

## JOB DESCRIPTION

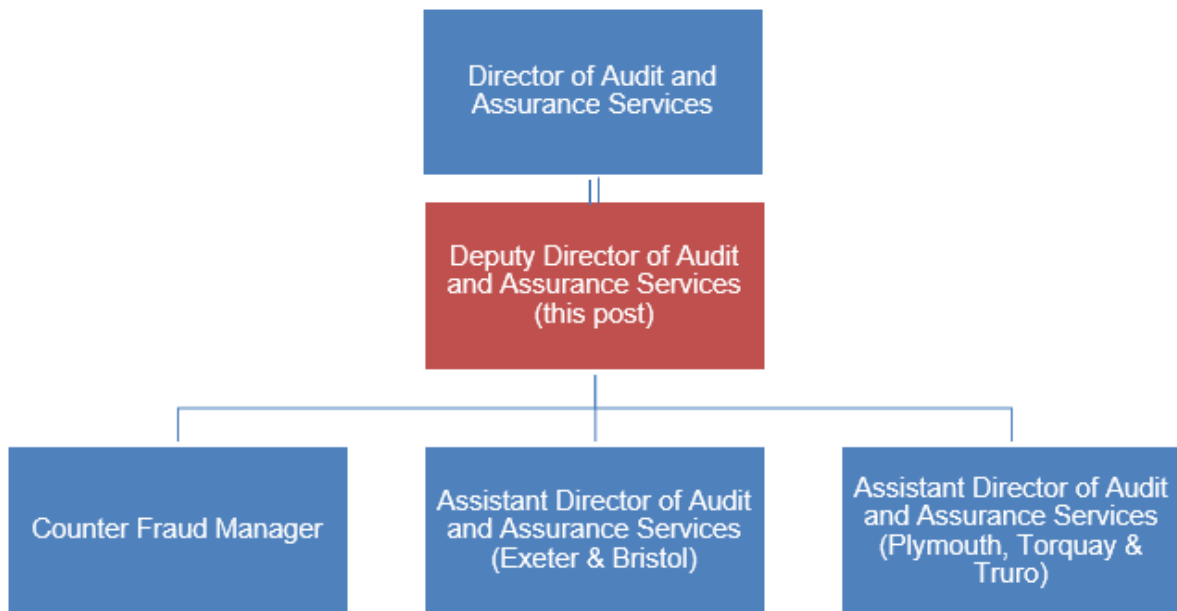
JOB DETAILS	
<b>Job Title</b>	Deputy Director of Audit and Assurance Services – ASW Assurance
<b>Reports to</b>	Director of Audit and Assurance Services – ASW Assurance
<b>Band</b>	8c (subject to completion of formal matching)
<b>Department/Directorate</b>	Finance and Information

JOB PURPOSE
<p>ASW Assurance is an NHS Consortium providing specialist internal audit, assurance, counter fraud and consultancy Services to NHS organisations in the South West, as well as a wide range of other smaller clients nationwide, dedicated to helping improve governance and ultimately the quality and safety of patient care.</p> <p>The Deputy Director of Audit and Assurance Services assists the Director of Audit and Assurance Services with the running/strategic direction of ASW Assurance.</p>

KEY RESULT AREAS/PRINCIPAL DUTIES AND RESPONSIBILITIES
<ul style="list-style-type: none"> <li>• Work with the Director of Audit on the determination of the strategic direction of ASW Assurance, in order to deliver a professional internal audit, governance, assurance, counter fraud, specialist consultancy and risk management service, fit for current and future needs.</li> <li>• Coordinate and manage the overall delivery of ASW Assurance’s full range of services across the complete client base in the context of securing sufficient income to cover costs.</li> <li>• Work with the Director of Audit in designing and integrating long term strategic plans and business development across all the functions to ensure the on-going viability of ASW Assurance.</li> <li>• Lead responsibility, through line management of multiple functions, for ensuring that there are appropriate arrangements for delivering ASW Assurance’s strategy, as set out in the Business Plan, to professional standards and budget.</li> <li>• Budgetary responsibility over an extensive and diverse range of functions. This encompasses highly developed budgetary control awareness and processes with regard to activity and cost recovery.</li> <li>• Oversee the arrangements for innovative research and business development and partnerships that results in a range of developed assurance products being delivered including internal audit, counter fraud, risk management, governance advice, training and consultancy.</li> </ul>

KEY WORKING RELATIONSHIPS				
<p>No. of Staff reporting to this role: 3</p> <p>The post holder is required to deal effectively with staff of all levels throughout ASW Assurance and client organisations on a day to day basis. This will include verbal, written and electronic media. Of particular importance are working relationships with:</p> <table border="1" data-bbox="220 1686 1410 2007"> <thead> <tr> <th>Internal to ASW Assurance</th> <th>External to ASW Assurance</th> </tr> </thead> <tbody> <tr> <td> <ul style="list-style-type: none"> <li>• Director of Audit and Assurance Services.</li> <li>• Senior Management Team (SMT).</li> <li>• Operational Managers.</li> <li>• Audit and Assurance team.</li> <li>• Counter Fraud team.</li> <li>• Business Support/Governance Team.</li> </ul> </td> <td> <ul style="list-style-type: none"> <li>• Chief Finance Officers (CFOs).</li> <li>• Executive Directors.</li> <li>• Audit Committee Chairs/Members.</li> <li>• Senior Managers/Finance Staff.</li> <li>• Consortium Board members (made up of client CFOs).</li> <li>• The Internal Audit Network (TIAN) members.</li> </ul> </td> </tr> </tbody> </table>	Internal to ASW Assurance	External to ASW Assurance	<ul style="list-style-type: none"> <li>• Director of Audit and Assurance Services.</li> <li>• Senior Management Team (SMT).</li> <li>• Operational Managers.</li> <li>• Audit and Assurance team.</li> <li>• Counter Fraud team.</li> <li>• Business Support/Governance Team.</li> </ul>	<ul style="list-style-type: none"> <li>• Chief Finance Officers (CFOs).</li> <li>• Executive Directors.</li> <li>• Audit Committee Chairs/Members.</li> <li>• Senior Managers/Finance Staff.</li> <li>• Consortium Board members (made up of client CFOs).</li> <li>• The Internal Audit Network (TIAN) members.</li> </ul>
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## ORGANISATIONAL CHART



## FREEDOM TO ACT

- As Deputy Director of ASW Assurance, the postholder is accountable for their own actions and those of others, using own initiative and discretion to act independently on behalf of NHS Boards, and the Consortium Board, setting goals and standards for others to manage the delivery of internal audit, assurance, counter fraud services and for staff administration across ASW Assurance in accordance with HR policies.
- Reports directly to the Director of Audit and Assurance Services, accountable to the ASW Assurance Consortium Board and accountable to executive Directors and Audit Committees.
- Sets goals and standards to be achieved for ASW Assurance and for clients.
- Interprets and implements both national and host Trust policy and strategy in the management and delivery of internal audit, assurance, counter fraud services and for staff administration across ASW Assurance.
- Works autonomously, researches, develops and interprets available standards. Responsible for interpreting policies applied by the organisation being audited and providing advice based on national guidelines.
- Has a direct reporting route to Executive Directors and Chairpersons and outside of the organisation, where considered necessary.
- Ultimately accountable for financial performance of large budget spread across four host organisations.

## COMMUNICATION/RELATIONSHIP SKILLS

- Requires highly developed communication skills. The role includes providing and receiving highly complex, sensitive or contentious information; where there may be barriers to understanding; presenting highly complex, sensitive or contentious information to large groups/where there may be significant barriers to acceptance.
- Communicates service-related information to senior managers, staff, external agencies: requires expert negotiating, persuasive, motivational, reassurance skills; gives formal presentations/manage and reconcile conflicting views where there are significant barriers to acceptance or understanding.
- Responsible for maintaining an effective working relationship with all ASW Assurance client organisations, working at Board level, to ensure the delivery of a professional service focused on achieving a high level of customer satisfaction.
- Responsible and routinely reports to client Directors, Audit Committee, Trust Board and where appropriate Chairpersons of organisations on complex, high risk, material and sensitive issues identified by the audit teams.

- Negotiates at Board level to bring about permanent and robust change that effects sound improvement to the clients control environment.
- Deals with client Boards and senior managers with conflicting interests and differing management styles to gain responses from, and agreement to, audit issues and opinions, including the Head of Internal Audit Opinion.
- Responsible for building effective networks of at a national level and client relationships to support the audit process including the ability to benchmark best practice. This will include membership of national groups such the Internal Audit Network (TIAN) and membership of the HFMA Governance and Audit Committee taking forward specific national audit issues and responding to consultations which will impact national audit thinking and policy.
- Reports to Directors of Finance, Audit Committees, Trust Boards and Chief Executives in respect of any high-level risk, governance or assurance issues arising during the course of audit work or counter fraud work.
- Alongside the Director of Audit and Assurance Services, responsible and with the reserved right of “sole” escalation reporting on exceptional issues to the Chairperson of each Trust and ultimately the NHS CFOs/NHS England and Improvement regarding High/Catastrophic Risks and Reputation issues. Such issues are managed on a case for case basis.
- Ensure a good working relationship is maintained with all External Audit providers.
- Regularly negotiates and persuades ASW Assurance staff, clients, Consortium Board, regulators through consortium activities and membership of national confederation and committee.
- Deputise for the Director of Audit and Assurance Services, as required.
- Regularly attends and actively engages in Audit Committee meeting for multiple organisations providing assurances through to Boards needing to be up to date and focused on key issues and challenges within organisations.

#### **ANALYTICAL/JUDGEMENTAL SKILLS**

- Responsible for and routinely expected to use significant specialist expertise, knowledge and judgement to analyse highly complex facts or situations requiring analysis, interpretation comparison of a range of options, covering service, client, organisational, staffing issues.
- Responds to and solves complex HR, governance, risk and assurance issues to an extensive range of Boards and Senior Management Teams of Executive Directors.
- Analyses performance of client areas of activity in relation to performance targets, strategic objectives, business plans, advice in areas where expert opinion differ.
- Lead involvement on the design and development of ASW Assurance’s critical information systems in respect of all aspects of financial management and control. These major information systems underpin the effective operation of ASW Assurance’s business in terms of financial strategy and cost recovery.
- Ability to select appropriate sources of information and data and liaise with information/data holders to secure the same.
- Uses qualitative and quantitative data with a view to solving board level queries, investigations, and supporting multiple organisations in addressing financial and operational challenges.

#### **PLANNING/ORGANISATIONAL SKILLS**

- Alongside the Director of Audit and Assurance Services, leads, plans and delivers the strategic vision for ASW Assurance’s services, through the formulation, development and delivery of the ASW Assurance strategic plan and is an integral part in internal audit/counter fraud development at a regional and national level; through e.g. working with TIAN and the HFMA.
- Makes major contribution to the ongoing development of NHS governance arrangements locally and nationally through membership of TIAN and HFMA groups.
- Alongside the Director of Audit and Assurance Services formulates, plans and organises a broad range of complex activities in delivering client annual internal audit/counter fraud plans to quality standards timescales and time allocations, including variations to plan, in relation to ASW Assurance procedures, Public Sector Internal Audit Standards and NHS Counter Fraud Authority Functional Standards across all clients highlighting areas for continuous improvement in policy, process and practices.

- Alongside the Director of Audit and Assurance Services, co-ordinates and delivers specialist audit services, including integrated care system audits, IM&T audit, consultancy and support work.
- Responsible for achieving strategic and operational internal audit/counter fraud plans to budget.
- Responsible for ensuring that an adequate, high level presence is maintained for each Audit Committee giving suitable audit advice, opinion, guidance on high level, high risk, governance and assurance issues to Non-Executives.
- Responsible for the provision of proper arrangements for the production of Audit Committee papers and reports in a timely and adequate manner and to a standard acceptable to each committee.
- Responsible for delivery of ad-hoc/unplanned/urgent referrals, e.g. high level governance issues, investigation work in line with client needs and expectations whilst delivering client audit, assurance and counter fraud plans.
- Leads and plans for proper arrangements to allow the post holder to be updated with any high level/high risk audit or counter fraud related matter in a timely manner.
- Leads on and develops processes that ensure audit reports are monitored and controlled and the implementation of audit recommendations is followed up managed and reported to clients and their audit committees.
- Accountable for the planning and delivering of counter fraud work plans, annual counter fraud returns and annual reports for all clients in line with NHS Counter Fraud Authority requirements.
- Ability to prioritise a wide set of competing demands from multiple organisations.
- Managing several complex projects concurrently while maintaining an overview of all aspects of ASW Assurance.

#### **PATIENT/CLIENT CARE**

- The post holder will not have direct patient contact, but should assist patients/clients during incidental contact, as necessary, throughout the audit process.

#### **POLICY/SERVICE DEVELOPMENT**

- Responsible for policy implementation and development for ASW Assurance, including proposing and implementing service policies that meet ASW Assurance and host Trust needs.
- Alongside the Director of Audit and Assurance services, responsible for formulating long term strategic plans and annual business plans for ASW Assurance, ensuring the ongoing strategic development of the internal audit, assurance and counter fraud service to fulfil NHS and client requirements.
- Leads on developments and improvements to policy and practices of ASW Assurance clients.
- Leads on the ongoing development of new products to ensure can meet the needs of ASW Assurance clients and new/emerging clients.
- Leads on developing ASW Assurance's business through engaging with prospective and emerging clients, tendering for services where this is seen as being of benefit and in line with the overall ASW Assurance Strategy.

#### **FINANCIAL/PHYSICAL RESOURCES**

- Overall budget holder for ASW Assurance - accountable for the management and delivery of all financial resources and physical assets of ASW Assurance, covering internal audit, assurance and counter fraud teams and staff employed across four host Trusts. The ASW Assurance budget is currently circa £2.3 million.
- Accountable for setting and ensuring a sustainable budget is maintained on a year on year basis and taking service wide decisions to manage resources and structures within that budget envelope; including achieving savings targets as required by the Consortium Board.
- Accountability includes not only managing expenditure but also ensuring sufficient income is received to cover the costs of the services provided across a range of client organisations. This is made more complex by the current hosting arrangements which involves obtaining and managing income and expenditure budgets for internal audit and counter fraud across four separate NHS organisations. This also involves ensuring the financial forecasting of outturn to year end is monitored and reported on to the Consortium Board and ASW Assurance SMT on a regular basis.

- Accountable for and management of on a periodic basis the tendering of contracts in audit and/or counter fraud services with the contract provider including agreeing work plans and monitoring of performance.
- Responsible for the preparation of bid submissions for the tendering of internal audit and counter fraud services.

## **HUMAN RESOURCES**

- Directly line manages three ASW Assurance SMT members including:
  - Ensuring work assignments and responsibilities are scheduled, planned, monitored and allocated to staff in an effective and efficient manner.
  - Recruiting, supervising, motivating and coaching staff.
  - The regular formal appraisal of performance and work evaluation.
  - Staff IPRs, including providing or arranging local training.
  - Health & Safety matters.
  - Career development.
- Leads on motivating ASW Assurance staff by a professional approach and using personal skills and has overall responsibility for disciplinary matters.
- Lead for ensuring staff and managers across ASW Assurance are adequately managed further ensuring that training and development needs are identified and relevant training arranged and supplied.
- Lead for developing and delivering ASW Assurance wide HR management processes consistent to ASW Assurance needs and host client's policies and procedures.
- Lead for ensuring the provision of people and a skills base throughout ASW Assurance of a high level of qualified (CCAB, Risk Management, IIA, LCFS) and experienced staff.

## **INFORMATION RESOURCES**

- Responsible for the management, development and adapting of ASW Assurance information and performance systems to deliver and report on client services across multiple clients, monthly quarterly, six monthly and annually.
- Commissions and leads the development of performance management systems and reports.
- Inputs and manipulates financial data into computer databases and spreadsheets.
- Inputs into the development of client information systems as part of the delivery of audit and assurance services.
- Responsible for maintaining essential information on host Trust information systems – for example ESR as part of wider management role.
- Access and extract data from a range of client information systems (eg PAS, Agresso, CMRS ESR) and perform detailed analysis of the data to inform own judgements on adequacy of systems of internal control and in respect of consultancy work.
- Ensure that key ASW Assurance database tools and performance management systems are maintained up to date in own areas of responsibility (e.g. assurance services report register).

## **RESEARCH AND DEVELOPMENT**

- Responsible for ensuring an understanding of the client's business activities is maintained both personally and service wide, including arrangements for horizon scanning and to keep abreast of current issues within the NHS and internal audit and counter fraud profession.
- Responsible for, as a significant job requirement (up to 20% of the role), and expected to regularly initiate, co-ordinate and undertake Research and Development Programmes over a wide range of Governance/Risk issues up to and including a national level.
- Ensures that ASW Assurance continues to develop Best Practice by Innovation, R & D with partners such TIAN and HFMA.
- Lead for enhancing ASW Assurance by initiating and commissioning specific research and development programmes rather than the maintenance of agreed service levels.
- Responsible for anticipating and instigating proactive research into developmental areas for the NHS in order to interpret and advise clients so that they apply current risk focused corrective actions when implementing systems to manage associated risks.

- Regularly undertakes complex surveys relating to service improvements or performance management to inform service strategy and development.

### **PHYSICAL SKILLS**

- The postholder will have advanced IT skills and standard keyboard skills.

### **PHYSICAL EFFORT**

- Used to working in a wide range of working environments, both in busy settings and able to work for periods of time in isolation. Combination of sitting, standing, walking; Frequent light effort for short periods.
- Use of a vehicle for business purposes and holder of a valid full UK driving licence is desirable, but the ability to travel independently is essential.
- Regular requirement to travel to a range of sites across Devon, Cornwall and Bristol and work in a range of environments, sometimes of a very challenging and less than conducive nature.
- Occasional requirement to travel further afield to attend audit meetings and effect audit assignments external to ASW Assurance.

### **MENTAL EFFORT**

- Frequent prolonged concentration required with an unpredictable pattern. Able to maintain concentration on highly complex issues for substantial periods of time whilst also coping with interruptions to deal with service issues; for example, when analysing highly complex data/preparing or reviewing complex reports such as audit committee papers, active engagement in audit committee meetings and high-level audit assignments.

### **EMOTIONAL EFFORT**

- Expert and highly skilled in being adaptable, flexible and ability to cope with uncertainty and change.
- Professional calm and efficient and effective manner including, but not limited to, addressing regulatory issues.
- Leads, manages and deals with staff performance and disciplinary issues. Can be involved in investigations for HR disciplinary purposes. Can review results of incident reporting systems, deals with and reports on elements of client staff performance during every audit assignment (in some cases this may be the performance of an Executive Director or senior manager and this may be sensitive, confidential or contentious in nature).
- Deals with situations where outcomes may have serious consequences for those involved or dealing with occasional distressing / highly distressing or emotional circumstances. Deals with staff problems, client complaints, conveys unwelcome news.
- Able to cope and deal with challenges from senior professionals, for example, system Chief Executives, Audit Committee Chairs and Chairpersons.

### **WORKING CONDITIONS**

- Office conditions (but can visit any area of client organisations so potential to come into contact with unpleasant working conditions).
- Uses keyboard and VDU equipment for significant proportion of the day.
- Occasional exposure to verbal aggression.

### **OTHER RESPONSIBILITIES**

- Take part in regular performance appraisal.
- Undertake any training required in order to maintain competency including mandatory training, e.g. Manual Handling.
- Contribute to and work within a safe working environment.
- You are expected to comply with Trust Infection Control Policies and conduct yourself at all times in such a manner as to minimise the risk of healthcare associated infection.
- As an employee of the Trust, it is a contractual duty that you abide by any relevant code of professional conduct and/or practice applicable to you. A breach of this requirement may result in

action being taken against you (in accordance with the Trust's disciplinary policy) up to and including dismissal.

- You must also take responsibility for your workplace health and wellbeing:
  - When required, gain support from Occupational Health, Human Resources or other sources.
  - Familiarise yourself with the health and wellbeing support available from policies and/or Occupational Health.
  - Follow the Trust's health and wellbeing vision of healthy body, healthy mind, healthy you.
  - Undertake a Display Screen Equipment assessment (DES) if appropriate to role.

#### **APPLICABLE TO MANAGERS ONLY**

- The postholder will lead the team effectively and support their wellbeing by:
  - Championing health and wellbeing.
  - Encouraging and support staff engagement in delivery of the service.
  - Encouraging staff to comment on development and delivery of the service.
  - Ensuring during 1:1's / supervision with employees you always check how they are.

#### **GENERAL**

This is a description of the job as it is now. We periodically examine employees' job descriptions and update them to ensure that they reflect the job as it is then being performed, or to incorporate any changes being proposed. This procedure is conducted by the manager in consultation with the jobholder. You will, therefore, be expected to participate fully in such discussions. We aim to reach agreement on reasonable changes, but if agreement is not possible, we reserve the right to insist on changes to your job description after consultation with you.

Everyone within the Trust has a responsibility for, and is committed to, safeguarding and promoting the welfare of vulnerable adults, children and young people and for ensuring that they are protected from harm, ensuring that the Trusts Child Protection and Safeguarding Adult policies and procedures are promoted and adhered to by all members of staff.

At the Royal Devon, we are committed to reducing our carbon emissions and minimising the impact of healthcare on the environment, as outlined in our Green Plan available on our website. We actively promote sustainable practices and encourage colleagues to explore and implement greener ways of working within their roles.

# PERSON SPECIFICATION

<b>Job Title</b>	Deputy Director of Audit and Assurance Services – ASW Assurance
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Requirements	Essential	Desirable
<p><b>QUALIFICATION/ SPECIAL TRAINING</b></p> <ul style="list-style-type: none"> <li>Full membership of a professional Accountancy (Consultative Committee Accountancy Bodies), Internal Audit (Institute of Internal Auditors) or other relevant professional.</li> </ul>	E	
<p><b>KNOWLEDGE/SKILLS</b></p> <ul style="list-style-type: none"> <li>Advanced theoretical and practical knowledge, experience and expertise in an internal audit/counter fraud management and staff management role.</li> <li>Advanced theoretical and practical expertise in governance, risk management and assurance matters.</li> <li>Advanced theoretical and practical knowledge in other high-level areas considered strategically important to the NHS and clients e.g. performance management frameworks, staff management, financial planning and clinical support systems.</li> <li>Advanced theoretical and practical knowledge and strategic understanding of the NHS and client organisations.</li> <li>Advanced theoretical and practical expert understanding of the professional standards laid down by the national Public Sector Internal Audit Standards and NHS Counter Fraud Authority Functional Standards.</li> <li>Awareness of information governance procedures.</li> </ul>	E  E  E  E  E  E	
<p><b>EXPERIENCE</b></p> <ul style="list-style-type: none"> <li>Significant specific experience of internal audit/counter fraud.</li> <li>Significant expertise and capability to manage own workload and make informed decisions in the absence of required information, working at Board level to tight and often changing timescales.</li> <li>A thorough understanding of and commitment to equality of opportunity and good working relationships in terms strategic and day-to-day working practices, which support and promote this agenda.</li> <li>Significant experience of managing and developing a team.</li> <li>Significant experience of highly complex and highly visible audit/assurance/counter fraud services and/or consultancy work.</li> <li>Significant experience of preparing complex reports for Board and Audit Committees to a high standard.</li> <li>Expert experience of dealing with Board members and Audit Committees.</li> <li>Expert experience of dealing with sensitive internal audit/counter fraud issues.</li> </ul>	E E  E  E E  E  E  E	
<p><b>PERSONAL ATTRIBUTES</b></p> <ul style="list-style-type: none"> <li>Ability to train and recruit senior staff.</li> <li>Ability to develop talent for the future.</li> <li>Expert, highly developed interpersonal skills.</li> <li>Well-developed communication skills, both written and oral, including report writing, negotiating, questioning and presentational skills, with the ability to advise/provide detailed guidance to Board members and Audit Committees.</li> </ul>	E E E E	



<ul style="list-style-type: none"> <li>• Excellent organisational and time management skills, with the ability to prioritise work and work to tight deadlines.</li> <li>• Highly motivated and able to work independently as well as part of a team. Acts as a role model in terms of professional and personal behaviour.</li> <li>• Excellent people management and motivation skills.</li> <li>• Ability to manage, supervise, coach and train staff.</li> <li>• Significant performance management skills.</li> <li>• Ability to deliver to tight timescales and in a busy environment, including the maintenance of good working papers/records.</li> <li>• Ability to deliver operational internal audit/counter fraud plans to the designated audit clients.</li> <li>• Ability to input and manipulate various data, both financial and non-financial, into a range of digital packages, where speed and accuracy are necessary.</li> <li>• Confident.</li> <li>• Self-motivated.</li> <li>• Managing staff performance and disciplinary issues.</li> <li>• Willing to work flexibly, including outside normal working hours.</li> </ul>	<p style="text-align: center;">E</p> <p style="text-align: center;">E</p> <p style="text-align: center;">E</p> <p style="text-align: center;">E</p> <p style="text-align: center;">E</p> <p style="text-align: center;">E</p> <p style="text-align: center;">E</p> <p style="text-align: center;">E</p> <p style="text-align: center;">E</p> <p style="text-align: center;">E</p> <p style="text-align: center;">E</p>	
<p><b>OTHER REQUIREMENTS</b></p> <ul style="list-style-type: none"> <li>• Valid and current driving licence, appropriate business insurance, and reliable access to a vehicle.</li> </ul>	<p style="text-align: center;">E</p>	

		FREQUENCY			
		(Rare/ Occasional/ Moderate/ Frequent)			
WORKING CONDITIONS/HAZARDS		R	O	M	F
<b>Hazards/ Risks requiring Immunisation Screening</b>					
Laboratory specimens	N				
Contact with patients	N				
Exposure Prone Procedures	N				
Blood/body fluids	N				
Laboratory specimens	N				
<b>Hazard/Risks requiring Respiratory Health Surveillance</b>					
Solvents (e.g. toluene, xylene, white spirit, acetone, formaldehyde and ethyl acetate)	N				
Respiratory sensitisers (e.g isocyanates)	N				
Chlorine based cleaning solutions (e.g. Chlorclean, Actichlor, Tristel)	N				
Animals	N				
Cytotoxic drugs	N				
<b>Risks requiring Other Health Surveillance</b>					
Radiation (>6mSv)	N				
Laser (Class 3R, 3B, 4)	N				
Dusty environment (>4mg/m3)	N				
Noise (over 80dBA)	N				
Hand held vibration tools (=>2.5 m/s2)	N				
<b>Other General Hazards/ Risks</b>					
VDU use (> 1 hour daily)	Y				√
Heavy manual handling (>10kg)	Y	√			
Driving	Y			√	
Food handling	N				
Night working	N				
Electrical work	N				
Physical Effort	Y	√			
Mental Effort	Y				√
Emotional Effort	Y			√	
Working in isolation	Y			√	
Challenging behaviour	Y		√		