

Appendix 3 - Corporate Risk Register – as at 18 October 2022

Corporate Risks

Risk Description	Resp.	Consequences if Untreated Risk Occurs	Risk Score (Former) / New			Risk Level	Current Treatment	RAG	Comments / Further Treatment Proposed
			P	I	Σ	HML			
<p>Staff Availability: 1/ Staff inability or reduced ability to work due to disruption caused by factors such as Pandemic Flu, fuel supply issues, industrial action etc.</p> <p>2/Impact of employment market conditions on attraction of new staff, retention and overall workforce stability.</p> <p>3/ Simultaneous loss of Principal Officers / Senior</p>	Lead Member for Service Delivery, Protection & Collaboration	Potential detrimental effects on service delivery to the community and the Service's reputation.	(2)	(5)	(10)	(M)	<ul style="list-style-type: none"> • Full business continuity plans in place & uploaded to Resilience Direct. • Succession Plans in place for key leadership and management personnel. • Contingency arrangements in place to mitigate risks to Principal Officer operational rota capacity. • Peer review of the business continuity arrangements • Bank System • Flexi-Duty System Pilot • Staff Transfer Procedure • Employee assistance and welfare support • Training Needs Assessment process • Monitoring of staff 'stability ratio' relative to best practice and sector norms • Review of Resourcing and Retention strategies • Wider range of contracts offering more flexible ways of working • A variety of approaches are being adopted to replenish the workforce. These include more operational apprentices, transferees, and re-engagement options • Workforce planning data is regularly reviewed with Prevention, Response & Resilience, HR and Finance. 	R	<p>21 June 2022 SMB</p> <p>Wholetime recruitment has progressed to the interview stage, which will take place shortly. The On Call/Firefighter transferee advert is live and closes on 3 July. The advert for Promotion/Development Centres for Watch, Crew and Station Commanders is live, they take place w/c 17 September. Support Services and On Call recruitment continues. HR and the recruiting managers work closely with the Marketing Communication Team to attract diverse candidates with the right skills and experience. Meetings are taking place to discuss workforce planning/establishment. National pay negotiations for 'Grey Book' staff between employer representatives and the representative bodies are ongoing via the NJC. These are being closely monitored given the sensitivity of this issue across the public sector and the potential for industrial action in the event that an agreement cannot be reached.</p> <p><u>Post meeting Update:</u></p> <p>On 27 June 2022, the Fire Brigades Union recommended that its members reject the employer's proposal for a two per cent increase to firefighters' pay and indicated that it will consider all options, including strike action.</p> <p>23 August 2022 SMB</p> <p>Workforce Planning Group meeting regularly to progress recruitment actions for Wholetime,</p>
			(5)	(5)	(25)	(H)			
			(3)	(5)	(15)	(H)			
			(4)	(5)	(20)	(H)			
			(3)	(5)	(15)	(H)			
			(5)	(4)	(20)	(H)			
	(4)	(3)	(12)	(M)					
	Chief Operating Officer	Failure to discharge statutory duties.	(5)	(3)	(15)	(H)			
			(4)	(3)	(12)	(M)			
			(5)	(3)	(15)	(H)			
	Loss of critical knowledge / skills / capacity /competency levels.	Disruption to integrity and continuity of the incident command structure and / or Service strategic leadership structure.	(3)	(3)	(9)	(M)			
			(4)	(3)	(12)	(M)			
			4	4	16	H			

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<p>Management Team members.</p> <p>This is a composite risk more detailed evaluations of individual risk components are contained in the HR Directorate Risk Register.</p>							<ul style="list-style-type: none"> • Growth bids to be considered to support future resourcing demands. • HR are reviewing the future promotion and career development options • Resourcing levels are constantly monitored to ensure coverage. • The Recruitment Oversight Board meets periodically to review resourcing and ensure a joined-up approach. • Pensions remedy consultation received, response to be drafted. Workforce planning to be reviewed for implications and plans put in place • GC/AC development centre held. • CC/WC/SC development centre held in September 2020. • On-call virtual awareness evenings held, and recruitment continues ensuring compliance with government guidance. 	<p>transferees, On Call, Support Services. Spreadsheet and dashboard in place to track progress. CFO agreed Support Services Employees pay two per cent from 1 July 2022, await outcome of Grey-book pay.</p> <p>Industrial action expected, planning in place.</p> <p>20 September 2022 SMB</p> <p>Following their rejection of the initial two per cent pay offer from the employers, on 5 September the FBU announced their next steps including their intention to ballot members regarding strike action in 5 weeks' time (week commencing 10 October). Temporary Area Commander – Industrial Action – in position from 12 September to ensure resilience and comprehensive plans. Wholetime and Transferee recruitment progressing in line with Workforce Planning Group.</p> <p>Promotion/Development Centres being held in September for Watch, Crew and Station</p> <p>18 October 2022 SMB</p> <p>The FBU have recommended that their members reject a revised offer of a five per cent increase to firefighter pay from national employer representatives. A consultative ballot of FBU members will now take place: All members briefing on revised 5% pay offer Fire Brigades Union (fbu.org.uk)</p>
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			P	I	Σ				
Financial Sustainability	Lead Member for Finance and Assets, Information Security & IT	The Medium-Term Financial Plan (MTFP) factors in several assumptions when forecasting the financial position.	(4)	(4)	(16)	H	Proactive management of the MTFP is in force and is very closely aligned to workforce planning. As part of the budget setting process, Officers will seek to identify savings opportunities to address potential future cost pressures. A risk-assessed General Fund reserve of £1.5m (circa five per cent of the net budget requirement) is held to cover a range of potential financial risks. In addition, earmarked reserves are held to fund specific anticipated future costs.	R	<p>5 April 2022 SMB Recommended that risk score and RAG status remain at current level given current inflationary pressures particularly in relation to energy, fuel, other consumables, contract prices and also future staff pay settlements.</p> <p>17 May 2022 SMB The Service continues to monitor the impact of inflation on key contracts. Inflationary pressures will form a key part of the sector’s submission to the Government in relation to the financial settlement.</p> <p>21 June 2022 SMB The MTFP process has commenced for 2023/24 and consideration will be given to all inflationary pressures highlighted, to mitigate them as part of the MTFP process. Pay settlements for staff on ‘Grey Book’ contracts is negotiated nationally and therefore outside of the Authority’s control. The current budget provision for this is two per cent. The incremental cost of an additional one per cent is c. £200k. which could place the revenue budget under considerable pressure were any settlement to be significantly greater than the current provision. There is also uncertainty as to the continuity of some of the hypothecated grant funding that Fire and Rescue Services receive from central government – the USAR grant is of particular concern. The fire sector is working closely to highlight these financial pressures to the Government so they can be considered as part of the financial settlement.</p> <p>According to the Bank of England’s Monetary Policy Summary (June 2022) “CPI inflation was expected to average slightly over ten per cent at its peak in 2022 Q4”. For comparative purposes, a £5 increase in the Authority’s Band D precept would be equivalent to c. seven per cent.</p> <p>At its meeting on 15 June 2022 the base rate was increased by 0.25 percentage points to 1.25 per cent. As all the Authority’s borrowing is at a fixed rate of interest and there</p>
		Future costs are significantly affected by the level of pay awards (which for most staff are determined nationally), general price inflation and changes to employer pension contributions. Future funding levels are affected by council tax referendum limits, growth in council tax and business rate bases, the level of general government funding and specific grants. If a number of these areas are significantly worse than forecast	(3)	(4)	(12)	M			
	Director Finance & Assets	(3)	(4)	(12)	M				
		(4)	(4)	(16)	H				
		(4)	(3)	(12)	M				
		4	4	16	H				

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		<p>there is a risk the Authority will not meet its commitment to the PSP 2020 - 25 and that a fundamental re-think of service provision would be required.</p>							<p>are no plans to borrow further, this on its own does not have a direct impact on the financial position.</p> <p><u>23 August 2022 SMB</u> The Bank of England’s most recent Monetary Policy Report (August 2022) noted that higher energy prices are expected to push inflation to 13 per cent. The energy prices the Service was paying had decreased from Q1 to Q2 of the current year, but prices quoted for Q3 are even higher than those in Q1. Additionally, it is anticipated the pay award for staff in 2022-23 will be higher than the two per cent in the budget.</p> <p>It is therefore recommended that the impact score is increased, as without further funding, the Service may need to reduce establishment numbers back towards the number at the start of 2021-22. This would mean increasing the RAG score from Amber to Red – Approved.</p> <p><u>20 September 2022 SMB</u> Awaiting details of Government support for non-domestic energy users to facilitate assessment of likely impact on revenue budget forecast.</p> <p><u>18 October 2022 SMB</u> The announcement of the energy price cap for non-domestic customers has reduced the forecast spend for the year on gas and electricity by £400k. However, the cap is currently only confirmed to apply for six months until 31 March 2023. On 4 October 2022, the UK National Employers for Fire & Rescue Services have agreed to make an improved pay offer of five per cent on all basic pay rates and continual professional development payments. While a five per cent pay award can be absorbed this year, it is because of the recent non-domestic energy support announcement and assumes no further financial pressures emerging. However, without additional funding through either grant funding and/or precept flexibility in the forthcoming Local Government Finance Settlement, the Service would not be on a sustainable footing in future years.</p>
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			(4)	(4)	(16)	(H)				
			3	4	12	M				
<p>Information Management* / Security failure to -</p> <p>a) comply with statutory or regulatory requirements</p> <p>b) manage technology</p> <p>c) manage organisational resources</p> <p>Deliberate: unauthorised access and theft or encryption of data.</p> <p>Accidental: loss, damage or destruction of data</p>	<p>Lead Member for Finance and Assets, Information Security & IT</p> <p>Senior Information Risk Owner (SIRO)</p> <p>Director Legal & Governance</p>	<ul style="list-style-type: none"> Inability to access/use the e-information systems. Severe financial penalties from the Information Commissioner Lawsuits from the public whose sensitive personal information is accessed causing damage and distress. <p>*Information management is concerned with the acquisition, custodianship and the distribution of information to those who need it, and its ultimate disposition through archiving or deletion. Information security is the practice of protecting information by mitigating risks such as unauthorised access and its unlawful use, disclosure, disruption,</p>				HML		<p>1. Appropriate roles:</p> <ul style="list-style-type: none"> SIRO has overall responsibility for the management of risk Information and information systems assigned to relevant Information Asset Owners (IAO's) Department Security Officer (DSO) the Information Governance & Compliance Manager has day-to-day responsibility for the identification of information risks and their treatments 'Stewards' assigned by IAO's with day-to-day responsibility for relevant information. <p>2. Virus detection/avoidance:</p> <p>Anti-Malware report – no significant adverse trends identified which indicates that improved security measures such as new email and web filters are being successful in intercepting infected emails and links.</p> <p>3. Policies / procedure:</p> <p>Comprehensive review and amendment of the retention and disposal schedules / Information Asset Registers,</p> <ul style="list-style-type: none"> current and tested business continuity plans / disaster recovery plans employee training/education tested data/systems protection clauses in contracts and data-sharing agreements Integrated Impact Assessments (IIA) disincentives to unauthorised access e.g. disciplinary action <p>4. Premises security:</p> <ul style="list-style-type: none"> Preventative maintenance schedule Frequent audits at Stations and inventory aligned to asset management system. Reduction in the number of CCTV requests following improved education and guidance in relation to the use of the same; 	A	<p>18 January 2022 SMB</p> <p>The Service's ICT team were made aware of the national issues with the 'Log4j 2' vulnerability early due to their close ties with the UK National Cyber Security Centre, they took immediate action to scan internal resources and found that they were not affected. They then worked with suppliers to ensure any systems hosted externally which the Service utilises were checked, and where appropriate patched, to prevent any exposure.</p> <p>22 February 2022 SMB</p> <p>The mandatory staff cybersecurity training packages have been rolled out to Members. A Cabinet Office report published on 25 January 2022 advised that of the 777 incidents managed by the National Cyber Security Centre between September 2020 and August 2021, around 40 per cent were aimed at the public sector.</p> <p>The Authority is now a subscriber to the South-East Employers (SEE) sub-group South-East Government Warning, Advisory and Reporting Point (SEGWARP) -which shares knowledge, resources and benchmarking among participating IT Security Specialists & IT Managers https://www.seemp.co.uk/segwarp/</p> <p>5 April 2022 SMB Meeting</p> <p>Recommended that Risk Score and RAG status remain at present levels in light of National Cyber Security Centre guidance in relation to heightened virus and malware risks following measures taken by UK, EU, US and other countries in response to the</p>

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		<p>deletion and corruption. As more and more information is held electronically risks have become systems, as well as process and people based and are therefore vulnerable to cyber-attacks. Cyber-crime is unrelenting and issues arise at a greater frequency than existing intrusion attempts can be resolved. As such, this is a constant on the CRR.</p>					<p>- Premises Security Group re-established to meet on a 3 monthly basis aligned to the PMB meeting schedule has been suspended during the internal governance review. The associated risks are being monitored.</p> <p>5. Training: The biennial “Responsible for Information” training will be supplemented by the National Cyber Security Centre’s new e-learning package 'Top Tips for Staff' which has been built into the Heat training platform as a mandatory biennial package. Cyber-security training, delivered by Thames Valley Police’s cyber security advisor, rolled out to members of the Leadership Group during September 2020. Further training planned for 21/22.</p>		<p>Russian invasion of Ukraine. ICT Manager has been appointed as Single Point of Control for liaison with the Home Office in relation to related cyber risks in addition to other control measures already in place.</p> <p><u>21 June 2022 SMB</u> Against South-East Government Warning, Advisory and Reporting Point (SEGWARP) criteria, due to interventions applied by ICT, BMKFA’s email security ranking has improved since last evaluated in March 2022.</p> <p><u>20 September 2022 SMB</u> In August Oxford Health NHS foundation trust reported that it was the subject of a ransomware attack, declaring a critical incident over the outage which targeted systems affecting its patients’ care and its finance system. A reminder to BFRS staff about the danger of ‘phishing’ by which ransomware can be introduced to BFRS systems was published on the intranet.</p> <p><u>18 October 2022 SMB</u> The Data Protection and Digital Information Bill (DPDI Bill) was introduced into Parliament on 18 July 2022. The second reading of the DPDI Bill did not take place on 5 September 2022 as scheduled, with a new date not yet published. The potential effects of the DPDI Bill on the Authority if it were to be enacted in substantially the same form have yet to be fully evaluated, however they will likely reduce the resources needed to achieve regulatory compliance.</p>
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Risk of resurgence of Covid-19 and / or seasonal influenza in 2022/23	Lead Member for Health and Safety and Corporate Risk	Increased levels of sickness absence amongst staff.	(4)	(3)	(12)	M	<ul style="list-style-type: none"> Maintenance of current social distancing and sanitisation regimes in all Authority workplaces, including covid-secure monthly assessments. Hybrid working and gradual reintroduction to office environment Provision of appropriate PPE for staff required to work in close proximity with the public. Appliance / service availability degradation planning. Free seasonal flu jabs available to all staff. Covid-19 app rolled out to all sites, and pushed to all Authority phones Lateral flow testing available to all staff via workplace collect scheme. 	A	<p>18 January 2022 SMB The progression of the highly transmissible Omicron variant is resulting in increased staff absence levels across departments. It is reassuring that the new variant appears less severe, thus reducing the health risks to staff, however, the bigger risk now is our ability to maintain effective service delivery should case numbers continue to rise. The Service has degradation plans in place to manage high staff absence levels and continues to mitigate risks through infection prevention control measures.</p> <p>22 February 2022 SMB Current control measures are keeping Covid absence to a tolerable level, resulting in reduced impact on staff resourcing. Decreasing case numbers, shorter isolation periods and less severe symptoms, owing to Omicron dominance and good vaccine availability and uptake, is leading to an improved picture across the Service. Short term absence spikes and the ongoing risk of emerging variants of concern, continue to be monitored. Impact score reduced from 3-2, probability to remain at 4 owing to turnover of covid absence (three per cent – six per cent) within the workforce and ongoing risk to service delivery.</p> <p>5 April 2022 SMB The effect of the vaccine programme and residual control measures continues to keep staff Covid related staff absence levels within manageable levels. The ability to provide staff with access to Lateral Flow Tests remains to assist with infection control. No change to risk score or RAG status recommended.</p>
	Chief Operating Officer	Potential degradation of capacity or capability to deliver key services to the public and / or sustain supporting functions.	4	2	8	M			

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Court of Appeal ruling on the McCloud / Sargeant cases: potential impact on staff retirement profile, resourcing to implement required changes and financial impacts thereof.	Lead Member for Finance and Assets, Information Security & IT Director Finance & Assets	Failure to discharge statutory duties. Failure to comply with legal requirements. Unknown / unquantified budgetary impacts.	(5)	(3)	(15)	H	<ul style="list-style-type: none"> Potential impacts on costs to be factored into future Medium-Term Financial Planning process. Recruitment of dedicated specialist resource to evaluate requirements arising from the Court of Appeal ruling and implement necessary administrative changes. 	M	<p><u>13 April 2021 SMB</u> A recent Home Office ‘one-off’ allocation of funding to mitigate some of the cost of additional administrative burdens arising from Court / Tribunal decisions in relation to the Firefighters Pension Scheme (£32,301 being the pro rata share of the £3m allocated nationally) was noted. The potential risks to the schemes administration nationally as a result of provider consolidation were discussed and noted alongside potential cost sharing across fire authorities nationally to offset potential financial risks arising from further litigation in relation to schemes at individual authority level.</p> <p><u>22 June 2021 SMB</u> The Home Office and LGA issued version 2 of their immediate detriment guidance in June 2021. This will assist with the handling of immediate detriment payments.</p> <p><u>19 October 2021 SMB</u> The LGA and the FBU have identified a mutually acceptable framework for handling immediate detriment cases, to assist all parties prior to completion and implementation of the McCloud / Sargeant remedying legislation. A paper will be presented to the meeting of the Executive Committee on 17 November 2021 recommending that the Service adopts this framework.</p> <p>The framework will have internal resource implications for the Service, as well as resourcing implications for its pension administrator.</p> <p><u>18 January 2022 SMB</u> On 17 November 2021 the Executive Committee adopted the Framework with the proviso that the timescale for payments may be extended where it is beneficial to the recipient and the Service to do so.</p>
			4	3	12	M			

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								<p>On 29 November 2021 the Home Office withdrew its informal and non-statutory guidance on processing certain kinds of immediate detriment case ahead of legislation, with immediate effect. However, the MoU and the accompanying Framework is separate from, and is not subject to or dependent on, any guidance issued in relation to immediate detriment before the legislation comes into force.</p> <p><u>22 February 2022 SMB</u> No changes to the risks identified since the meeting on 18 January 2022.</p> <p><u>5 April 2022 SMB</u> Staff retirement trends remain manageable with near term exits effected by 31 March 2022, following which remaining affected staff revert to the revised 2015 scheme. Potential financial risks arising from the 4 yearly revaluation of the scheme will be mitigated as part of the MTFP process. No change to risk score or RAG status recommended.</p> <p><u>21 June 2022 SMB</u> Claimants’ representatives have submitted schedules of test claimants for the purposes of the levels of financial awards to be paid by employers for ‘injury to feelings’. The LGA’s position is that employers should be recompensed by government for any awards.</p> <p><u>20 September 2022 SMB</u> No significant developments to report. Monitoring continues. No change to risk score / RAG status.</p> <p><u>18 October 2022 SMB</u> Cases are being processed as they arise. A provision of circa £250k had been made in the 2020-21 financial year to cover potential awards in relation to the ‘injury to feelings’ claims (referenced 21 June 2022). However, this amount is now available to use for other purposes, as the LGA confirmed on 14 October 2022 that all the settlement payment costs for FBU claimants will be met by the Government and that funds will be provided to FRAs before any payments are made to FBU claimants by FRAs</p>
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<p>Increased risk of wildfires, flooding, gales and altered hydrology due to effects of climate change.</p> <p>UK Climate Change Risk Assessment 2022 (publishing.service.gov.uk)</p>	<p>Vice Chairman of the Authority.</p> <p>Chief Operating Officer.</p>	<p>Failure to protect people from the risks associated with climate change including potential damage to:</p> <ul style="list-style-type: none"> • Infrastructure and local businesses • Housing • Agriculture • Food production and distribution • Forestry • Heritage • Sensitive environments • BFRS premises (building fabric) • Education • CNI sites <p>Inability to effectively respond during extreme weather events.</p> <p>Inability to effectively deal with increasing incidents within recycling, electricity generation and distribution, largescale battery storage, and electric/hydrogen fuelled vehicles.</p>	4	3	12	M	<p>Provision of National Operational Guidance programme which adapts to changing environment. Adoption of guidance as best practice across Thames Valley. Strategic gap analysis underway to identify and close gaps relative to national best practice.</p> <p>Provision of equipment and training to deal with wildfire, water rescue and flooding, and extreme weather events. Adverse weather procedure in place and business continuity plans for all sites. Research and development officer continues to identify new equipment and practice to mitigate emerging risks (e.g. new equipment to reduce risk involving fires with photovoltaics)</p> <p>Access to and provision of specialist tactical advisors through national resilience framework.</p> <p>Urban Search and Rescue team in-service equipped to deal with major building/infrastructure collapse</p> <p>Specialist boat rescue capability situated in north and south of county. Both included on national asset register. All staff trained appropriately in working in flood water.</p> <p>Site-specific risk assessments and risk information for high risk sites – being expanded to include broader risks such as wildfire, water rescue and flooding and transport. Access to wildfire severity index and flood forecasting data to assist planning.</p> <p>Targeted national and local prevention messaging to mitigate risks at key points in the calendar (e.g. water safety summer/winter – Barbecues spring/summer – Chimneys – Autumn).</p>		<p>20 September 2022 SMB: Added to Corporate Risk Register.</p> <p>The likelihood and impact of extreme weather-related incidents has been reviewed and escalated following the exceptional summer conditions which stretched the sector beyond what was previously foreseeable.</p> <p>This has prompted a focus to ensure our capabilities are prepared for future similar events, which are now foreseeable to occur again.</p> <p>The Operational debrief process of the major incidents will capture learning to inform future decisions. Where appropriate this will be shared nationally with other Services and agencies.</p> <p>The terms of reference for the Strategic Infrastructure Resilience Group (SIRG) are to be reviewed to include analysis of current capability against foreseeable risks.</p> <p>The Service will explore possibilities of short-term adaptations to existing capabilities and consider long term requirements to inform development of new Community Risk Management Plan</p> <p>Consider any recent PESTEL factors that may have increased the risks and potential impacts to inform the next CRMP, e.g. expanding rural/urban interface increasing wildfire risks, or increased risks of flooding etc.</p>

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						<p>Back-up power generators to protect emergency response sites from power outages. Regular building surveys from facilities team. Fleet replacement programme ongoing.</p> <p>Bunkered fuel stocks and establishing fleet of alternative fuel vehicles where appropriate to mitigate risk of fuel disruption</p> <p>Strategic infrastructure group in place to horizon scan and ensure preparedness for future risks.</p> <p>Engaged with NFCC to identify and prepare for longer term “fit for the future” considerations</p> <p>Engaged in local resilience groups for flood management</p> <p>Isotonic supplements and cool boxes added to appliance inventories</p>	<p>The operational debriefs for the summer major incidents are underway for a ‘Lessons Learned’ report relating to extreme heat conditions experienced in July</p> <p>The NFCC is also planning to capture national work on learning and capability gaps</p> <p>Potential to use Northumberland FRS for Wildfire risk assessment, and learn from other services who are more influenced by prominent wildfire risks</p> <p>Impact of extreme spate / simultaneous demand risks on operating model / capacity gap to feed into future community risk management planning.</p> <p><u>18 October 2022 SMB</u> As per September update. The debrief/operational learning process is progressing through the operational assurance team and a report will be presented to the Authority once complete.</p>
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