Emergency Services News Briefing

August 2026



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Introduction

In this edition of our news briefing, we draw attention to key developments and publications across the emergency services sector. Topics include police demand and performance, domestic abuse, workforce wellbeing and pay, and fire and rescue resilience and incident trends.

Police

Home Office review identifies key drivers of police demand

A Home Office rapid evidence review examined 62 UK studies to identify factors associated with police demand across crime and non-crime incidents. The review identified 49 predictors linked to 27 types of police demand, highlighting the importance of understanding both crime and non-crime activity when planning resources and services.

The evidence found that higher levels of deprivation, income inequality, unemployment, population change and population density were associated with increases in offences such as burglary, robbery, theft and violent crime. Non-crime demand, particularly road traffic accidents, was associated with factors including traffic volumes, road infrastructure and demographic changes.

The review also found that political events, terrorist attacks and major sporting events can influence demand, including increases in hate crime as well as offences such as criminal damage, theft and violence. It also identified links between alcohol dependency, mental health issues, drug use and certain forms of violent behaviour.



Question for committee's consideration

- How does the Force ensure its resources, capacity and operating model remain aligned to current and emerging demand risks?

Domestic Abuse Strategy for 2026-2029

A new three-year strategy aimed at improving responses to domestic abuse and support for victims and survivors has been published by the Domestic Abuse Commissioner for England and Wales. The strategy identifies three persistent challenges: inconsistent responses when victims first seek help, inadequate funding for specialist services, and a lack of accountability when systems fail victims and survivors.

The Commissioner's priorities for 2026-2029 focus on four key areas: specialist services, health, policing and probation. Planned activity includes advocating for sustainable funding for specialist support services, promoting recognition of domestic abuse as a public health issue, supporting improvements in police responses to domestic abuse, and strengthening probation's ability to manage perpetrators and protect victims. The Commissioner will use statutory powers, evidence, advocacy and survivor engagement to promote accountability and drive systemic improvement.

Updates to 'Most similar Forces' benchmarking model

The Home Office has published an updated Most Similar Forces (MSF) methodology, a benchmarking tool used to compare police force areas in England and Wales with other forces facing similar levels of socio-economic, demographic and environmental demand characteristics. The model is intended to support fairer comparisons of police performance, particularly in relation to weighted crime and anti-social behaviour demand.

The methodology draws on 45 indicators and uses statistical techniques to identify seven key demand-related factors that are the strongest predictors of weighted crime rates. These include unemployment, deprivation, housing tenure, educational attainment, youth population and urban road density. These factors are used to calculate similarity scores and identify each force's seven most similar peers.

The Home Office states that the model is primarily intended to compare weighted crime rates, which combine crime and ASB rates weighted by police response costs. Forces are advised to review the guidance and validate the suitability of the model before applying it to other performance measures.



Question for committee's consideration

- How is the Force using benchmarking and performance data to identify weaknesses and drive improvement?



Question for committee's consideration

- What assurance does the Committee have that the Force is providing an effective and consistent response to domestic abuse and supporting victims appropriately?

Disclosure reforms to enable the use of AI to speed up justice

The government has announced disclosure reforms aimed at helping police and prosecutors manage the growing volume of digital evidence in criminal investigations, including the use of artificial intelligence (AI) to review and summarise material more efficiently.

The measures respond to growing challenges created by modern digital evidence, such as mobile phone data, emails, messages, images and other electronic records. The reforms are intended to reduce bureaucracy and support swifter justice for victims.

The government has accepted recommendations to allow greater use of AI in evidence review, develop improved governance arrangements for disclosure technology, and modernise disclosure processes.

Ministers and policing leaders emphasised that AI would support, rather than replace, professional judgement, with disclosure safeguards and obligations remaining in place.

Question for committee's consideration

- What governance and control arrangements are in place to ensure the safe, lawful and effective use of AI?

Specialist Organised Crime Units expand focus on online harm and vulnerability

The National Police Chiefs' Council (NPCC) has highlighted the growing role of Regional Organised Crime Units (ROCUs) in tackling online child sexual abuse, exploitation and domestic abuse, alongside their traditional focus on organised crime. Originally established to combat offences such as drug trafficking and firearms crime, ROCUs are increasingly using specialist investigative and digital capabilities to identify and disrupt offenders targeting vulnerable people online.

Over the past year, ROCUs arrested 4,363 suspects, secured 7,242 years of prison sentences, protected 2,259 children and safeguarded 823 adults. Teams focused on online offending contributed to the arrest of 1,393 suspects, secured 1,487 years of imprisonment, and safeguarded 1,351 children.

Police leaders stated that organised crime is becoming increasingly technology-enabled and emphasised the importance of specialist capabilities in both pursuing offenders and identifying and safeguarding victims. ROCUs continue to work with national partners, including the National Crime Agency, to tackle organised crime, violence against women and girls, online exploitation and other emerging threats.

Question for committee's consideration

- What assurance does the Committee receive that organised crime, online harm and exploitation risks are being effectively managed?

Enhanced wellbeing support for police officers and staff

A £2.4m investment to expand wellbeing support for police officers and staff working in traumatic and high-pressure environments has been announced by the Home Office. The funding will support delivery of measures set out in the Police Reform White Paper and will be administered through the National Police Wellbeing Service.

The programme will provide around 150,000 clinical psychological risk assessments each year, alongside 'lighter touch' mental health checks for officers and staff in operational roles. New guidance will also support the introduction of trauma tracking systems, helping forces monitor exposure to traumatic incidents and identify those who may benefit from additional support.

Additional measures include national access to the ResetU sleep, fatigue and recovery app, alongside continued provision of a confidential Mental Health Crisis Line for police personnel. The government stated that the measures are intended to strengthen early intervention, improve wellbeing and provide a more consistent standard of support across forces in England and Wales.

Question for committee's consideration

- How does the Force measure and assure the effectiveness of its wellbeing and workforce resilience arrangements?

Police Federation raises concerns over early release of offenders who assaulted officers

The Police Federation of England and Wales (the Federation) has criticised recent early release decisions involving offenders convicted of serious assaults on police officers, arguing that they risk undermining confidence in the justice system among both officers and victims. The Federation said officers expect meaningful consequences where assaults result in significant physical or psychological harm.

The article highlights several cases in which offenders were released substantially earlier than the custodial terms handed down by the courts. These include the release of an offender sentenced to more than four years for an assault that left a police officer with multiple broken bones and ongoing psychological trauma, and another offender released shortly after being sentenced for an attack that caused serious injuries to an officer.

Federation representatives stated that such cases create a perceived gap between sentences announced in court and the actual time served, leading to concerns about fairness, victim confidence and whether assaults on police officers are being met with consequences that reflect the harm caused.

The Federation has reiterated its concerns regarding wider early-release arrangements and their impact on frontline officers' confidence in the criminal justice system.

County Lines Programme records highest ever enforcement activity

The Home Office has reported a record year for the County Lines Programme, with law enforcement partners closing 2,833 county drug lines, making 7,381 arrests and charging more than 2,000 line holders. The programme also led to the seizure of more than 1,400 knives and the referral of 4,750 vulnerable people for safeguarding support.

The programme targets organised drug networks that exploit children and vulnerable adults to transport and sell drugs between urban and rural areas. An independent evaluation cited by the Home Office found that hospital admissions for assault with a sharp weapon fell by 25% in key force areas, equating to an estimated 840 knife stabbings prevented annually.

Since July 2024, the programme has delivered more than 4,500 line closures, nearly 12,700 arrests, thousands of safeguarding interventions and the removal of more than 1,900 knives from the streets. Alongside enforcement activity, the programme provides safeguarding and specialist support delivered through partner organisations to protect people at risk of exploitation.

Question for committee's consideration

- How does the Force demonstrate that its county lines response is delivering sustainable reductions in organised crime and exploitation?

New police data sharing arrangements

UK police will gain faster access to vehicle registration data from European countries through the Prüm data-sharing framework, reducing checks on overseas-registered vehicles from days or months to around 10 seconds. The change, announced by the Home Office, is intended to strengthen investigations into serious and organised crime, including migrant smuggling, drug trafficking, weapons offences and cross-border vehicle crime.

Officers will be able to access vehicle keeper details, identify stolen or cloned vehicles, and develop intelligence on vehicles linked to organised criminal networks. The new capability is intended to support more targeted, intelligence-led policing and improve the detection of trafficking and smuggling activity.

The initiative expands the UK's existing participation in the Prüm framework, which already supports the exchange of DNA and fingerprint data with European partners. Rollout will begin with the Police Service of Northern Ireland before extending to forces across the UK. Under reciprocal arrangements, EU law enforcement agencies will also be able to request access to UK Driver and Vehicle Licensing Agency (DVLA) registration data.

Question for committee's consideration

- How does the Force ensure access to personal data is lawful, proportionate and subject to effective oversight?

Question for committee's consideration

- What assurance is in place that expanded data-sharing arrangements are supported by appropriate governance, security and compliance controls?

Consultation on police access to Driver and Vehicle Licensing Agency driver data

A consultation on the legal framework governing police and law enforcement access to driver licence information held by the Driver and Vehicle Licensing Agency (DVLA) has been launched by the Home Office. The consultation seeks to ensure that the statutory basis for accessing driver data remains clear, proportionate and aligned with policing practice, technological change and public expectations regarding privacy, transparency and accountability.

The government notes that DVLA driver data contains sensitive personal information and that access must remain lawful, necessary and proportionate. Currently, automated access is largely restricted to road traffic enforcement activities, while many other policing purposes require manual, case by case requests. Police and law enforcement bodies have argued that the existing arrangements can create delays and inconsistencies, particularly in urgent safeguarding situations and serious crime investigations.

The consultation will assess whether the current framework remains appropriate and will consider the potential equality, human rights and data protection implications of different policy options. Responses are invited until 8 September 2026.

New powers proposed to tackle organised crime on high streets

The government has announced plans to strengthen powers for police and local authorities to close businesses linked to organised criminal activity, including some vape shops, barbers and other retail premises. The proposed legislation would double the maximum duration of closure orders, providing investigators with more time to gather evidence, pursue prosecutions and disrupt criminal activity.

The measures form part of a wider crackdown on organised crime operating through high street businesses. The government has allocated £30m to support enforcement activity, with expectations of increased business inspections, arrests and asset seizures. A review has also been launched into the inclusion of certain business types on the skilled worker sponsorship list, with licences liable to be revoked where misuse is identified.

The Home Office states that the reforms are intended to reduce opportunities for organised crime groups to use legitimate looking businesses for activities such as money laundering and other criminal enterprises. A new High Street Organised Crime Unit will coordinate activity across government and enforcement agencies.

Police leadership for the future

The Police Leadership Commission has published its report on the future of police leadership, setting out recommendations to strengthen leadership capability, culture, professionalism and public confidence across policing. The report argues that leadership is not consistently effective across the service and calls for a fundamental overhaul of how police leaders are recruited, developed, promoted and supported.

The review highlights the importance of effective leadership at all levels of policing and proposes changes to leadership development, career pathways, workforce planning, accountability and organisational culture. It aims to create a more consistent and professional approach to leadership across forces, while helping policing respond to future challenges and the increasing complexity of modern policing.

Question for committee's consideration

- What action(s) is the Force taking to strengthen leadership capacity, culture and succession planning?

Funding to support police response to antisemitism

A funding package of £250m across three years has been announced by the government to help protect Jewish communities across the UK. The funding will support security measures for schools, synagogues and other community sites, with the aim of strengthening protection and reassurance for communities affected by antisemitism.

The announcement follows continued concerns about antisemitic incidents and forms part of wider efforts to improve community safety and support those at risk of hate crime. The Government said the investment will help organisations maintain protective security arrangements and work with policing and partner agencies to safeguard communities.

Government confirms police pay award

The Home Office has confirmed a 3.5% consolidated pay increase for all police officer ranks in England and Wales from 1 September 2026. This is below the recommendations of the Police Renumeration Review Body (3.9%) and the Senior Salaries Review Body (3.7% for chief officers). The government stated that the award is the highest affordable increase within existing police budgets and will be supported by additional funding over the next three years.

The pay award also includes increases to London Weighting, London Allowance, South-East Allowance and Protection Allowance rates.

The National Police Chiefs' Council welcomed the additional funding, while expressing disappointment that the full PRRB recommendation was not adopted. In contrast, the Police Federation criticised the decision, arguing that it could undermine confidence in the pay review process and worsen recruitment, retention and morale challenges at a time of increasing operational demand.

Question for committee's consideration

- What risk does the pay settlement present for the Force's workforce, finances and operational performance, and how are these being managed?

Youth Panel Showcase 2026

More The IOPC Youth Panel hosted its 2026 Annual Showcase, bringing together more than 60 senior leaders and decision-makers from policing and partner organisations to discuss how young people's views can influence policing policy and practice. The panel's evidence base includes engagement with more than 1,800 young people and four annual surveys since 2022 capturing over 8,000 responses.

Survey findings presented at the event showed that 66% of young people trust the police in their area and 68% feel they are treated fairly. However, awareness of police complaints processes was lower, with only 40% knowing how to make a complaint, 20% having heard of the IOPC, and 28% believing that making a complaint would make a difference, despite 68% saying they would be willing to complain if necessary.

The showcase focused on translating youth insight into practical change. The Youth Panel launched a Theory of Influencing model and continued work on its 2030 Manifesto for Change, aimed at strengthening youth participation in policing and accountability arrangements. The event also highlighted examples where Youth Panel recommendations have already influenced policing practice, including updated guidance encouraging custody staff to inform children and young people of their right to provide feedback and make complaints.

Question for committee's consideration

- What is the Force doing to improve public confidence, accessibility and trust in its complaints and accountability processes?

Question for committee's consideration

- How does the Force ensure officers and staff have the skills and training required to meet current and emerging policing risks?

Fraud, Cyber and Economic Crime Training available

The College of Policing has highlighted a range of training opportunities available to support policing's response to fraud, cybercrime and economic crime. The courses are designed to develop knowledge and specialist skills across a range of fraud and cybercrime disciplines. The training is available to all frontline officers and contact management staff.

The College encourages the use of these learning opportunities to support professional development and build capability in areas of growing importance to policing.

Question for committee's consideration

- How does the Force ensure officers and staff have the skills and training required to meet current and emerging policing risks?

New training introduced for student police officers

The Independent Office for Police Conduct (IOPC), in partnership with the College of Policing, has launched a new mandatory online training course for student police officers and those new to policing. The course aims to improve understanding of the IOPC's role in handling police complaints, reviews and independent investigations. Around 3,000 trainee officers are expected to complete the training during its first year. The IOPC says it will help provide consistent information about police oversight and address misconceptions at an early stage in officers' careers. The training will also be available to existing officers and staff with access to the College Learn platform.

Record number of police referrals in 2025-26

The IOPC reported a record 7,088 referrals during 2025-26, the highest annual total since its establishment. It also completed more than 7,000 referrals for the first time, reflecting continued growth in demand for its oversight and investigative services.

During the year, the IOPC opened 316 independent investigations, a 31% increase on the previous year. These included 134 investigations into police misconduct, 81 cases involving death or serious injury following police contact, and 101 investigations arising from complaints. The IOPC completed 245 independent investigations, in line with the number completed in the previous year.

The IOPC also reported faster referral assessment times, with referrals taking an average of 4.3 days to assess and complete, compared to more than eight days previously. The IOPC also reported that 73% of independent investigations were completed within 12 months, with 32% completed within six months.

The IOPC received 3,051 requests to review police complaint outcomes, a 24.3% increase on the previous year. Changes to its casework processes enabled 3,500 reviews to be completed during 2025-26, a 61% increase year on year, helping to reduce a backlog of cases.



Question for committee's consideration

- What assurance does the Committee have that lessons from complaints, misconduct and investigations are being effectively addressed?

What Works innovation fellowships to support Violence Against Women and Girls evidence programme

The College of Policing has opened applications for three What Works innovation fellowships that will support the government's programme to supporting evidence generation and evaluation for violence against women and girls (VAWG) interventions. The initiative is a partnership between the Cabinet Office and UK Research and Innovation (UKRI) and forms part of the wider Freedom from Violence and Abuse strategy published in December 2025.

One of the fellowships will be hosted by the College of Policing's What Works Centre for Crime Reduction and will focus on economic modelling to support the prevention of domestic abuse perpetration. The successful fellow will lead research to help policymakers make evidence-informed decisions about where prevention resources can have the greatest impact.

The fellowships are aimed at researchers with relevant expertise and provide funding of up to £220,000 at full economic cost over an 18-month period, with fellowships expected to begin in January 2027. Applications close on 8 September 2026.



Question for committee's consideration

- How does the Force assure itself that its approach to violence against women and girls is evidence-based and delivering intended outcomes?

New Policing Performance System introduced to support service improvement

A new Policing Performance System has been launched to provide a more structured approach to identifying and addressing performance concerns in police forces across England and Wales. The system has been developed jointly by HM Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), the College of Policing and policing partners.

The system will use information from a range of sources to identify emerging issues earlier and provide targeted support where improvement is required. Forces identified as facing performance challenges may receive additional oversight and support, with interventions designed to be proportionate to the nature and scale of the concerns.



Question for committee's consideration

- How prepared is the Force for the new performance oversight arrangements, and are there any areas of emerging concern?

Fire

Fire and Rescue National Resilience Programme strengthened

The Ministry of Housing, Communities and Local Government (MHCLG) has published updated guidance on the Fire and Rescue National Resilience Programme, which provides specialist capabilities, personnel and resources to support fire and rescue services in responding to major incidents, including natural disasters, industrial accidents and terrorist attacks. Established following the 11 September 2001 terrorist attacks, the programme is managed nationally on behalf of government by Merseyside Fire and Rescue Service.

The guidance outlines the programme's key functions, including National Resilience Fire Control, capability management, training and assurance. It also highlights the specialist capabilities available for national deployment, including Urban Search and Rescue, High Volume Pumping, Chemical, Biological, Radiological and Nuclear (CBRNe) response, mass decontamination, and support for marauding terrorist attack incidents.

National Resilience capabilities have been deployed to incidents including flooding events, the Grenfell Tower fire, wildfires and the Toddbrook Reservoir incident. The National Resilience Assurance Team (NRAT) provides assurance that specialist equipment, vehicles and trained personnel are maintained in a state of readiness for local, regional and national deployment.

Question for committee's consideration

- What assurance does the Committee have that the Service's national resilience capabilities, resources and arrangements remain fit for purpose and deployment-ready?

Fire and rescue incident statistics for the year ending March 2026

The fire and rescue incident statistics have been updated for the year ending March 2026. Focus is on incidents and fires attended by fire and rescue services, fire-related fatalities, casualties from those fires and response times to those fires. Key figures include:

- Fire and Rescue Services (FRSs) attended 641,227 incidents, a 5.8% rise from 2025. This includes 170,597 fires (up 19%), 255,047 false alarms (up 1.6%), and 215,583 non-fire incidents (the highest financial year total on record).
- There were 254 fire-related fatalities (down 9.3%) and 6,848 non-fatal casualties (up 6.2%), with 184 fatalities occurring in dwellings.
- Primary fires rose by 7.3% to 66,383, while secondary fires increased by 30% to 102,549. Outdoor primary fires saw a 48% increase.
- Average response time to primary fires was 9 minutes 25 seconds, up 19 seconds from the previous year. Secondary fire response times increased to 9 minutes 58 seconds, up 36 seconds.

Question for committee's consideration

- What do recent incident trends indicate about the Service's principal risks, performance and future resource requirements?





Government boosts wildfire resilience for the Summer

The government announced measures to strengthen national wildfire response capabilities for the summer period. Specialist wildfire response teams have been established and positioned across England to provide additional support during major incidents and have received specialist training informed by international wildfire response experience.

The announcement includes a £97m investment in National Resilience assets, described as the largest upgrade of fire and rescue equipment and vehicles in almost 20 years. The funding will support new specialist equipment, including off-road vehicles, to improve the response to wildfires and other large-scale emergencies.

The government said the measures follow significant wildfire activity in 2025. National Resilience capabilities were deployed more than 1,000 times during the year and wildfire response teams hosted by fire and rescue services in Lancashire, Greater Manchester, Northumberland, London and South Wales will be available for deployment across England.

Question for committee's consideration

- What assurance does the Committee have that the Service is adequately prepared and resourced to respond to increasing wildfire and climate-related risks?

UK corporate criminal liability: what does it mean for fire and rescue services?

The rules for prosecuting corporate bodies and partnerships in the UK changed on 29 June 2026. For fire and rescue services and their governing bodies, the reform broadens the circumstances in which criminal conduct by a senior manager may be attributed to the organisation and extends well beyond economic crime.

Under the previous "directing mind and will" test, prosecutors generally had to link an offence to a board director or other person exercising the organisation's highest level of control. This could be difficult in services where operational, corporate and technical responsibilities are delegated across several management tiers.

The Economic Crime and Corporate Transparency Act 2023 introduced a senior manager test for certain economic crimes. S.250 of the Crime and Policing Act 2026, which received Royal Assent on 29 April this year, replaces that provision and extends the model across UK criminal offences more broadly. If a senior manager commits an offence while acting within the actual or apparent scope of their authority, the relevant corporate body or partnership may also commit that offence. For fire and rescue services, potentially relevant areas include:

- Health and safety matters affecting firefighters, control staff, other employees and members of the public.
- Data protection and computer misuse, including the handling of operational, safeguarding, workforce and community risk information.
- Environmental offences connected with estates, fleet, waste, fuel or incident-related activities.
- Modern slavery risks within procurement and supply chains.
- Offences involving assault or bodily harm.

Unlike the corporate "failure to prevent fraud" offence, this change is not limited by organisation size. Its practical application will depend on the legal structure of the fire and rescue service and the identity of the body corporate or partnership to which conduct could be attributed.

Three important implications for fire and rescue services

1. **The senior manager group may extend beyond the chief officer team.** The test focuses on a person's actual role, influence and responsibility, not their job title. Depending on the service's structure, it may capture senior operational, prevention and protection, corporate services, digital, estates, fleet, procurement or other managers who make significant decisions about, or manage, a substantial part of the service's activities.
2. **There is no statutory reasonable procedures defence.** If a senior manager commits an offence within the actual or apparent scope of their authority, a strong compliance framework will not by itself prevent liability from attaching. Effective governance, controls and training remain important because they can reduce the likelihood of offending and support the service's response.
3. **The offence does not need to be intended to benefit the service.** A senior manager's unlawful decision concerning operational safety, personal data, environmental management or supply-chain practices may expose the relevant organisation even where the conduct was not designed to secure a financial or operational advantage.

What do organisations need to consider?

This new legislation is unlikely to transform corporate prosecutions overnight, but it removes long-standing structural barriers to prosecuting organisations and changes the shape of corporate criminal risk.

Organisations that have invested in fraud and bribery compliance but not in wider conduct risk may find themselves more exposed than they expect. The most effective steps will be proportionate, time-bound and achievable.

We can help you assess what this change means for your organisation, identify where exposure may sit and prioritise practical steps to strengthen governance, controls and investigation readiness. To find out more about what your organisation should do, please contact Nick Gilbey or your usual RSM contact.

Five immediate priorities for fire and rescue services

1. **Identify senior managers across the service.** Assess who, in practice, makes significant decisions about or manages a substantial part of operational response, prevention, protection, control, workforce, finance, digital, estates, fleet, procurement and other corporate functions. Document the assessment and revisit it when structures or delegations change
2. **Refresh the service's criminal and conduct risk assessment.** Do not limit the review to fraud and bribery. Consider where a senior manager could realistically commit a criminal offence within their authority, including through decisions about safe systems of work, operational readiness, training and competence, firefighter welfare, personal data, cyber security, environmental compliance, safeguarding, procurement and contractors.
3. **Review governance, delegations and operational controls**. Review schemes of delegation, role descriptions, decision logs, approval limits, committee terms of reference, operational policies and escalation routes. Ensure accountability is clear where responsibilities are shared between the fire and rescue authority, chief fire officer, senior leadership and partner organisations.
4. **Strengthen assurance, training and speak-up arrangements**. Provide role-specific training for senior managers and use assurance activity to test whether controls operate in practice. Clear reporting and whistleblowing routes should enable concerns about unsafe, unlawful or unethical decisions to be escalated promptly and independently.
5. **Prepare an investigations and incident-response protocol.** Set out how allegations involving a senior manager will be preserved, escalated and investigated, including responsibilities for legal advice, evidence, conflicts of interest, notifications and engagement with regulators or law enforcement. The quality and speed of the response may influence the outcome.

What should fire and rescue authorities and services consider?

The reform is unlikely to change prosecutions overnight, but it lowers a long-standing structural barrier to attributing criminal conduct to an organisation. For fire and rescue services, this makes it important to understand both the service's legal structure and where significant operational and corporate decision-making sits in practice.

Services with established fraud and bribery controls should now test whether their wider governance and conduct frameworks adequately cover operational safety, workforce, data, cyber, environmental, safeguarding and supply-chain risks. Actions should be proportionate, time-bound and integrated with existing risk, assurance and improvement arrangements.

We can help fire and rescue authorities and services assess the implications of the change, map their senior manager population, identify where exposure may arise and prioritise practical improvements to governance, controls and investigation readiness. To find out more, please contact Nick Gilbey or your usual RSM contact.

Question for committee's consideration

Has the Fire and Rescue Authority received assurance that the Service has performed the following:

1. Identified relevant senior managers.
2. Assessed the wider implications of the new corporate criminal liability exposure, and strengthened governance, controls and investigation arrangements where required.
3. Taken appropriate action to manage associated risks?

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RSM

Daniel Harris

National Head of Emergency Services and Local Government

T +44 (0)7792 948 767

daniel.harris@rsmuk.com

Risk and Governance Technical team

Research and author

technical.consulting@rsmuk.com



rsmuk.com

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