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A handwritten signature in blue ink, reading "Meg Hillier,".

**Crisis and Resilience structures in the Cabinet Office**

I am writing to inform you of the organisational updates we are making to further strengthen the emergency management and resilience planning structures in the Cabinet Office.

As the Integrated Review set out, and events continue to illustrate, the ever evolving risks we face are becoming more complex, interconnected and demanding. While we have been able to successfully provide an effective and robust response, there is no room for complacency.

I am keen that we continue building our collective resilience, bolstering our existing strengths and preparedness and continuing to strengthen our ability to anticipate, prevent, prepare, respond, and recover.

We are therefore pivoting our current collective resource to have two dedicated resilience functions in the Cabinet Office, ensuring we have the capability and capacity to support the UK Government both responding to emergencies and continually improving our preparedness for the range of disruptive challenges we face. Henceforth we will have:

- The COBR Unit - which will continue to lead the government's response to acute emergencies - domestic and international, malicious and non-malicious - and drive further professionalisation of emergency management in government; and
- A National Resilience Framework Team in the Planning and Analysis Secretariat (PAS) that will lead the Government's efforts to bolster the UK's resilience. This unit will be responsible for driving forward the Government's work on national resilience, managing the resilience system, resilience frameworks and risk processes. Overall, PAS will also undertake longer term

work to enhance resilience, as well as providing data and analytical support to decision making.

These teams will take on the responsibilities previously held by the Civil Contingencies Secretariat. By pivoting our existing processes, they will build on the strong foundations and core framework set for emergency preparedness in the UK.

I am confident these organisational changes will help us further strengthen our resilience.

A handwritten signature in blue ink, appearing to read 'Kit Malthouse', with a large loop on the left and a horizontal line extending to the right.

**The Rt Hon Kit Malthouse MP**  
**Chancellor of the Duchy of Lancaster**