA
Alex Townsend-Drake, London Resilience
Carlos Manuel Castro, Lisbon Municipality
Henrique Pires, Lisbon Municipality
Miguel Belo Marques, Lisbon Municipality
Carla Boto Pereira, Lisbon Fire Brigade
Tiago Manuel Batista Cope, Lisbon Fire Brigade

1. Chair's Opening Remarks

- 1.1. The Chair welcomed the Mayor and Members to the Forum, noting that the Mayor would be attending the first half hour of the meeting. The Mayor welcomed guests from Lisbon Municipality and the Lisbon Fire Brigade to the Forum and expressed his gratitude to members of the Forum for their hard work and commitment to building resilience in London.
- 1.2. The Chair thanked the Mayor for making the time to attend the Forum and then led a round of introductions.

2. Introductions and Apologies for Absence

2.1. Apologies were received from:

John Barradell, Local Authorities Panel
Peter Lavery, Business Sector Panel
Crispin Lockhart, HQ London District
Bryony May, Met Office
Joseph McDonald, MPS
Khadir Meer, NHS England (London)
John O'Brien, London Councils
Nick Owen, TfL
Matt Rodgers, MHCLG

3. Minutes and Matters Arising from the Previous Meeting

- 3.1. The Forum confirmed the minutes of the meeting of the Forum (60 01) held on 14 February 2019 as an accurate record.
- 3.2. With reference to matters arising, it was noted that all actions had either been completed or would be addressed elsewhere on the Agenda.

4. Risks to London Resilience

a) MPS:

- i) **Threats:** The MPS confirmed that the threat from international terrorism remained severe and that a change in that status was not anticipated.

b) MHCLG:

- ii) **Hazards:** The MHCLG representative gave an update on current hazards, which included adult social care providers at risk of insolvency, large scale protests, RMT industrial strike action, and increased likelihood of warmer and wetter than average conditions. It was noted that while there was a low risk of an international outbreak of ebola and monkey pox, surveillance would continue.

5. Special Agenda Items

a) EU Exit Update

- 5.1 The Head of London Resilience provided Members with a short update on EU Exit planning, noting that work had continued, albeit at a slower pace, since the intended leave date of 31 March 2019 had passed. Conversations with representatives at the Ministry of Housing, Communities and Local Government (MHCLG) were ongoing and with a considerable amount of political change expected between now and 31 October, Members were assured that planning for the worst-case scenario of a no deal Brexit would continue.
- 5.2 The Deputy Head of London Resilience noted that the Brexit Contingency Planning Group continued to meet monthly and was working to a planning assumption of a no deal Brexit on 31

October. An updated risk assessment from central government had still not been issued but monthly teleconference calls were being held with MHCLG. Work had begun on establishing playbooks which would look at issues relating to potential fuel shortages, food disruption and disruption to social care. A Brexit relaunch event would be scheduled when central government had provided further details on what leaving the EU might look like.

5.3 Representations from MHCLG confirmed that they were continuing to review Brexit planning assumptions and would be sharing details locally within the following week. Members also heard that MHCLG representatives were recording learning lessons and would continue travelling to speak with Local Resilience Forums (LRFs) and sharing lessons in the build up to 31 October.

5.4 The Chair noted her thanks to those who had responded to the survey circulated to Members and for their continued attendance at planning meetings.

5.5 **ACTION:-** LRG to circulate details of planned EU Exit SCGs at the earliest opportunity.

b) This information has been redacted.

5.6 **This information has been redacted.**

5.7 **This information has been redacted.**

6. Progress Against London Resilience Programme

a) Work Programme (Paper 61 02)

6.1 The Head of London Resilience provided an update to Members, noting that the Work Programme had been simplified to make it easier to see what activity was taking place over the next three years and when. It was noted that the revised Work Programme would help establish a more effective forward plan for the Forum.

6.2 **DECISION:-** The Forum approved the above document.

b) Documents Recommended for Approval:

- i. **Cyber Incident Framework (Paper 61 03 and 61 04):** The Deputy Head of London Resilience outlined the framework, noting that it was an interim framework that would most likely be updated in advance of the next LRF meeting but that it could be utilised in the meantime if required. Members heard that the framework aimed to clarify what was meant by a 'cyber incident', and how to categorise different types of incidents and their severity. The framework also introduced the concept of the Cyber Technical Advice Cell (CTAC), which would provide timely coordinated technical advice to the relevant Strategic Coordinating Group (SCG) to inform their response to a cyber emergency.
- ii. **London Resilience Drought Framework (Paper 61 05 and 61 06):** Sarah Burchard, Thames Water, presented the updated framework, noting that it was an interim version as further work was required on understanding planning assumptions, assessment of capability gaps and preparedness activity. Members heard that a revised version would likely be submitted to the LRF later in 2019/20.
- iii. **LESLP Manual (Paper 61 07 and 61 08):** Claire Aubrey-Robson, MPS, introduced the report, noting that the routine review of the manual had been delayed for some months due to incidents which took place in 2017. Members heard that the revised manual now included details of all responder agencies, a definition of what constitutes a 'major' incident and a

review of scene management. It was noted that this would continue to be a living document and would be reviewed and updated according to need. It was further noted that NHS England should be included in any consultation.

- iv. **CBRN(e) Framework and Guidance (Paper 61 09 and 61 10):** Graham Ellis, London Fire Brigade, introduced the report and noted that the principle changes included an extensive review and update in relation to the development process, and, in response to incidents in Salisbury and Amesbury, a revision to the definition of CBRN(e), which would now include Hostile State Action and other criminal acts as well as terrorism. Tribute was paid to Commander Simon Bray who had just retired, and to Deputy Assistant Commissioner Pat Goulbourne, for the work he had put into the revision of this framework.
- v. **Identification of the Vulnerable Framework and Guidance (Paper 61 11 and 61 12):** Eleanor Kelly, Local Authorities Panel, introduced the report and advised Members that the guidance aimed to assist boroughs with the identification of vulnerable people. Members heard that support for partners and agencies in this area remained an issue and that while an information sharing project had been instigated, it had been placed on hold as a leading agency had not yet been identified. Members were urged to consider supporting the project to ensure that arrangements could be put into place as soon as possible.

6.3 DECISION:- The Forum approved the above documents and recommendations, and noted the guidance at item v.

c) Capability Updates:

- i. **Mass Casualty Framework Update (Paper 61 13):** Peter Boorman, NHS England (London) provided an update on the Mass Casualty Framework, noting that they had experienced some challenges in terms of prioritising this work while Brexit planning continued and that the project would benefit from wider engagement. The final framework would be submitted to the LRF for consideration at the next meeting.

6.4 ACTION:- NHS England (London) to bring the revised Mass Casualty Framework to the LRF meeting in October 2019.

- ii. **Structural Collapse Framework Update (61 14):** Eleanor Kelly, Local Authorities Panel, introduced the item, requesting that an extension of the review deadline from June 2019 to February 2020 could be approved. A series of reasons for the extension were outlined, including allowing the London Fire Brigade more time to finalise the London District Surveyors Association proposal for more responsive structural engineering advice for large scale incidents, which would be a crucial component of the revised framework. Members also heard that only nine responses were received to a three-week consultation on the revised version of the framework.

6.5 DECISION:- That the extension request was approved.

6.6 ACTION:- London Resilience Group to confirm which version of the framework agencies would work to in the event of an incident before the framework is finalised.

6.7 ACTION:- Local Authorities Panel to bring the revised Structural Collapse framework to the LRF meeting in February 2020.

- iii. **London Strategic Response Flood Framework Update (Paper 61 15):** Simon Moody, Environment Agency, gave Members an update on the framework, proposing a delay in finalising the framework in response to DEFRA's multi-agency flood plan guidance, which

had just been published. It was also noted that resources to conduct the review of the framework had been reassigned to EU Exit no deal contingency planning work. Members were assured that the current framework was fit for purpose and could be used in the event of an incident between now and the final version being approved.

6.8 DECISION:- The extension request was approved.

6.9 ACTION:- The Environment Agency to bring the revised London Strategic Response Flood framework to the next LRF meeting in October 2019.

6.10 DECISION:- The Forum noted the framework updates above.

d) Lessons Status Report (Paper 61 16): The Deputy Head of London Resilience, outlined the report and noted that 26 new lessons had been added to the LRP Lessons Database since the previous report in January 2019. These lessons had come from the London City Airport UXO incident in February 2018, the Westminster Incident in August 2018, the CBRN summit which took place in November 2018 and the latest Sub Regional Workshop. Members also heard that 37 lessons had been completed since the last report and that the number of outstanding lessons had reduced significantly. It was noted that slight changes had been made to the report, which included detail of lessons that were still incomplete two years on from the respective debrief. The reason for including this detail was to increase transparency and scrutiny of the lessons database. The Chair noted her thanks to those involved with this work.

6.10 DECISION:- The Forum noted the report.

7. Assurance of Partnership Capabilities

a) Assessment of Partnership Capabilities (Paper 61 17): The Deputy Head of London Resilience, gave Members an overview of the analysis of capabilities, noting that the last update showed two red rated risks, which had since increased to five as a result of delays caused by resources being reallocated to Brexit contingency planning. A further update would be presented at the next LRF meeting. The Chair thanked the London Resilience team for their work on this.

b) Resilience Standards (Paper 61 18 and 61 19): The Deputy Head of London Resilience, introduced the paper which was the result of the LRF agreeing that London would measure the Partnership's resilience arrangements against all standards currently published. The assessments were completed by London Resilience Group officers with consultation of relevant partnership working groups and single agency representatives where appropriate. Members were given an overview of the results, noting that of the 152 good practice criteria, 99 were achieved, 38 were partially achieved and 15 were either not achieved or unknown. It was suggested that annual reviews against the standards would be conducted collectively to benchmark progress. Members agreed that they were content with the level of assurance partners provided to each other in terms of current capabilities and that this was consistent with other Local Resilience Forums.

7.1 DECISION:- The Forum then noted the reports above and agreed that the current level of scrutiny of single agency preparedness was sufficient.

8. Agency and Sector Updates

- 8.1. **Greater London Authority, London Situational Awareness Team (LSAT)** – The LSAT had been established in March 2019 and was providing 24 hours a day, seven days a week capability in situational awareness to the GLA. The main area of progress for the Team had been establishing lines of communications and reaching a full level of functionality. There were still some lines of communications to be opened.
- 8.2. **Metropolitan Police Service** – Preparations were in train for over 220 operational events planned for the next four months including sporting events, Notting Hill Carnival and further expected Extinction Rebellion (ER) protests.
- 8.3. **City of London Police** – CoLP were working with the MPS on **(This information has been redacted)** and Brexit planning, and with the London Fire Brigade on control rooms. Testing and exercises continued.
- 8.4. **British Transport Police** – Planning was ongoing with various agencies in response to Brexit activity and reviewing business continuity plans across the force. 450 officers from across the country had been brought into London in response to the ER protests, which cost £320,000. Engagement with ER protestors on the nature of their protests had been positive.
- 8.5. **London Ambulance Service** – The Service was working under challenging circumstances and were responding to a spike in patients with breathing difficulties in recent days. Planning continued for events/concert season and the preparation of a new suite of control standards continued. The Forum was asked to note that Paul Woodrow, Director of Operations, would be leaving soon and Members' thanks to him were noted. A request was made that provisional Brexit SCG meeting dates were circulated as soon as possible.
- 8.6. **London Fire Brigade** – The frequency and complexity of no notice demonstrations were proving difficult to manage and it was noted that recent events included ER protests and protests during Donald Trump's visit. Emergency service staff had been on standby day and night for many days on end for these events while also continuing their day jobs. Although it had not yet materialised, meteorologists were predicting a hot summer and LFB were prepared for the possibility of wildfires in and around London. The infrastructure team were working on sites across London, including the Crossrail and Tideway Tunnel sites, and were becoming more involved with the expansion programme at Heathrow Airport. It was noted that Dany Cotton, London Fire Commissioner, had announced that she would be retiring in April 2020 after 32 years in the service. The Chair thanked the Commissioner for her contribution to the London Fire Brigade, noting that she had transformed the fire service.
- 8.7. **Maritime Coastguard Agency** – Some systems are being replaced and national resilience was being maintained using national operational control centres. A security and resilience department had been formed due to an expanding workload and a separate resilience operational response for London was now in place. A resilience training course was being offered to new staff to enhance business continuity and some staff were in the process of obtaining enhanced security clearance.
- 8.8. **Local Authorities Panel** – The Panel had met on 13 June and it was noted that significant progress had been made in delivering the 2020 Enhancement Programme. The LAP was working in close partnership with London Councils and work to deliver a handbook on incident responses to council leaders and councillors was ongoing. Resilience standards with a sector-led improvement approach for London local government was being launched and work to develop relationships with professional groups to extend resilience across departments continued. A

support network for directors of communications had been launched which recognised the role that social media can play during and immediately following an incident.

- 8.9. **London Councils** – Leaders were taking the resilience agenda very seriously and their pledges for the next four year term were focused on collective and individual resilience, building on the independent peer challenge which took place last year.
- 8.10. **National Health Service** – Structural changes to the NHS meant that NHS England and NHS Improvement now worked together as a single organisation. In London, Khadir Meer had been appointed as the new Director of Performance and Improvement, but would retain his responsibilities and focus on resilience. The London Local Health Resilience Partnership met in April to review assurance standards for the NHS throughout 2018/19. The process for 2019/20 had begun and would this time incorporate ambulance service resilience standards as well. Plans to hold a regional exercise focused on changes within the NHS and their impact on planning and response structures for emergencies on 24 July were underway and it was expected that a multi-agency table would be at the event. EU Exit work continued with a team recruited to work specifically on that brief within London. EU Exit exercises were expected to be held nationally and regionally in early September so Members were urged to consider taking part where possible.
- 8.11. **Public Health England** – Yvonne Doyle had moved into a new role at PHE and was now the National Medical Director and Director of Protection. The Chair thanked Yvonne for her hard work and commitment to resilience and the Forum. PHE's representative going forward would be Paul Plant, who was filling the role on an interim basis until Christmas. Additional staff were going through the vetting procedure for security clearance. Warmer than normal temperatures were expected during the summer months and officers were reviewing mortality data from the heatwave in 2018, noting that there were 800 excess deaths across London caused by the heat. It was noted that a number of excess deaths were down to lifestyle related illnesses and an event was being held on 4 July to look at how to work at a local level to address this. PHE were also looking at their public messaging and how to simplify the messages so they are widely understood.
- 8.12. **ACTION** – London Resilience Group to circulate excess death statistics.
- 8.13. **Environment Agency** – A draft strategy which placed a greater emphasis on resilience and climate infrastructure was out for consultation. There had been an amber flood alert the previous week and it was noted that more people were at risk of surface water flooding than river-related flooding. The EA was subject to industrial action from two main unions representing employees. Thanks was extended to the Chair and the Mayor for their support in establishing an agreement with Thurrock, securing land for a new Thames barrier.
- 8.14. **Blue Lights Panel** – The Panel had recently agreed its Terms of Reference and agreed the proposed governance procedure. The Panel was meeting every two months and would oversee all of the frameworks produced by emergency services as part of the partnership work programme.
- 8.15. **Transport Sector Panel** - Work had begun on a surface transport-led winter preparedness exercise and partners were encouraged to take part. Work continued on the transport cell.
- 8.16. **Network Rail** – Brexit planning was ongoing and an update would be provided to the LRF at a future meeting. More national command teams were being put in place, which would be led by qualified strategic commanders. The South East/Wessex railways were merging into one southern region.

- 8.17. **Thames Resilience Panel** – There was no update.
- 8.18. **Utilities Sector Panel** – There had been a considerable amount of rainfall in recent weeks but it did not make up for the shortfall of the previous eight months. Thames Water's reservoirs had been replenished, which would provide around 100 days of water in an emergency, but there had not been enough rain to replenish ground water. Work on Brexit was increasing again and efforts to improve reporting going forward were being made. Thames Water had a multi-agency exercise in May and a new Chief Operating Officer had recently started in-post. The Chair noted her congratulations to Sarah Burchard on her Recognition of Service Excellence award, recently awarded in recognition of the work and support she had given to the LRF, as well as her work to promote resilience. The Forum echoed these congratulations.
- 8.19. **Business Sector Panel – Nothing to add.**
- 8.20. **Voluntary Sector Panel** – The National Emergencies Trust, a body established to support fundraising and distribution, was due to be formally launched in Autumn 2019. The Strategic Group for Emergency Response had been established and would be chaired by the Chief Executive of the Red Cross.
- 8.21. **Faith Sector Panel** – The FSP was looking at community tensions in response to Brexit and was working on a community resilience piece, looking at how engagement with the partnership is going overall. It was noted that recent international events, including the Sri Lanka bombings and the fire at the Notre Dame, had had an impact on the faith sector.
- 8.22. **HQ London District** – Major exercises were due to be taking place at the end of February 2020 and there had been some changes to personnel structure. A new Major General, Chris Ghika, was taking post in mid November and Crispin Lockhart was leaving at the end of July and will be replaced by Colonel Jeremy Bagshaw, who will be the new representative for the LRF.
- 8.23. **London Resilience Communication Group** – The group met on 18 June and received cyber resilience and Brexit communications work was ongoing, **(This information has been redacted).**
- 8.24. **Government (MHCLG)** – Two pieces of guidance had now been finalised. The National Security Risk Assessment and an update on the 2007 Data Protection and Sharing Information guidance for emergency planners and responders should be published next month. It was noted that Katherine Richardson would be on maternity leave by the time of the next meeting. The Chair offered her congratulations.
- 8.25. **London Resilience Group:**
- i) **LRF Strategy** – The Strategy was due for its three year review in October but the review would be delayed until next year so it could align with the Resilient Cities Strategy.
 - ii) **Sub-Regional Forum (SRRF) and Borough Resilience Forum (BRF)** – There was nothing to report on the BRFs. A mass shelter and evacuation event was taking place on 9 or 10 July.
 - iii) **Partnership Training and Exercise Update** – The next summit would be held in November, with a major industrial hazard training exercise being planned for 2020. There were still spaces for the June Multi-Agency Gold Incident Command (MAGIC) training course and Members were encouraged to sign up. Officers were coordinating a piece of work to identify exercise capabilities and whether any further development is necessary.

9. Review of Actions

9.1 The Deputy Head of Resilience summarised the actions agreed; as set out above.

10. Any Other Business

10.1 A Brexit Strategic Summit was being held on 16 September.

10.2 LRG would support the 30 days/30 ways campaign in September and Partners were asked to support the campaign.

11. Dates of Next and Future Meetings

11.1 The dates of the next and future meetings were noted as follows:

Thursday 17 October 2019 at 2.00pm at City Hall
Thursday 6 February 2020 at 2.00pm at City Hall