

INTERNAL AUDIT MANAGEMENT ACTIONS – THOSE AGREED & COMPLETED SINCE SEPTEMBER 2015 AND THOSE IN PROGRESS

Action plan 1		Networked Fire Control Project 2013/14			
Objective	Appropriate consideration has been given to how the Networked Fire Control Services Partnership and its implementation effects Hampshire Fire and Rescue Service and its employees.				
Observations	<p>Throughout the project implementation, the expected benefits of the project have been identified centrally for the project and recorded during each stage. Whilst the project lead on the measurement of benefits across the project as a whole is the Project Manager from Devon and Somerset FRS, it is down to individual Fire and Rescue Service to highlight their own benefits.</p> <p>Within HFRS we understand that the pressure of the implementation has impacted on the resources to capture, identify and measure the benefits being realised. Although this may not impact on the project itself, it may have implications when the project has been completed. If benefits are not seen to be realised there could be a reputational risk of the benefits of the project being called into doubt.</p>				
Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
Review partnership and FRS benefits alignment.	Medium	Fire Control Options PM / DSFRS PM	Area Manager Response Support	01/08/2014 Extended to 31/01/2015 Extended to 30/09/2016	
Undertake further baseline benefits measurement (FRS).	Medium	Fire Control Options PM	Area Manager Response Support	01/08/2014 Extended to 31/01/2015 Extended to 30/09/2016	
Summary: On track for current target date.					

Action plan 1		Programme and Project Management 2014/15			
Objectives	Confirmation that progress has been achieved against the recommendations made within the Project Angels report.				
Observations	<p>The Project Angels report was approved by SMT in January 2014, at this meeting it was agreed that a plan would be drawn up to implement the recommendations. It was agreed that the plan should be available at the March 2014 meeting.</p> <p>We reviewed the minutes of the March 2014 meeting which noted discussions about the way forward, however there do not appear to be any specifics identified in terms of resourcing requirements or a timeline.</p> <p>One of the key elements identified by SMT was to appoint a dedicated project manager to drive the process forward. It was agreed that this should be a station manager (or equivalent) as a secondment for 12-18 months. As of December 2014 no officer had been assigned to this post. This has had a knock-on effect on the remainder of the recommendations.</p> <p>It is concerning to note that no further meetings were held to discuss the implementation and the progress of introducing the recommendations after the March 2014 meeting. The March 2014 minutes indicated that "interim progress should be reported to SMT six monthly aiming for delivery of improvements and realisation of initial benefits by November 2015".</p> <p>At the close of audit we were informed that at a recent away day held to discuss the Project Management Office (PMO) it was agreed by Senior Management that an external consultant would be engaged. This appointment would be for a three month period to identify and evolve a structure for the PMO.</p>				
Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
An external consultant has been identified to act as an ongoing mentor for the Project Management Officer Manager. Consideration will be given to appointing a second consultant for a 3 month contract, at a later date	Medium	Performance Management & Assurance Manager	Head of Knowledge Management	01/10/2015	03/11/2015
<p>Summary: The new structure within the Project Management and Assurance (PM&A) strand in Knowledge Management (KM) has superseded this requirement therefore there is no need to appoint a second consultant on a 3 month contract. The PMO has and continues to evolve into an effective team.</p>					

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Action plan 2		Programme and Project Management 2014/15			
Objectives	Confirmation that progress has been achieved against the recommendations made within the Project Angels report.				
Observations	<p>It was agreed as part of one of the recommendations that the project “life cycle” would be re-launched with an emphasis on business cases, planning and proper resource management.</p> <p>We noted that the web page which outlines the process is not up to date so reliance cannot be placed on the validity of the data to assist with any project management support. Whilst training was introduced for staff who have an interest in project management and those identified as project managers, this has stopped due to the availability of staff to carry out the training.</p> <p>At the present time there continues to be no clear and up to date guidance to support officers assigned as Project Managers.</p>				
Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
Initial relaunch of the current HFRS Project Management Methodology with a full review to be carried out by 01/06/2015	High	Performance Management & Assurance Manager	Head of Knowledge Management	01/06/2015 Extended to 01/12/2015	
Development of an online forum for Project Managers to share learning, seek advice from peers and understand impacts between projects	High	Performance Management & Assurance Manager	Head of Knowledge Management	01/06/2015 Extended to 31/10/2015	13/10/2015
Review of the current webpages.	Medium	Performance Management & Assurance Manager	Head of Knowledge Management	01/06/2015 Extended to 31/10/2015	31/10/2015

Review and relaunch of the current Project Health Check process to ensure project continuation decisions are documented at appropriate gateways	Medium	Performance Management & Assurance Manager	Head of Knowledge Management	31/12/2015	
Review of the current project governance documentation	Medium	Performance Management & Assurance Manager	Head of Knowledge Management	31/12/2015	
Full review and relaunch of the training provision to create a suite of national accredited training courses, using a blended learning approach. A new role will be created within the PMO to deliver this as well as support actions 1.1-1.6	High	Performance Management & Assurance Manager	Head of Knowledge Management	01/04/2016	

Summary: The outstanding actions above are still in progress and on track to meet the target dates.

Action plan 3		Programme and Project Management 2014/15
Objectives	Confirmation that progress has been achieved against the recommendations made within the Project Angels report.	
Observations	<p>The report recommended that a portfolio, delivery and support unit, incorporating the current Performance Review Team (PRT), the PMO and a team of professional project managers be introduced. The future structure of the PMO also needs to be considered alongside the Professional Services Redesign (PSR). This had not been implemented at the time of our audit, but was discussed in December 2014 as part of the Senior Management away day, when it was agreed that an external consultant would be engaged.</p> <p>At the present time the PMO is staffed by a mixture of seconded and temporary staff with only one dedicated project manager post. The work profiles of staff working within the PMO are largely administration based.</p> <p>To comply with the recommendation that the PMO requires “teeth” would require a balance to be obtained between the expectations of management and what can be achieved given the existing resource profile.</p> <p>Until the PMO has a permanent embedded structure it will be difficult to be clear on which of the recommendations can be achieved given the existing resources available.</p>	

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Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
This new structure (including the PMO Manager) will remain in place until 31.03.2017 at which point a decision will be made as to what resources will be required on a permanent basis. Work will be undertaken to design this model by the PMO Manager and be owned by the Head of Knowledge Management/ACO of Transformation	Medium	Performance Management & Assurance Manager	Head of Knowledge Management	31/03/2017	03/11/2015
Upskill the current PMO team with the necessary qualifications relating to Project Management methodologies and practices.	Medium	Performance Management & Assurance Manager	Head of Knowledge Management	31/12/2015	
Summary: The new structure within the PM&A strand in KM has superseded the first action and there is no requirement to recruit further resources within the PMO. The PMO has and continues to evolve into an effective team.					

Action plan 1		Partnerships and Associated Contracts – South Central Ambulance Service 2014/2015	
Objectives	An agreement is in place which clearly documents the aims and objectives of the scheme, along with roles and responsibilities.		
Observations	<p>There is no current HFRS partnership policy for staff to follow when entering in to partnerships and associated contracts. Nor are there procedures for staff to follow when entering in to a new partnership agreement covering the processes, documentation and approvals required.</p> <p>On the HFRS website there is a list of formal, informal and statutory partners, however, the partnership with South Coast Ambulance Service (SCAS) is not included.</p>		

Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
Partnerships Policy to be updated and a Partnerships Register to be created. Both to be agreed by SMT and then presented to Standards and Governance Committee for sign off.	Medium	Performance Management & Assurance Manager	Head of Knowledge Management	31/01/2016	
Summary: In progress and on track for target date.					

Action plan 1		FireWatch management information and access controls 2014/15
Objectives	Management information requirements have been clearly specified	
Observations	<p>We requested documentation for the specification of management information requirements for FireWatch. A document from 2010 was made available to us titled "Customer Requirements Document for an Integrated Software Solution to support Availability, Training & Development, Health & Safety and Occupational Health". This contained annotations from Infographics in the "Management Information Reporting" section indicating whether or not FireWatch met the requirement.</p> <p>51 requirements were specified, 40 of these were marked as "Yes" for FireWatch compliance and designated a mandatory requirement for the software solution.</p> <p>We compared the text describing the requirement with what management information is available in FireWatch. In our opinion 17 are currently met either by FireWatch reporting or the reports Business Intelligence and Performance Review have provided via SQL queries from the database. Two are not applicable and 21 are not met.</p> <p>The text in the customer requirements document is open to different interpretations but we believe this analysis shows there is a gap between mandatory requirements for the software solution and what is currently available from FireWatch.</p>	

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Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
The 'FireWatch Optimisation' Project is due to be approved by senior management on 3rd August 2015. A high priority task of the project (work of which is already underway) is a full review of the customer requirements document to identify what has been delivered, what is still outstanding and how does this compare to current HFRS requirements.	Medium	Performance Management & Assurance Manager	Head of Knowledge Management	30/11/2015	03/11/2015
Summary: The IRM (Integrated Resource Management) Project has been established to undertake a full review of organisational requirements and measure these against the current functionality of FireWatch.					

Action plan 2		FireWatch management information and access controls 2014/15
Objectives	Management information requirements have been clearly specified	
Observations	<p>We looked for a strategy or project plan for the specification and delivery of management information from FireWatch. We did not find evidence of a strategy or project plan which (for example) linked to service objectives, the mitigation of key risks or getting added value from FireWatch by improving on what was available in the previous system.</p> <p>The FireWatch team are currently working on improving the management information available, but at the time of the audit it was uncertain where responsibility for future development and maintenance would rest. We understand that this uncertainty has now been resolved by the Knowledge Management restructure where specific FireWatch accountabilities have been picked up between Knowledge Management and the Information Services (IS) department.</p> <p>Currently reports can be developed by the FireWatch team using the reporting tools in FireWatch with assistance from Infographics, or by request to Business Intelligence or members of the Performance Review team to write a SQL query which runs on the database.</p>	

Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
Produce a documented transition plan for each Business As Usual area and assign owners. Publish to Heads of Service for Information and endorsement.	Medium	Performance Management & Assurance Manager	Head of Knowledge Management	30/09/2015 Extended to 31/12/2015	
Develop a Management Information Strategy.	Medium	Head of Knowledge Management (with significant input from IS)	Head of Knowledge Management	01/03/2016	
Summary: The first action has been extended to 31/12/2015 due to the restructure of the team. Work has now been allocated and the action is on track for completion on 31/12/2015.					
Action plan 3 FireWatch management information and access controls 2014/15					
Objectives	Management information requirements have been clearly specified				
Observations	An email to “specifically chosen WM’s/SC’s and GM’s requesting input” was sent in November 2014 by the FireWatch team for reporting requirements but the response rate was low with only 4 out of eighteen responses. We found no evidence of follow up or higher management support for input from the recipients.				

Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
<p>Business As Usual Departments that have already gone live with FireWatch are responsible for their own data cleansing of data, with support from Knowledge Management.</p> <p>However, Action Plan 1.1 will cover any outstanding requirements which will support the Business As Usual team to manage their data effectively.</p>	Medium	Performance Management & Assurance Manager	Head of Knowledge Management	30/11/2015	03/11/2015
Summary:					

Action plan 5		FireWatch management information and access controls 2014/15
Objectives	Access applied in FireWatch is in line with documented definitions, authorised and up to date.	
Observations	<p>Access to data by reports within FireWatch is controlled by the access privileges assigned to each user. So if a user cannot navigate to data within FireWatch it won't be visible to them on a report either.</p> <p>Direct access to the SQL database to write reports from the tables is controlled by access to SQL Server 2008 or 2012 and the user id having the connection string and log in details for the FireWatch database.</p> <p>The ability to run the report queries created by the Business Intelligence team is granted by adding the user's network id to the specific query accessed from hfrs.net.</p> <p>Therefore the control of access to FireWatch data is currently the responsibility of separate teams. Any regular review of access to the data needs to cover all these areas.</p>	

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Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
As part of the FireWatch Optimisation Project the team will create a process for the maintenance of user accounts and security in FireWatch and hand over to Business As Usual teams. Knowledge Management (Research and Intelligence) will manage, review and update this process once handed over.	Medium	Performance Management & Assurance Manager	Head of Knowledge Management	30/10/2015 Extended to 31/12/2015	
Summary: The IRM (Integrated Resource Management) Project has been established to undertake a full review of organisational requirements and measure these against the current functionality of FireWatch.					

Action plan 6		FireWatch management information and access controls 2014/15
Objectives	Access requirements, including those to personal and sensitive data, have been defined and documented.	
Observations	<p>We reviewed the access templates for FireWatch to determine if restrictions to personal and sensitive data were in place and appropriate. We found the template definitions to be appropriate.</p> <p>We were informed that personal or sensitive data types were not maintained in FireWatch so even if access was enabled there may not be data to view. We checked the database tables with the Business Intelligence Manager and the FireWatch Manager for a sample of personal or sensitive data types. We found the following:</p> <p>Ethnicity – 1733 entries in the database which were not “NULL”. A corresponding table defined what the entry codes meant.</p> <p>Sexuality – 53 entries which were not “NULL”. The table which defined what the entries mean was encrypted.</p> <p>Reg Disabled – 176 entries which were not “NULL”. This is a ‘tick box’ field where “1” means there is a tick in the box. In addition to the unexpected data being present we noted that the encryption of the definition tables was also inconsistent. A member of staff with direct access to the database could work out the ethnicity recorded, but not the sexuality.</p>	

Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
Action Plan 5.1 will mitigate further risk of this.	Medium	Performance Management & Assurance Manager	Head of Knowledge Management	31/10/2015 Extended to 31/12/2015	
Research and Intelligence will manage, review and update this process once handed over.	Medium	Research & Intelligence Manager	Head of Knowledge Management	31/10/2015 Extended to 31/01/2016	
Summary Once action plan 5.1 is complete the handover will take place and will be completed within a month.					

Action plan 7		FireWatch management information and access controls 2014/15
Objectives	Access requirements, including those to personal and sensitive data, have been defined and documented.	
Observations	<p>High privilege access to functions and/or data in FireWatch is controlled by the access controls within the software or controls over who has access directly to the database.</p> <p>Members of the implementation team have the highest level of access within the software. We tested who had this access applied to them and found two issues. Staff had moved teams but the access was still in place. These have since been removed.</p> <p>There was also an "Admin" account active in the software which was confirmed as no longer required with Infographics by the FireWatch manager. This has now been disabled.</p>	

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We also determined who had access directly to the FireWatch database using SQL Server 2008 or 2012. We found that 4 members of the Knowledge Management Team had this access route.					
Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
Action 5.1 will mitigate this risk	Medium	Business Intelligence developer (Research and Intelligence Manager)	Head of Knowledge Management	31/10/2015 Extended to 31/12/2015	
Research and Intelligence will manage, review and update this process once handed over.	Medium	Research & Intelligence Manager	Head of Knowledge Management	31/10/2015 Extended to 31/01/2016	
Summary: Once action plan 5.1 is complete the handover will take place and will be completed within a month.					
Action plan 8 FireWatch management information and access controls 2014/15					
Objectives	Access requirements, including those to personal and sensitive data, have been defined and documented.				
Observations	<p>We reviewed the members of staff with access to run the FireWatch reports written by the Business Intelligence team. The access to ten reports was covered, and one issue was found with a member of staff still having access to the “FireWatch Contract Checker” report. This member of staff was on secondment from the role which needed the access.</p> <p>The standard process is for the member of staff’s line manager to advise the Business Intelligence Manager of role changes so access can be amended.</p>				

Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
Action 5.1 will mitigate this risk	Medium	Performance Management & Assurance Manager	Head of Knowledge Management	31/10/2015 Extended to 31/12/2015	
Research and Intelligence will manage, review and update this process once handed over.	Medium	Research & Intelligence Manager	Head of Knowledge Management	31/10/2015 Extended to 31/01/2016	

Summary: Once action plan 5.1 is complete the handover will take place and will be completed within a month.

Action plan 9		FireWatch management information and access controls 2014/15
Objectives	Access applied in FireWatch is in line with documented definitions, authorised and up to date.	
Observations	<p>We compared the FireWatch access templates provided to us on 20th January with an access report from FireWatch run on 17th February.</p> <p>This test took 10 users and compared all their access privileges (totalling 270) with the template for their job. We found nine differences between what the template documented and what access was granted in FireWatch. Six of the 10 users had at least one difference.</p> <p>We were informed that the differences we found were down to the work being done at the time of the audit to review, change and simplify access.</p> <p>Retesting of the same 10 users on 13th April found six differences between the access assigned in FireWatch and the new template specification. Six of the 10 users had at least one difference. However all of the differences were down to the category "Sickness Details (Core)" being "Read/Write ROSelfSubordinates" in FireWatch but "Insert ROSelfRWAll" was specified in the template.</p>	

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<p>On the 13th of April we also selected a different 10 users and compared all their access privileges (totalling 284) with the new template specification for their job. This test found a total of six differences, four of which were down to the same “Sickness Details (Core)” issue mentioned above.</p>					
Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
Action 5.1 will mitigate this risk	Medium	Performance Management & Assurance Manager	Head of Knowledge Management	31/10/2015 Extended to 31/12/2015	
Research and Intelligence will manage, review and update this process once handed over.	Medium	Research & Intelligence Manager	Head of Knowledge Management	31/10/2015 Extended to 31/01/2016	
<p>Summary: Once action plan 5.1 is complete the handover will take place and will be completed within a month.</p>					
<p>Action plan 10 FireWatch management information and access controls 2014/15</p>					
Objectives	Access applied in FireWatch is in line with documented definitions, authorised and up to date.				
Observations	We compared all 1040 user ids in FireWatch as at 17.2.15 with payroll output from SAP to check that users set up in the system were still active employees with HFRS.				

<p>This resulted in the removal of 18 members of staff and one contractor who had left HFRS. It was also confirmed that six others not on the payroll were contractors but still had a need for the access. Four leavers removed were from 2012, two from 2013, eleven from 2014 and one from 2015. Three of the 2014 leavers were TUPE transfers to Hampshire County Council.</p>					
Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
Action 5.1 will mitigate this risk	Medium	PM&A Manager	Head of Knowledge Management	31/10/2015 Extended to 31/12/2015	
Research and Intelligence will manage, review and update this process once handed over.	Medium	Research & Intelligence Manager	Head of Knowledge Management	31/10/2015 Extended to 31/01/2016	
<p>Summary: Once action plan 5.1 is complete the handover will take place and will be completed within a month.</p>					
<p>Action plan 11 FireWatch management information and access controls 2014/15</p>					
Objectives	Access applied in FireWatch is in line with documented definitions, authorised and up to date.				
Observations	<p>Business Intelligence have provided an “Access and Privileges” report which can be used to identify all current users of FireWatch and what data and functions they have access to. This report is not currently being regularly run to review access or identify leavers missed by the notification processes.</p>				

Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
Develop new induction Health & Safety (H&S) Element run through Moodle	Medium	Moodle Lead	Head of Physical Assets	31/1/2016	
Summary:					
Action plan 3			Health & Safety 2015/16		
Objectives	Health and safety risk are identified and arrangements made for appropriate action to be taken where required.				
Observations	<p>At our meeting held with the Central Service Manager (CSM) we identified that a fire log exists which outlines when fire alarms are tested. We were informed by the Manager that fire alarm testing is completed weekly on a Wednesday as well as one further call point located at either SHQ, Training Centre or Fleet maintenance.</p> <p>Whilst printed slips are retained from each test they are not held in any sort of chronological order and it has therefore not been possible for us to fully test this area. We are therefore unable to provide assurance that alarm testing has been undertaken at the intervals stated.</p> <p>No guidance or best practice document is available to support the CSM in this role to ensure compliance with statutory safety requirements and to ensure the retention of supporting documentation is appropriate.</p>				

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Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
Develop and implement system for controlling fire alarm testing.	Medium	Central Services Manager	Head of Physical Assets	30/11/2015	
Summary:					
Action plan 4 Health & Safety 2015/16					
Objectives	Health and safety risks are identified and arrangements made for appropriate action to be taken where required.				
Observations	<p>Fire evacuation procedures outlining the roles and responsibility of key staff are laid out in service order number SO/2/11, this order has a review date of 08/2012 and review is therefore overdue. The Health and Safety Manager has highlighted that it is good practice to review Evacuation Procedures annually.</p> <p>We are concerned to note that a full fire evacuation procedure has not been completed at SHQ since 2012 and service order SO2/11 does not stipulate how regularly these should be completed.</p>				

Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
Fire evacuation was completed for the SHQ building on the 8 September 2015, a number of learning points were identified and are currently being progressed. Review evacuation plans for site on completion of the refurbishment work (Phase 1) in October /November 2015 and after all work is completed on phase 2.	Medium	Central Services Manager	Head of Physical Assets	30/11/2015	
Undertake a review of Service Order number SO/2/11.	Medium	Health & Safety Manager	Head of Physical Assets	30/11/2015	

Summary:

Action plan 6

Health & Safety 2015/16

Objectives

All identified health and safety risks are monitored and managed.

Observations

At the present time HFRS has a number of grey book staff working within SHQ who are first aid trained to the highest level possible. These officers, although working at SHQ are not using this as a permanent place of work and therefore the Service are unable to rely on them being available if there is an incident. We therefore reviewed the number of green book staff who are first aid trained and found only four staff at SHQ who are currently paid a monthly first aid allowance. It was recognised that the First Aid provision at the SHQ may not fully satisfy the requirements of the Health and Safety (First Aid) Regulations 1981 with regards to the requirement for named and trained First Aid at Work employees. This is currently being addressed and volunteers have been requested who will be put forward for training.

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Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
Review first aid risk assessment for all premises at the SHQ.	Medium	Central Services Manager/ Health & Safety Manager	Head of Physical Assets	30/11/2015	
Ensure that we have sufficient first aid cover across the SHQ site	Medium	Central Services Manager/ Health & Safety Manager	Head of Physical Assets	30/11/2015	
Review first aid call out procedure to ensure we have a robust process to cover all site at SHQ and including police staff onsite.	Medium	Central Services Manager/ Health & Safety Manager	Head of Physical Assets	30/11/2015	
Summary:					
Action plan 7 Health & Safety 2015/16					
Objectives	All identified health and safety risks are monitored and managed.				

Observations	<p>Of the four green book staff who are paid an allowance for first aid provision we are unable to confirm whether these staff have received regular refresher training.</p> <p>There is currently no central record of who are registered first aiders and therefore we are unable to give assurance that there is a good distribution of trained first aiders throughout Service Headquarters.</p> <p>At the close of audit we were informed that going forward no allowance will be paid to first aiders and that the training section will hold details of all qualified first aid staff on their training system to ensure all information is held centrally.</p>
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Management actions	Priority	Responsible Officer	SMT	Target date	Date signed off as complete
Review first aid risk assessment for all premises at service HQ.	Medium	Central Services Manager/ Health & Safety Manager	Head of Physical Assets	30/11/2015	
Ensure that we have sufficient first aid cover across the SHQ site	Medium	Central Services Manager/ Health & Safety Manager	Head of Physical Assets	30/11/2015	
Review first aid call out procedure to ensure we have a robust process to cover all site at SHQ and including police staff onsite.	Medium	Central Services Manager/ Health & Safety Manager	Head of Physical Assets	30/11/2015	

Summary: