

Appendix 3 - Corporate Risk Register – as at 20 June 2023

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>Workforce Availability / Stability:</p> <p>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 of existing staff, and overall workforce stability (specifically the ratio of experienced / competent staff to inexperienced</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"> 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. 	<p>R</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> <p>15 November 2022 SMB</p> <p>On 31 October the FBU launched a consultative ballot of members on whether to accept the 5 per cent pay offer from the employers. The FBU's Executive Council is recommending that members vote to reject the offer. The ballot is on the pay offer itself, with rejection not automatically leading to strike action for which a further ballot would be required. Preparation and Communications with employees continue. Meetings with Support Services staff taking place in early November. Wholetime, transferee, On call and support recruitment continues. The Workforce Planning Group meets monthly to ensure a joined up approach.</p> <p>17 January 2023 SMB</p> <p>Risk of industrial action by FBU members migrated to separate entry in Corporate Risk Register given potential imminence of risk crystallisation following rejection of national employers' pay offer and ongoing strike ballot. Further recruitment for Apprentices planned for October intake.</p>
			(5)	(5)	(25)	(H)			
			(3)	(5)	(15)	(H)			
			(4)	(5)	(20)	(H)			
			(3)	(5)	(15)	(H)			
			(5)	(4)	(20)	(H)			
	Chief Operating Officer	Failure to discharge statutory duties.	(4)	(3)	(12)	(M)			
			(5)	(3)	(15)	(H)			
			(4)	(3)	(12)	(M)			
			(5)	(3)	(15)	(H)			
			(3)	(3)	(9)	(M)			
			(4)	(3)	(12)	(M)			
			4	4	16	H			
Disruption to integrity and continuity of the incident command structure and / or Service strategic leadership structure.									

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<p>staff / staff in development.</p> <p>3/ Simultaneous loss of Principal Officers / Senior Management Team members.</p> <p>This is a composite risk more detailed evaluations of individual risk components are contained in Directorate Risk Registers.</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><u>21 February 2023 SMB</u> Workforce planning group due to meet 13 February. OnCall to Wholetime transferee (internal) advert open. 16 Apprentices plus 1 Firefighter trainee to start 1 March. 2 March cohort applicants, starting in October, as can't be released from RAF before then. Wholetime advert 20 February to 26 March. On Call and Wholetime Crew and Watch Commander (internal and external) transferee advert opens 16 February and On Call and Wholetime Firefighter (internal and external) transferee advert opens 12 May. Recruitment Fairs planned in throughout 2023. Updates given at SMB and Executive Committee.</p> <p><u>4 April 2023 SMB</u> Nothing further to report. No change to risk score or RAG status.</p> <p><u>16 May 2023 SMB</u> Risk description updated following feedback from 27 April PMB review regarding the effects of recruitment at scale on the ratio of inexperienced to experienced staff. WPG met on 15 May. Recruitment now a standing item at PMB. 42 currently being interviewed for Apprenticeship. 10 Transferees starting on 5 June. No August course for On Call due to low candidate numbers / not passing tests.</p> <p><u>20 June 2023 SMB:</u> 18 candidates have been offered employment to commence on 27 September 2023. A pool of candidates has been created should any of them leave the course unexpectedly. 9 Firefighter transferees commenced on 5 June 2023. The Workforce Planning Group meet monthly to ensure consistency across the organisation and to ensure the target of 300 is met. The advert for the Junior Officer Transferee planned for September 2023 intake is in discussions.</p>
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			P	I	Σ				
Disruption to key Service functions due to third party industrial action potentially leading to reduced staff availability and / or diversion of resources to help partner services maintain continuity of service.	Lead Member for Service Delivery, Protection & Collaboration	Detrimental effects on service delivery to the community and the Service’s reputation.	4	2	8	M	<ul style="list-style-type: none"> • Business continuity plans in place & uploaded to Resilience Direct. • Bank System • Flexi-Duty System Pilot • Staff Transfer Procedure • Wider range of contracts offering more flexible ways of working • Flexible and hybrid working procedures. • Remote working technologies. • Regular communication with staff, rep bodies and, where appropriate, third party organisations. 	M	<p>April 2023: Industrial action is currently underway across a number of sectors that can potentially affect staff availability and / or deployment. In particular, schools and the NHS. Next strike action affecting schools take place 27 April and 2 May.</p> <p>16 May 2023 SMB: Following resolution of the national dispute relating to pay between the Fire Brigades Union and the employers this risk has been re-defined to focus on the potential effects of industrial action in other sectors on staff availability. Re-defined risk approved for inclusion in the Corporate Risk Register.</p> <p>20 June 2023 SMB: The Industrial Action picture continues to be monitored, as a number of Trade Unions continue to ballot for, or announce dates, for Industrial Action. The Royal College of Nursing’s Industrial Action formally came to an end on 27 June 2023. On 17 June 2023, the executive of the National Education Union (NEU) voted for further strike action in England’s schools on 5 and 7 July. Should the strikes go ahead, it is up to individual head teachers to decide on whether they close their school. This is likely to be dependent on teacher availability. We are currently evaluating any potential implications for BFRS staff with childcare responsibilities together with options for minimising any impact on core service delivery functions.</p>
	Chief Operating Officer	Increased risk to the public (including life and property), economy and the environment due to inadequate or insufficient response to emergency incidents.							
		Failure to discharge statutory target duties.							
		Disruption to service delivery and support functions due to loss of capacity.							
		Delay to implementation of Service plans and projects due to loss of capacity.							

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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.	A	20 September 2022 SMB Awaiting details of Government support for non-domestic energy users to facilitate assessment of likely impact on revenue budget forecast. 18 October 2022 SMB 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. 17 January 2023 SMB Outlook for funding improved following: government confirmation that fire and rescue authorities may raise Council Tax by £5 (Band D equivalent) without recourse to a referendum; and confirmation that Settlement Funding Assessment will be raised by CPI inflation rate as at September 2022 (10.1%). These measures will enable the Authority to offset the effect of inflationary pressures and reduce the likelihood of needing to draw on reserves. However, the Service has also received notification that the Government will look to discontinue the USAR grant funding that the Service receives at the end of March 2023. This is
		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	(3)	(4)	(12)	(M)			
	Director Finance & Assets	(3)	(4)	(12)	(M)				
		(4)	(4)	(16)	(H)				
		(4)	(3)	(12)	(M)				
		(4)	(4)	(16)	(H)				
		(3)	(4)	(12)	M				
	3	3	9	M					

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		<p>significantly worse than forecast 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>currently worth over £800k and the loss of this will need to be factored into the MTFP for 2024/25.</p> <p><u>21 February 2023 SMB</u> The Authority approved the MTFP for 2023/24 to 2027/28 at its meeting on 15 February 2023. As noted in the update of 17 January 2023 (see above) this factored in the discontinuation of the USAR grant funding that the Service has been informally notified of. It was also updated to reflect the latest NJC pay offer of 7% from 1 July 2022 and 5% from 1 July 2023, the recently agreed twelve-month utilities contracts from 1 April 2023 and confirmed business rates payments from the billing authorities. The net impact of all the above is that reserves are now forecast to increase very slightly during 2023-24 before remaining broadly level during the period of the MTFP. The risk is to remain at amber due to uncertainty about energy prices over the next 12 months and the sensitivity of the finances to small changes in assumed pay awards after July 2023.</p> <p><u>4 April 23 SMB</u> No further developments to report. No change to risk score or RAG status.</p> <p><u>16 May 2023 SMB</u> Agreed that the risk impact score be reduced from 4 to 3, in light of improved MTFP outlook resulting in overall reduction to low-medium RAG status.</p> <p><u>20 June 2023 SMB</u> No new developments of significance to report. No changes to risk score or RAG status.</p>
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			P	I	Σ				
<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>	(4) 3	(4) 4	(16) 12	(H) M	<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. <p>5. Training:</p> <p>The biennial "Responsible for Information" training supplemented by the National Cyber Security Centre's</p>	A	<p>21 June 2022 SMB</p> <p>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>20 September 2022 SMB</p> <p>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>18 October 2022 SMB</p> <p>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> <p>15 November 2022 SMB</p> <p>No change to risk score or RAG status</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>new e-learning package 'Top Tips for Staff' which has been built into the Heat training platform as a mandatory biennial package.</p>	<p><u>17 January 2023 SMB</u> The UK Government Resilience Framework , published by the Cabinet Office 19 December 2022 reported that 39% of all UK businesses reported a cyber breach or attack in 2022 and warns of the risks of a Hostile State using cyber to disrupt emergency services operations, or malicious communications to reduce public cooperation with emergency services and authorities in a crisis.</p> <p><u>21 February 2023 SMB</u> Since last reported to the O&A Committee (20 July 2022), against South-East Government Warning, Advisory and Reporting Point (SEGWARP) criteria, BMKFA's email security ranking continues to improve and is expected to improve further with the installation of MTA-STX (Mail Transfer Agent Strict Transport Security)</p> <p><u>4 April 23 SMB</u> Nothing further to report. No change to risk score or RAG status.</p> <p><u>20 June 2023 SMB</u> The investment in Microsoft Defender, its additional layer of protection to the existing firewall, and its reporting tools since March 2023 enable BFRS to better monitor its exposure and vulnerability to cyberattacks via email and prioritise remedial actions.</p>
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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	Failure to discharge statutory duties. Failure to comply with legal requirements. Unknown / unquantified budgetary impacts.	(5) 4	(3) 3	(15) 12	H M	<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>18 January 2022 SMB 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. 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>22 February 2022 SMB No changes to the risks identified since the meeting on 18 January 2022.</p> <p>5 April 2022 SMB 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>21 June 2022 SMB 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>20 September 2022 SMB No significant developments to report. Monitoring continues. No change to risk score / RAG status.</p> <p>18 October 2022 SMB Cases are being processed as they arise. A provision of circa £250k had been made in the 2020-21 financial</p>
	Director Finance & Assets								

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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</p>	A	<p>20 September 2022 SMB:</p> <p>Added to Corporate Risk Register. 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> <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>

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						<p>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>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 NFCC is also planning to capture national work on learning and capability gaps. 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> <p><u>15 November 2022 SMB</u> No change to risk score or RAG status.</p> <p><u>17 January 2023 SMB</u> Quotes sourced to adapt two existing 4x4 vehicles for wildfire/small fires purposes. Exploring options to enable existing Iveco 7.5 tonne fire appliance to be resourced as a specialist wildfire appliance.</p> <p><u>21 February 2023 SMB</u> Quotes and finance secured for 2 wildfire vehicle adaptations, and Iveco 4x4 to be recategorized as a specialist 4x4 appliance – training / fleet requirements being explored.</p> <p><u>4 April 23 SMB</u> Supplier for 2 x Wildfire vehicle conversations identified. Lex Autolease have agreed vehicle adaptations and lease extension. Driver training scheduled for 7.5 tonne 4x4 off road vehicle to be relocated to WAS. 3 officers to attend wildfire training course in Surrey in April. Objectives set to introduce long-term wildfire project, to include scope for prevention and effective response. Funding approved for 2 wildfire tac advisor training courses.</p>
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									<p>20 June 23 SMB Iveco 7.5 tonne pumping appliance is now prepared for mobilisation as a specialist off-road appliance. The vehicle is switch crewed at WAS and will be positively crewed during periods of high wildfire risk. Two further utility vehicles are being modified to include a high-pressure hose and off-road capability. Training to improve resilience of our existing bulk water carriers is also underway. Two officers have been trained as wildfire tactical advisors by Surrey FRS. Officers are engaging with the NFU and Forestry Commission as well as developing prevention materials for use across the Thames Valley.</p>
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Risk of misconduct / behaviours at odds with Service Values on the part of individuals or groups in the employ of, or associated with, the Service and / or the Fire Authority.	Lead Member for Service Delivery, Protection & Collaboration	Harm to members of the public and / or Service personnel.	3	4	12	M		M	
	Chief Fire Officer	<p>Potential exposure to litigation and financial loss</p> <p>Reputational damage resulting in negative publicity locally / nationally leading to public loss of confidence in the Authority / Service.</p> <p>Staff / member loss of confidence in Authority and / or Service leadership / management.</p>							
								<p>There have been a number of recent high profile cases of unacceptable behaviours by employees of Fire and Rescue Services that have attracted national media attention e.g. South Wales FRS and Dorset and Wiltshire FRS.</p> <p>Alongside these are the findings of recent FRS Culture reviews identifying cases of bullying, harassment and discrimination including: London Fire Brigade and, more widely, in a national report produced by the HMICFRS.</p> <p>The Service's initial response ('Exploring our Culture') to the issues raised by the above was presented to the Fire Authority Executive Committee on 22 March 2023.</p> <p>Steps being taken by Service management to address the recommendations made by the HMICFRS in their national 'Values and culture in fire and rescue services' will be considered at an exceptional meeting of the Fire Authority on 28 April 2023.</p> <p>Further Treatments</p> <ul style="list-style-type: none"> Review and relaunch of confidential whistleblowing line planned supported by a promotional 'speak up' campaign. Gap analysis underway in relation to the Fire Standards Board's 'Leading the Service' and Leading and Developing People standards. Staff survey frequency to be increased to annually. 	

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							<ul style="list-style-type: none"> • Ongoing engagement with the representative bodies issues to identify potential issues / concerns. • Analysis of feedback from staff leaver exit interviews. • Analysis of grievance / complaint procedure findings to identify recurring issues that could indicate systemic origins. 	<p><u>16 May 2023 SMB</u> Risk approved for inclusion in the Corporate Risk Register. Exploring our Culture report presented to June Fire Authority. HMICFRS values and culture in Fire and Rescue Services presented to Extraordinary Fire Authority on 28 April 2023</p> <p><u>20 June 2023 SMB</u> Exploring our Culture report presented to the June Fire Authority, incorporating the HMICFRS action plan. Head of HR working with Marketing and Communications team to raise awareness of the report and follow on internal staff 'Speak Up' campaign.</p>
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