



ESSEX FIRE AUTHORITY

Internal Audit Progress Report

**Audit, Governance & Review Committee
presented to**

19 April 2017

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RSM Risk Assurance Services LLP is a limited liability partnership registered in England and Wales no. OC389499 at 6th floor, 25 Farringdon Street, London EC4A 4AB

1 INTRODUCTION

The internal audit plan for 2016/17 was approved by the Audit, Governance and Review Committee in July 2016. Below provides a summary update on progress against that plan and summarises the results of our work to date.

2 PROGRESS AGAINST AUDIT PLAN

We have finalised six reports since the previous Audit, Governance and Review Committee and issued a further report in draft awaiting management responses. The reports in bold are presented at this meeting.

Assignment (Bold reports presented to this meeting)	Status (Date Planned)	Opinion issued	Actions agreed		
			H	M	L
Communication and Engagement (1.16/17)	Final Report	Reasonable Assurance	0	3	3
HR - Training and Development (2.16/17)	Final Report	No Assurance	4	3	3
Insurance Pool – Joint Review (Bedfordshire, Cambridgeshire & Essex)	Final Report	Reasonable Assurance	0	1	0
Partnerships (3.16/17)	Final Report	Reasonable Assurance	0	4	3
Key Financial Controls (4.16/17)	Final Report	Substantial Assurance	0	0	1
HR Transaction Processing and Payroll (5.16/17)	Final Report	Partial Assurance	1	2	1
Governance – Delivery and Monitoring of Strategic Plans and Objectives (6.16/17)	Final Report	Reasonable Assurance	0	2	5
Procurement (7.16/17)	Final Report	Substantial Assurance	0	1	4
Risk Management (8.16/17)	Final Report	Partial Assurance	0	4	4
Business Continuity including compliance with the Civil Contingencies Act	In Quality Assurance				
Follow up	(Planned 6 April 2017)				

2 OTHER MATTERS

2.1 Annual Opinion 2016/17

The Audit, Governance and Review Committee should note that the assurances given in our audit assignments are included within our Annual Assurance report. In particular, the Committee should note that any negative assurance opinions will need to be noted in the annual report and may result in a qualified annual opinion.

We have issued nine final reports to date, six of which resulted in a positive opinion and three negative opinions. These reports in isolation will not result in a qualified opinion, however, will feed into the Head of Internal Audit Opinion.

2.2 Changes to the audit plan

There have been no changes to the audit plan since the last meeting.

2.3 Contract Meeting

We held a joint contract meeting with Bedfordshire, Cambridgeshire and Essex Fire in January 2017 to update on progress of the internal audit contract and have the opportunity to raise any issues. No issues were raised.

2.4 Information and briefings

We have issued six further client briefings since the last Audit, Governance and Review Committee:

- Gender Pay Gap Reporting – February 2017;
- RSM's Conformance with the IIA Standards – March 2017; and
- Emergency Services Sector Update – March 2017
- The Apprenticeship Levy
- Are you vulnerable to email scamming
- How vulnerable is your organisation to cyber attacks

FOR FURTHER INFORMATION CONTACT

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GENDER PAY GAP REPORTING

New regulations planned to be effective by 6 April 2017 will require employers with 250 or more relevant employees in an individual entity on a snapshot date each year to publish within 12 months details of their employees' gender pay and bonus differentials.

The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 will apply to private and voluntary sector organisations. The Equality Act (Specific Duties and Public Authorities) Regulations 2017 are planned to be effective from 31 March 2017 and will apply to English public authority employers. The public sector reporting model is very similar to the private sector one.

What is the gender pay gap in the UK workforce?

Men's average pay is greater than that for women. The Office for National Statistics says that over the last 20 years the median gender pay gap has narrowed from 27.5 per cent to 9.4 per cent for full-time employees.

What are employers affected required to do?

To publish annually for employees in scope a report on:

- overall gender pay gap figures calculated using both the mean and median average hourly pay between genders;
- the numbers of male and female employees in each of four pay bands (quartiles), based on the employer's overall pay range; and
- for a 12 month period, both the difference between male and female's mean and median bonus pay and the proportion of relevant male and female employees who received a bonus.

An explanatory narrative, although not required, is strongly encouraged as is a statement of the actions planned to narrow the gaps.

The annual cycle of gender pay gap reporting



What are the timescales?

A snapshot of employees' pay for private and voluntary sector organisations must be taken on 5 April 2017 and on 5 April in each subsequent year and for public sector bodies on 31 March 2017 and on 31 March in each following year.

The first gender pay private and voluntary sector reports must be published both on the employer's own website and uploaded to a government website no later than 4 April 2018, to include hourly pay rates at 5 April 2017 and bonus payments between 6 April 2016 and 5 April 2017. The data must remain on the employer's website for three years.

Dry runs of data should be prepared now to ensure that any gaps are identified prior to the snapshot date/reporting period closing.

How can RSM help?

RSM has experts in payroll, HR consultancy and legal employment advice to support you in meeting both the requirements and the business opportunities of gender pay gap reporting.

Our services include:

We can analyse your data to determine relevance and to identify and assist in resolving any areas of uncertainty. This can include:

- status and relevance of employees including those working overseas;
- consideration of whether and what data is readily available; and
- analysis of the reportable elements of remuneration packages.

Calculations and narrative

RSM will work with you to collate your data on the required snapshot date to:

- prepare and process all reportable calculations;
- provide the calculations to you in a template statement which can be approved and published;
- guide on the voluntary narrative to support your results and to demonstrate accuracy of data; and
- make initial recommendations on publication dates and ensure that you receive an annual reminder.

Consultancy

RSM can review and analyse your results to create supporting action plans which may include:

- a review of current pay practices and audit of bonus schemes across your organisation;
- identification of skills shortages – recruitment process review;
- facilitation of analysis discussion identifying areas of risk and exposure; and
- formulation of communications plan and benchmarking data (industry/geographic/function) to provide context.

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THE POWER OF BEING UNDERSTOOD

RSM'S CONFORMANCE WITH THE IIA STANDARDS

RSM Risk Assurance Services LLP recently underwent an External Quality Assessment (EQA) in line with the Global Institute of Internal Auditors (IIA) International Professional Practice Framework (IPPF). In complying with the standards, internal audit services are required to have an external quality assessment every five years. The Risk Assurance Services LLP commissioned an external independent review of our internal audit services in 2016 to provide assurance on whether our approach meets the requirements of the IPPF. Our external independent review was conducted by the Chartered Institute of Internal Auditors (CIIA).

Conformance to the IIA's standards is measured in the following five areas: purpose; people; performance; planning; and process. As part of the EQA, our internal audit working practices were assessed against 57 fundamental principles. Upon completion of the assessment, we are pleased to confirm, that the CIIA concluded that RSM Risk Assurance Services conforms to all of the 57 fundamental principles.

The review process involved interviewing RSM partners, directors and managers as well as a sample of our clients, to who we thank for their time and insights. In addition, a sample of internal audit reports issued to audit committees and supporting working papers were examined.

RSM operates a strict regime of controls and protocols to ensure the services provided to our clients conform to the IIA's IPPF. Our recent review examined those controls and protocols in place.

Demonstrating our results

The outcomes of the review are based upon our internal audit approach and our internal processes. As part of the review we clearly demonstrated:

- an internal audit methodology that is in place, adhered to and is supported through the use of working papers, which are reviewed appropriately;
- an internal audit manual that is at the forefront of our approach and is relevant and timely to include the changes to the standards that came into effect on 1 January 2017;
- quality client engagement during the formation of internal audit strategies;
- a value adding internal audit service, with timely reporting and useful insights to our clients, as demonstrated through our continual positive client feedback; and
- a continued focus on quality assurance and improvement.

Some of the excellent processes and qualities observed during our recent review include:

- an investment in our people through supporting their professional development. We support our people at all stages of their careers, providing mandatory training as well as further internal and external training opportunities, and we provide over 40 days of professional training for our trainees. We invest in our people to ensure they continue to have the skills to provide up to date and relevant services to our clients;
- a pool of subject specialists to support our clients' internal audit strategies, facilitated by a team of suitably qualified and experienced internal auditors; and
- excellent tools to enable the capture and robust reporting of all evidence by using bespoke in-house auditing software.

Outcomes of the review

RSM was found to have an excellent level of conformance with the IIA's professional standards, including the Public Sector Internal Audit Standards (PSIAS).

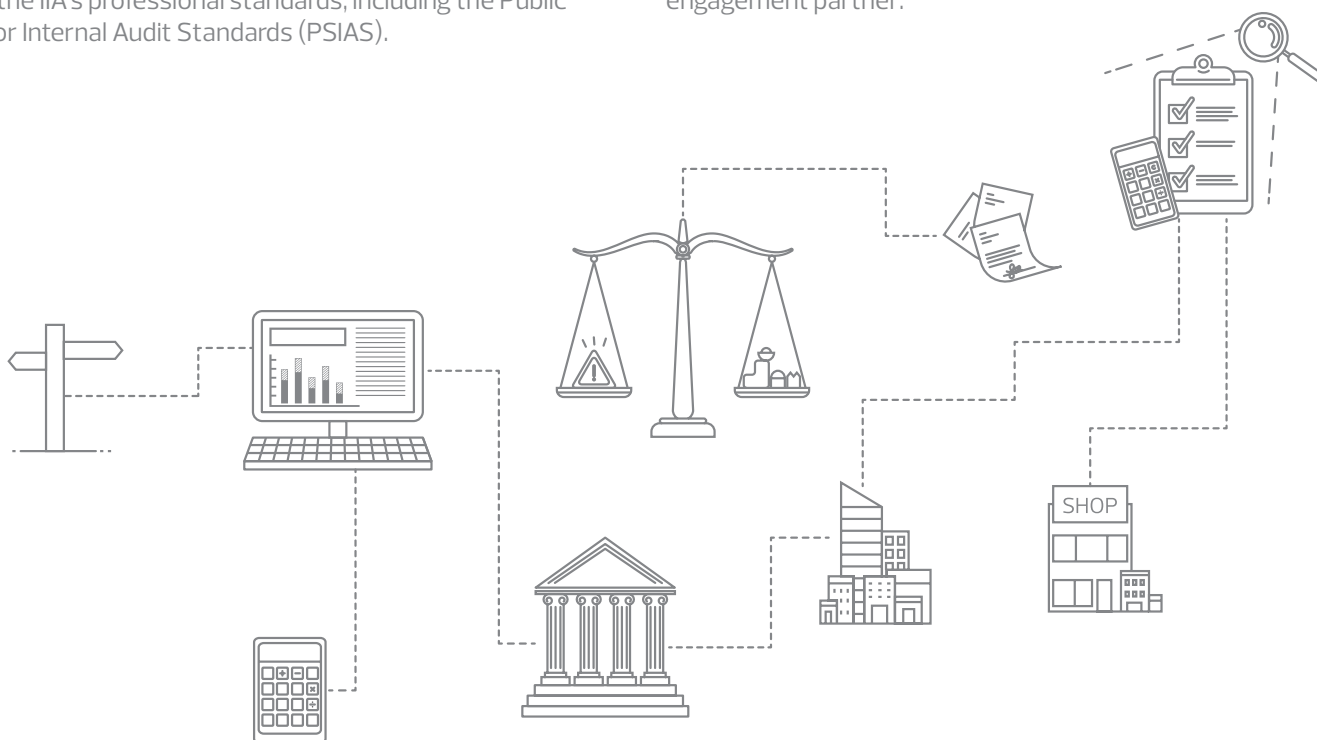
The review confirmed:

'There is a robust approach to the annual and assignment planning processes and the documentation reviewed was thorough in both terms of reports provided to audit committee and the supporting working papers.' – CIIA

What does this mean for our clients?

- Your internal audit service is provided by one of a very small number of accountancy firms that have sought and achieved accreditation to the IIA standards.
- You can be assured that the service provided by RSM fully meets the internationally recognised standards for internal audit.
- Our internal audit service and the work that we do for you is designed and delivered in a way that provides an effective internal audit service.

RSM Risk Assurance Services LLP is pleased to be able to confirm the outcomes of our EQA. If you require any further information please contact your RSM client manager or engagement partner.



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EMERGENCY SERVICES SECTOR UPDATE

March 2017

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In addition to providing a deeper look at the Act, in this briefing we; examine the latest PEEL reports for leadership, legitimacy and effectiveness; explore the Public Accounts Committee report on the Emergency Services Network which features some strong recommendations for government regarding testing and implementation; and we take a look at the Thomas review finally published by the government 20 months after its commencement and which includes a host of recommendations for conditions of service for fire and rescue staff in England.

We hope you find this update a useful source of insight. As ever, if you have any queries, or have any suggestions for topics for future editions, please contact either myself, or your usual RSM contact and we will be delighted to help.

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POLICE AND FIRE

Policing and Crime Act 2017

On the 31 January 2017 the Policing and Crime Bill received Royal Assent. Home Secretary, Amber Rudd, hailed the legislation calling it:

ANOTHER MAJOR MILESTONE IN OUR FAR-REACHING POLICE REFORMS OVER THE YEARS. THE MEASURES IN THE ACT GIVE GREATER PROTECTIONS FOR THE VULNERABLE, ENSURE THE POLICE HAVE THE NECESSARY POWERS TO KEEP OUR COMMUNITIES SAFE, AND OVERHAUL THE POLICE COMPLAINTS AND DISCIPLINARY SYSTEMS TO INCREASE ACCOUNTABILITY AND IMPROVE POLICE INTEGRITY.

In the far reaching legislation there is now a duty on police, fire and ambulance services to work together should collaboration improve effectiveness or efficiency. We have seen inter-service collaboration occur frequently in recent years as services seek to achieve greater economies of scale and improved efficiency. Yet, collaboration across the full breadth of the emergency services sector is something which has yet to be fully explored, as understandably focus has been on the quicker wins. What will be an interesting challenge over the coming months and years is how collaboration between forces or fire services might be impacted where there is already joint working between for example police forces, but also regional forces collaboration and further integration and where collaboration is pursued with fire and potentially ambulance services. One certainty is the need to ensure that all collaborations are fully understood, monitored and that police and crime commissioners, chief constables, chief fire officers, senior officers and audit committees are sighted on the range, reliability and timeliness of assurances.

Questions for Audit Committee's considerations

- Have you fully considered your organisation's response to the other requirements of the act (ie aspects that do not cover collaboration)?

Aside from the duty for services to explore collaboration there are numerous other measures in the act including:

- a reform to pre-charge bail to stop people remaining on bail for long periods without no independent judicial scrutiny;
- enabling chief officers to confer a wider range of powers on police and volunteers, whilst at the same time specifying a core list of powers reserved solely for warranted police officers;
- stopping under 18's in a mental health crisis from being detained in police stations;
- a reform of the disciplinary and complaints commission;
- ensuring 17 year olds detained in police custody are considered as children for all purposes;
- issuing statutory guidance to ensure that processes in place for the assessment of suitability for firearms certificates are applied correctly and consistently; and
- new powers for the Home Secretary to specify police rank in regulations, which will give chief constables the flexibility to remove certain ranks.

Collaboration review

As the Policing and Crime Act places a requirement for collaboration between police, fire and ambulance services to be explored, it is interesting to look at some of the collaboration that already occurs intently within the emergency services. The Emergency Services Collaboration Working Group (ESCWG) has published a report detailing what forms of collaboration have occurred and the resultant benefits of such activity on the various services in 2016. The report looks at collaboration case studies in areas such as: shared estates and assets; joint control rooms; and information sharing. The ESCWG provides some useful insight at a time when the emergency services sector is beginning to think more deeply about new forms of collaboration or enhancing collaborative initiatives already in place.

Questions for Audit Committee's considerations

- Have you considered the outcomes reported from the ESCWG and considered if your organisation could benefit from similar initiatives?



Emergency Services Network

The Public Accounts Committee (PAC) has published the report of its inquiry into the upgrading of emergency services communications in the form of the Emergency Services Network (ESN). Whilst praising the ambition of the ESN programme, the PAC remarks that the current target date for ESN delivery will be missed, stating that the ESN will require more testing in order for end users to have assurance it works, with the current timeframe in place for testing not being adequate to meet this need. Recommendations by the PAC include: requesting the Home Office budget for an extended timeframe in implementing the ESN; arranging for an extension of the contract of the current system 'Airwave'; and asking the Home Office to schedule adequate testing of the system in a pressured environment.

Questions for Audit Committee's considerations

- Does this issue feature on your risk registers and are you confident that your audit committee has received assurance that internal project teams have been established to implement this project?

Gender pay gap reporting

The Equality Act (Specific Duties and Public Authorities) Regulations 2017 are planned to be effective from 31 March 2017 and will apply to English public authority employers with 250 or more employees. Employers are required to publish annually a report on:

- overall gender pay gap figures calculated using both the mean and median average hourly pay between genders;
- the numbers of male and female employees in each of four pay bands (quartiles), based on the employer's overall pay range; and
- for a 12 month period, both the difference between male and female's mean and median bonus pay and the proportion of relevant male and female employees who received a bonus.

An explanatory narrative, although not required, is strongly encouraged as is a statement of the actions planned to narrow the gaps.

A snapshot of employees' pay for public authority employers must be taken on 31 March 2017 and on 31 March in each following year. Dry runs of data should be prepared now to ensure that any gaps are identified prior to the snapshot date/reporting period closing.

RSM has experts in payroll, HR consultancy and legal employment advice to support you in meeting both the requirements and the business opportunities of gender pay gap reporting.

POLICE

Leadership, legitimacy and effectiveness

HM Inspectorate of Constabulary (HMIC) has published the second leadership and legitimacy reports of its annual review into police effectiveness, efficiency and legitimacy (PEEL).

The leadership report focuses on HMIC inspections based on three principle questions: how well the police understand leadership; how well the police develops leadership; and how well the police displays leadership. Overall, HMIC believes there to be good levels of leadership across all forces; a continuing trend from the 2015 report. However there were areas for improvement cited, with HMIC noting that:

- leadership development for the wider police force and police staff remains inconsistent;
- 'few forces' demonstrate an understanding as to the skills make up of their leadership teams;
- many forces have weak individual performance review processes; and
- very few forces have the 'systematic processes' to identify and address poor leadership.

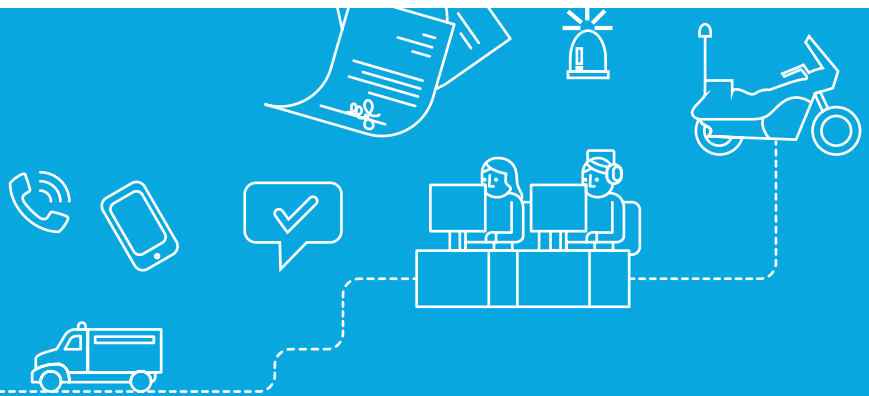
The legitimacy report identifies very similar ranking results to last year's report, with no forces rated as inadequate and five rated as requiring improvement. Overall, HMIC is satisfied with how forces have clarified their accepted standards and behaviour, but concerns were raised over the reactive rather than proactive approach to cases of alleged corruption. One of the key focal points within the report relates to a recommendation made by HMIC in the area of the national vetting policy, as the inspectorate has identified instances where some forces were not in compliance with the policy. HMIC states that within six months 'all forces not already complying with current national vetting policy should have started to implement a sufficient plan to do so', and within two years all police workforces should have received at a minimum the lowest level of vetting clearance for their role.

Most recently HMIC has also published the outcomes of its effectiveness reviews, focusing on areas including: the effectiveness of police crime prevention; effectiveness of investigations; and the specialist capabilities of police forces.

HMIC identified three main areas of concern: that some forces' attempts at suppressing demand are putting people at risk; in some cases police officers do not carry out their main activities of crime prevention, keeping people safe and catching criminals; and capabilities that are needed now and in the future, such as skilled investigators and neighbourhood policing, are 'insufficient, or being eroded.'

The majority of forces were deemed as 'good' overall, with clear improvement in 14 forces in the category of 'protecting vulnerable people.' However 'crime prevention' declined in 11 forces as opposed to only three forces who improved in this area. Other key points from the report include:

- HMIC continues to have concerns over the supervision given in criminal investigations;
- HMIC was 'pleased to see' forces are no longer allocating crimes simply based on their type;
- there is concern that police forces are not keeping up with developments in technology and they are not exploiting opportunities for digital investigative processes;
- the College of Policing will develop and issue national guidance setting out the requirements for neighbourhood policing by the end of this year; and
- the National Police Chief's Council working with the College of Policing should establish and put in effect a national action plan to address the shortfalls in numbers of detectives and qualified investigators.



Questions for Audit Committee's consideration

- How are you getting assurance that the actions raised by HMIC are being implemented within your organisation to improve these areas?
- How do the actions required fit into your existing appraisal/performance management arrangements?
- What ongoing assurance do you receive that your Force continues to comply with the vetting policy?

Crime figures released

The Office for National Statistics (ONS) has published the September 2016 year end results of the crime survey for England and Wales and police recorded crime. Following a consistent theme, there were 6.2 million incidents of crime, showing no statistically significant change to the previous year. For the first time questions regarding fraud and computer misuse were included, with the data revealing there were 3.6 million fraud and 2 million computer misuse offences, and the ONS has confirmed that next year's survey will enable effective comparison to these figures. For fraud referred to the police, the ONS remarked on the 1.9 million cases of fraud on UK issued bank cards, which equates to a 39 per cent increase on the previous year.

In close ties to these official statistics, the ONS has also published its first release based upon the developed 'crime severity score' which weights types of crime by their: impact on society in terms of relative harm; and the police resource required to investigate and deal with such crime. Overall, the crime severity score for England and Wales has seen an increase over the past few years after nearly a decade of decline, though the ONS points out this is likely due to increased volume and quality of crime reporting data. It will be interesting to see how the crime severity score fluctuates in the future, particularly as the ONS already identifies some forces where volume of crime is decreasing but severity is increasing.

Police vision

The National Police Chiefs' Council (NPCC) and the Association of Police and Crime Commissioners have unveiled their vision for policing through to 2025 with a particular emphasis on better use of technology, integration with other crime preventing agencies and on value for money, whilst still providing the highest quality service to the general public.

There are five main priorities for reform in the vision:

- local policing that integrates more closely with teams in areas like education, health and community projects in order to ensure early intervention;
- specialist capabilities to deal with complex threats will be delivered through a network connected 'locally, nationally and beyond';
- officers will be trained and equipped to respond to the increase in criminal activity on the internet, with the sharing of evidence becoming entirely digital, with enhanced functionality for members of the public to report crime online;
- the College of Policing will place greater emphasis on making policing more community representative, where there will be 'a better balance between personal accountability and a bureaucratic fear of making mistakes'; and
- a consolidation of business support functions with other emergency services and local authorities, this of course being a key component of the Policing and Crime Act 2017.

Questions for Audit Committee's considerations

- How do these five priorities fit with your police and crime plan and local delivery plan?
- How do you engage more effectively with other sectors which also face significant financial pressures eg local government and health sectors?

Licence to practice

Speaking at the College of Policing annual conference in November the Home Secretary, Amber Rudd, announced government intentions to introduce a licence to practice in cases involving child sexual abuse. In the context of a speech about vulnerability, Ms Rudd stated 'if your child was sick you wouldn't expect them to see a doctor with no experience in children's medicine and its right we apply the same logic here.' The College of Policing confirmed that through consultation at local and national level a 'licence to practice' approach would be trialled with the possibility of reducing the burden of officers who lack the necessary skills to handle complex vulnerability cases.

Forensic science 'at risk'

The Forensic Science Regulator has warned that forensic science is 'at risk' with major implications on the criminal justice system. Gillian Tully stated that some forces were not committed to acceptable standards, with a 'significant risk' of possible DNA contamination. One major risk identified in the regulator's annual report was in relation to the commissioning of forensic medical examiners, with the report stating that procurement and recruitment practices meant that examiners were being brought in with unspecified levels of training and qualifications.

Questions for Audit Committee's considerations

- How are you getting assurance that your arrangements are in line with best practice, that you vet examiners before engagement and that your force is meeting the requirements?

National strategy for police custody

The NPCC has unveiled a national strategy for police custody designed to fill the gap in terms of a national provision in this highly scrutinised area. The strategy itself is based on six principles: that detention is safe and used only when necessary; ensure that custody supports an investigation and adds value to the criminal justice system; that the system is non-discriminatory and transparent; that custody practitioners are trained to a national minimum standard and are accountable; that ethical standards are upheld in custody practice with best practice learned from and implemented; and that engagement with partners is effective and efficient.

Investigatory Powers Act

Many more powers are now available to the security services as a result of the Investigatory Powers Act. Primarily the Act does three things:

- brings together all of the powers already accessible to law enforcement and other security agencies to obtain communications and data about communications;
- overhauls the oversight of these powers, including the introduction of a double-lock for interception warrants that requires judiciary approval, all of these being overseen by the Investigatory Powers Commission; and
- includes a provision for the retention of internet connection records, with the aim to 'restore capabilities that have been lost as a result of changes in the way people communicate.'



FIRE

Reform – new inspectorate regime

Brandon Lewis' speech at an event hosted by the think-tank Reform attracted attention as he announced a number of new initiatives for the sector. The Minister of State for Policing and the Fire Service confirmed that April 2017 will see the creation of a "National Fire Chiefs' Council", a new body that will aim to transform the 'operational voice of the service'. Mr Lewis announced the creation of a new inspectorate for the fire service to be modelled on HM Inspectorate of Constabulary, with a similar focus on efficiency and effectiveness. Some of the key items this new inspectorate will assess include:

- the effectiveness of each service in preventing and responding to incidents;
- value for money of the service;
- understanding of current demand and future risk; and
- the leadership, training, diversity, values and culture of each service.

Questions for Audit Committee's considerations

- Have you considered how you would be prepared for an inspectorate regime?
- Do you understand the culture of your organisation and when was this area last independently assessed?
- What measures and tools do you have in place to measure and benchmark value for money against other services?

Other announcements by Mr Lewis included the creation of a new website for the fire service modelled on www.police.uk, which will store information and resources regarding the fire service including statistical data regarding finances and remuneration at a local level.

Procurement

Procurement also featured heavily in Mr Lewis' speech. In response to last year's publishing of fire procurement data the Minister stated:

I'M PLEASED FROM WHAT I HAVE SEEN OVER THE PAST FEW MONTHS THAT THE SECTOR HAS STARTED TO RESPOND TO THESE FINDINGS AND TO MAKE CHANGES TO PROCUREMENT PRACTICES AS A RESULT – THROUGH THE CHIEF FIRE OFFICERS' ASSOCIATION'S NEW COMMERCIAL STRATEGY.

Despite this, Mr Lewis called on every service to assess their procurement strategy with a challenge to the whole sector to quantify what savings can be made.

Independent review of conditions of service for staff

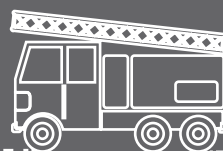
After a considerable delay of nearly two years the review by Adrian Thomas into the conditions of service of fire and rescue staff in England was published by the government in November 2016. The review, suggested in Sir Ken Knight's 'Facing the future' report, was deemed to be necessary in seeking to gain a deeper understanding into barriers to change. In his review, Mr Thomas sets out the initial priorities that he believes fire and rescue authorities should focus on, which are:

- 'much re-building to be done around culture and trust', with concerns raised about bullying and harassment, with Mr Thomas suggesting an annual engagement survey focused on culture, equality and trust;
- enhancing the retained duty system, with a call to government to legislate to extend employment protection for retained duty fire fighters to that of the same standard as military reservists;
- discontinuing the conditions of service gold book and 'slimming down the grey book' with a view to possibly replacing it with a contract of employment at local level; and
- removal of the list of role maps and the pre-determined systems from the grey book.

The review was not accepted in some corners, with the Fire Brigades Union suggesting that the recommendations were 'ill-informed' and 'contradictory'. However the Minister of State for Policing and the Fire Service, Brandon Lewis, acknowledged the report as including 'some things in here for Govt, [but the] majority for fire service to take on board as part of reform and development.'

Questions for Audit Committee's considerations

- Have you considered the impact of this report on your organisation?



National Operational Guidance Programme

The National Operational Guidance Programme has consulted on the industry context guidance outlining the hazards and control measures for the places and situations in which operations can take place. The National Operational Guidance programme board will make available the consultation analysis report to interested parties in due course while the finalised guidance is scheduled to be published in July 2017.

Response times

The Home Office has published the fire incident response times for April 2015 to March 2016, for incidents in England. Overall primary fire response time had increased by 3 seconds, continuing the gradual trend of increased response over the past 20 years, however there were slight decreases for certain types of fires. Despite the marginal increases in response times, the Home Office points out that the number of casualties, fatalities and extent of fire damage has been on a long-term downward trend in this period.

SOURCES OF FURTHER INFORMATION

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'Gender pay gap reporting' – Advisory, Conciliation and Arbitration Service (Acas) and the Government Equalities Office
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<https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/articles/researchoutputsdevelopingacrimeseverityscoreforenglandandwalesusingdataoncrimesrecordedbythepolice/2016-11-29>

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'National Strategy for Police Custody' – National Police Chiefs' Council
<http://www.npcc.police.uk/documents/NPCC%20Custody%20Strategy.pdf>

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'Fire Minister's speech to Reform' – Home Office
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'Independent review of conditions of service for fire and rescue staff in England' – Adrian Thomas
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'Home office publishes the Thomas review' – Fire Brigades Union
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Thomas review comment – Brandon Lewis
<https://twitter.com/BrandonLewis/status/794143659767820288>

'Industry Guidance Consultation' – National Operational Guidance Programme
<http://www.ukfrs.com/Pages/updates-catalogue.aspx?guidanceid=216>

'Fire Incident Response Times: April 2015 to March 2016, England' – Home Office
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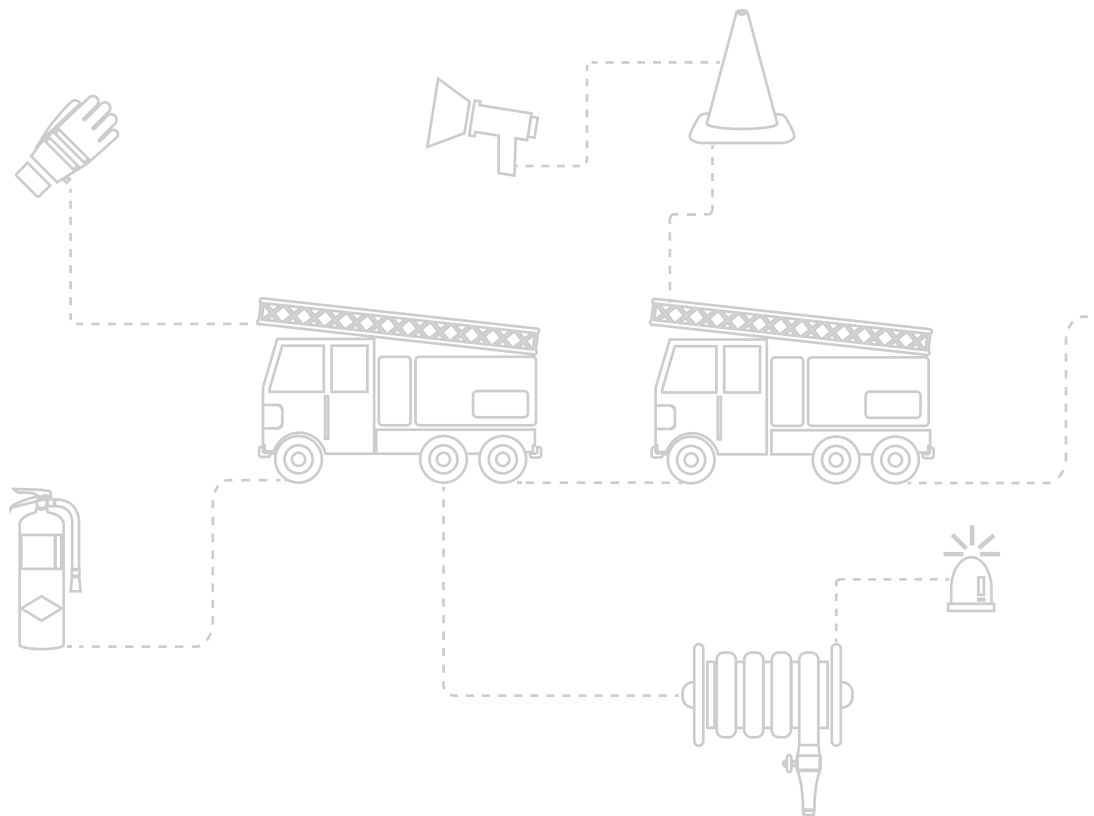
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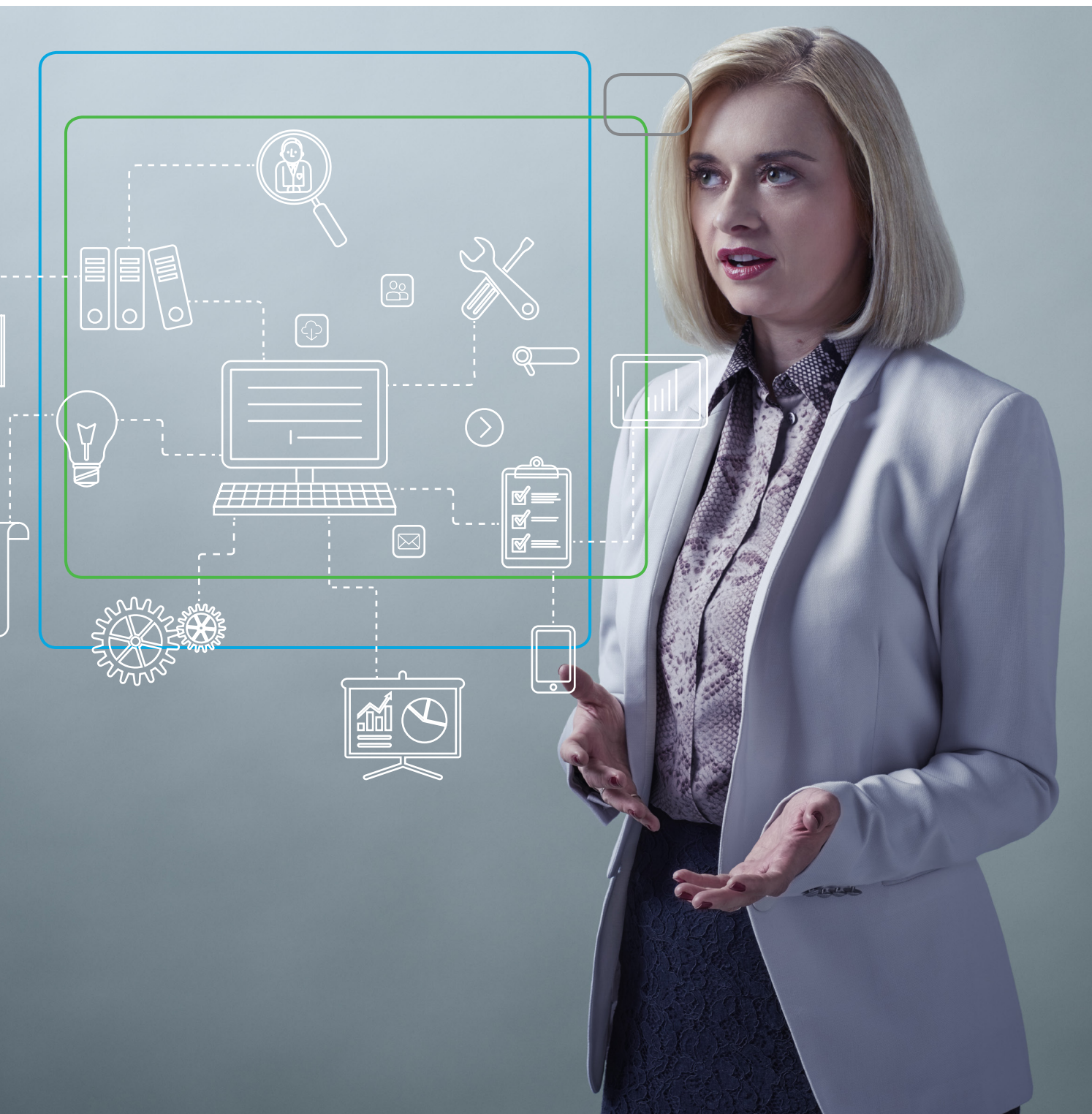
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ARE YOU VULNERABLE TO EMAIL SCAMMING?

The growing threat of phishing and whaling
2017

THE POWER OF BEING UNDERSTOOD
AUDIT | TAX | CONSULTING



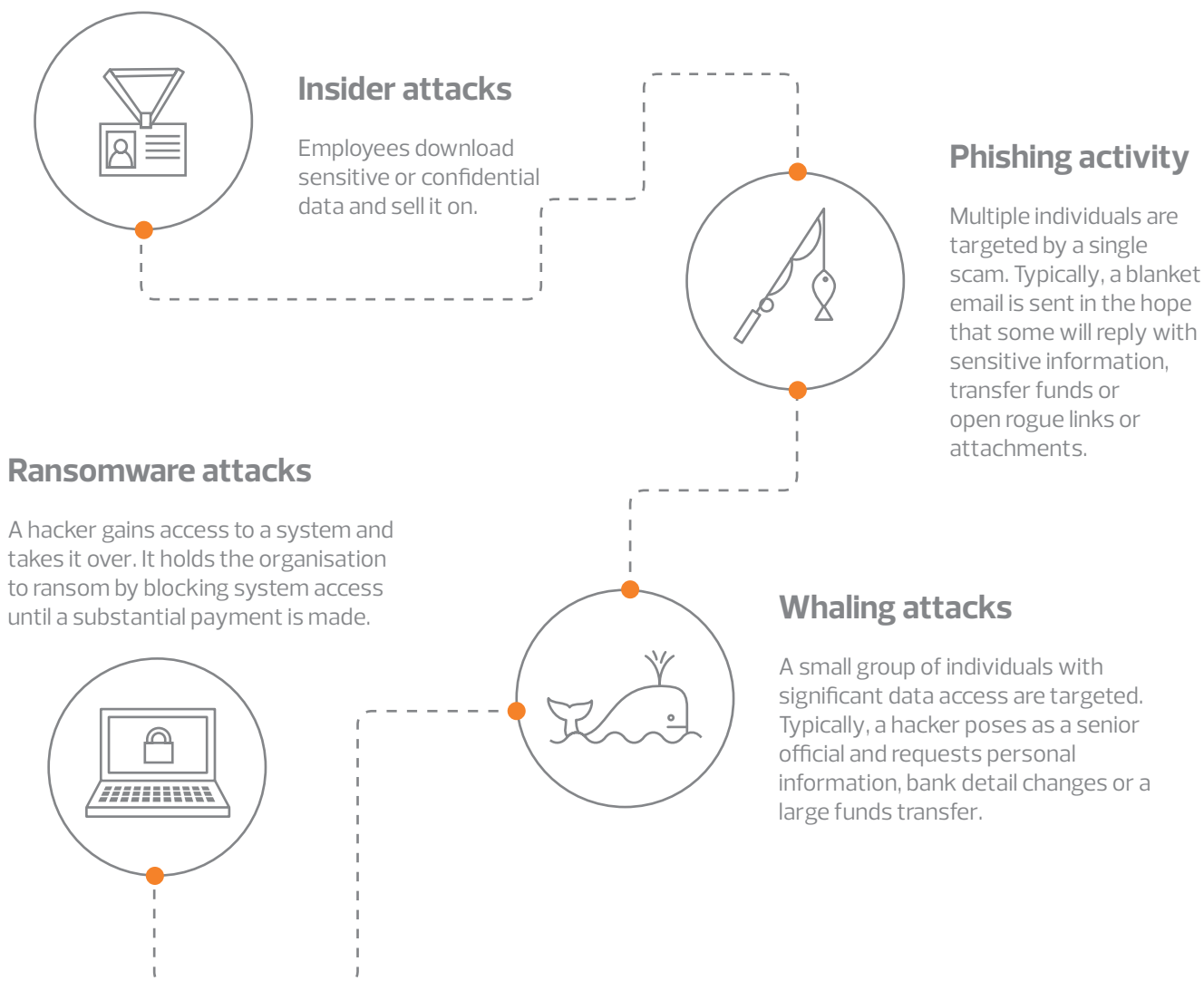
RSM

HOW VULNERABLE ARE YOU?

Across all sectors we can see security breaches and data loss destroying reputations and causing tangible loss of profit and turnover. We are seeing new threats continue to target organisations at their most vulnerable – their staff and third parties.

The practice of phishing and whaling is no different and means sending emails claiming to be from reputable organisations to encourage individuals and companies to reveal valuable personal or corporate information.

HOW DO CYBERCRIMINALS ATTACK?



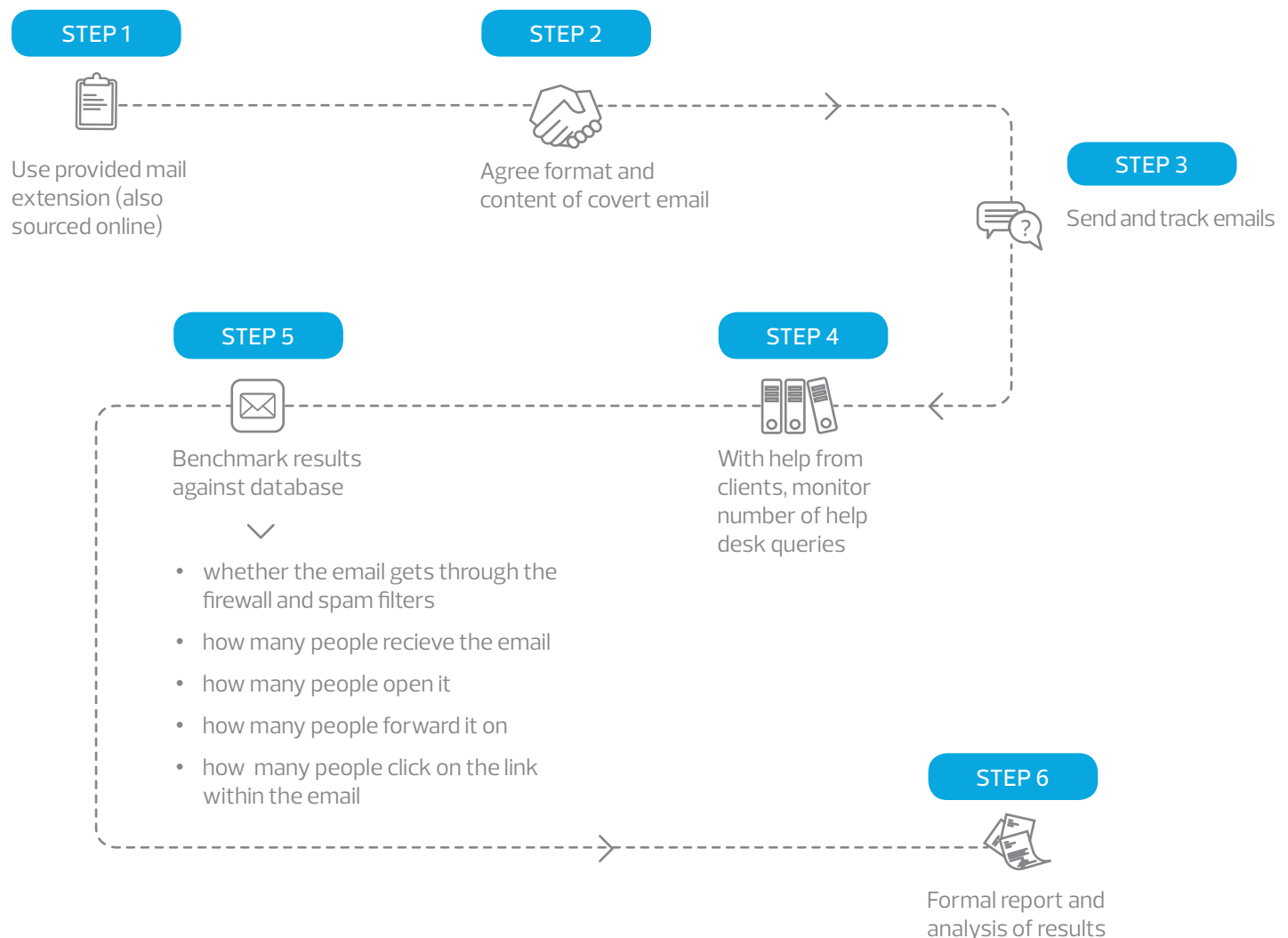
What can you do to address this threat?

Typically, a company will implement technical controls that use firewalls and gateways to identify and filter out spoof, spam and infected emails. However, these will not catch every threat and some emails do make it through. Consequently focus should shift from technical controls, to training and education. It is critical they be trained on their responsibility for keeping information and data secure and how to respond.

What risk factors should concern you?

- recent frauds or losses through cybercrime;
- a history of issues with viruses and malware;
- a large non-technical workforce;
- reliance upon remote working practices;
- reliance upon on-line business activities; and
- limited training on the topic.

How would we help through simulated phishing?



- Illustrates an organisation's vulnerability to such an attack, showing what percentage of their employee base is likely to fall victim;
- Provides structured, on the spot user awareness training where employees learn the importance of keeping the organisation safe and secure in future; and
- Provides an agreed base-line that future training can be measured against.

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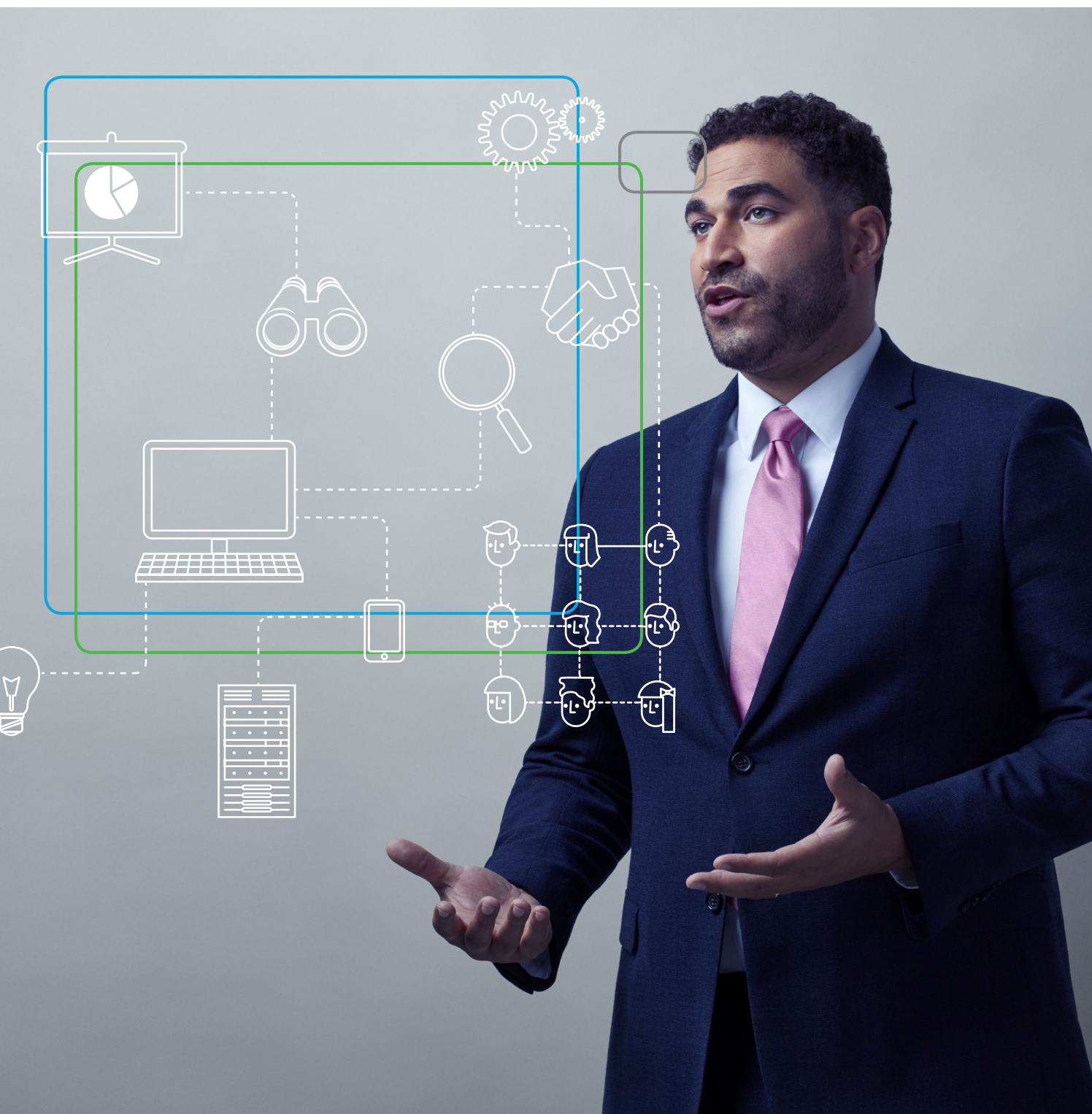
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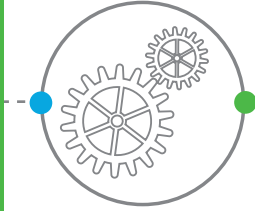


HOW VULNERABLE IS YOUR ORGANISATION TO CYBER ATTACKS?

Confidence through our cyber assurance services

THE POWER OF BEING UNDERSTOOD
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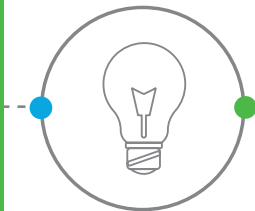
We have benefited from the use of ethical phishing in that we were given insight into the behaviours of individuals within our organisation and have been able to use this to educate our staff further in the identification and management of suspicious e-mails. We will be repeating this exercise now periodically in order to give us assurance that staff are listening to the advice and behaviours have changed.

Deputy Chief Information Officer, large health trust



Having read numerous news articles recently about the increasing number of cyber-attacks on organisations similar to ours, we discussed with RSM about delivering a cyber-security audit that they were already undertaking for our organisation. From scope, planning, execution and reporting, RSM's approach was straightforward yet comprehensive. The results from the exercise clearly proved that we needed to do more – further, they pointed us in the right direction in order to address the issues. Cyber-security needn't be complex, especially when you've got RSM providing you with expert assurance.

Head of ICT, large housing group



RSM demonstrated the necessary cyber security expertise and professional maturity to simulate a phishing attack on our Group as part of a wider cyber security review. The exercise enabled a full independent assessment to be performed of the quality of both our IT security control and procedures to prevent such an attack, and the responsiveness of management in reacting to such an incident.

Group Head of Audit, private company

HAVE YOU CONSIDERED THE IMPACT THAT A CYBER ATTACK COULD HAVE ON YOUR ORGANISATION?

Malicious hacking, identity theft and high profile cyber disruption have become common occurrences in today's business environment. The impact of attacks can vary in severity but most common is a disruption to every day operations and reputational damage that is very difficult to recover and rebuild.

Despite a better awareness of the risks, many firms not only have inadequate defences but also are yet to assess how such an attack would impact their operations.

Weaknesses of any degree across your infrastructure, suppliers and third party providers can expose the whole business. It is critical that you take steps before those vulnerabilities are exploited.

Technology related risks are rarely isolated to one area. As such, our approach to tackling risk is to assess the exposure across your whole organisation.

Internal vulnerability testing

This explores the integrity of your server environment and is often performed in advance of planned external reviews. We check the security of your environment and compare it to accepted good practice.

External penetration testing

Can hackers access your system? What can they do once they're in your system? Our external testing process emulates the hacking process by using commercial and public domain tools to identify network vulnerabilities so you can take steps to correct them.

Ethical Phishing

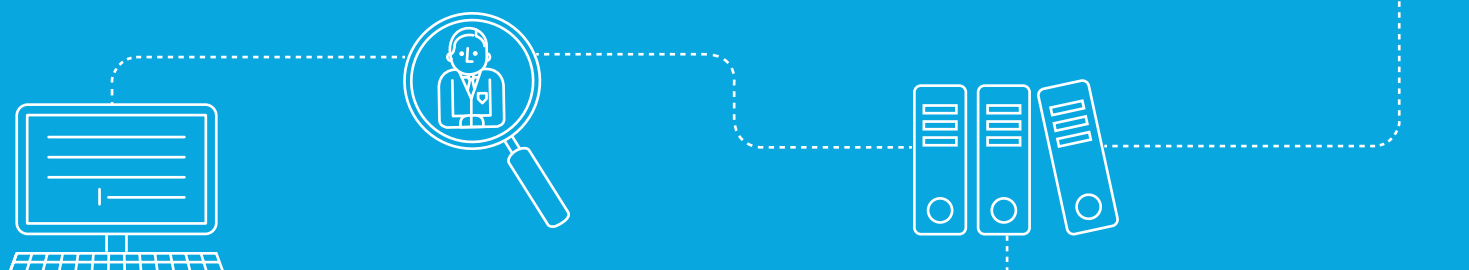
We can test your training effectiveness by simulating a phishing or whaling campaign. This illustrates an organisation's vulnerability to such attack and provides structured, on the spot user awareness training.

Cyber Assessments

We will perform a formal cyber security risk assessment and gap analysis across your organisation. This requires the completion of a detailed set of questions that map where your strengths and weaknesses currently lie. We will compare your scores against the UK government's 10 Steps to Cyber Security model which was developed by the CESG and business groups.

Training Services

We can deliver specific training course designed to inform both IT and non-IT staff of current cyber security risks and the good practice needed to address them.



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